

# Cabinet

Tuesday 13 July 2021

11.00 am

Ground floor meeting rooms, 160 Tooley Street, London SE1 2QH

## Supplemental Agenda No. 4

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Date: 7 July 2021

<b>Item No.</b> 13.	<b>Classification:</b> Open	<b>Date:</b> 13 July 2021	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Ledbury Estate Towers update on resident ballot and future redevelopment	
<b>Ward(s) or groups affected:</b>		Old Kent Road	
<b>Cabinet Member:</b>		Councillor Stephanie Cryan, Council Homes and Homelessness	

### **FOREWORD - COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR COUNCIL HOMES AND HOMELESSNESS**

In July 2017, following concerns raised about the fire safety of the four tower blocks on the Ledbury Estate, the council instructed an urgent investigation into the safety and structural integrity of the towers. The subsequent findings from Arup confirmed that the strengthening works required during the construction of the towers had not taken place and that the structural integrity was compromised. This resulted in the gas supply being disconnected and a programme of works planned.

After further structural investigations, and a subsequent options appraisal in late 2019 showing a range of refurbishment infill and redevelopment options, the council has worked closely with residents to safeguard the future of the estate while committing that any resident who wants to remain on the estate would have the option to do so. Residents were consulted on the options at the time and they decided that the preferred option was for a phased redevelopment of the four tower blocks and the building of new homes on the estate.

In March this year, we ran a Resident Ballot on this option and there was a clear majority of residents, who were eligible to vote in the ballot, voting Yes to the preferred option. This report now outlines the next steps on the journey of the Ledbury Estate, ensuring we continue to work closely with residents, and seeks approval from Cabinet to progress with building the new homes and securing the future of the estate.

I want to thank the members of the Resident Project Group for their ongoing commitment to the future of the Ledbury along with the wider members of the Ledbury community who have given us a clear direction through the ballot result.

## RECOMMENDATIONS

### Recommendations for the Cabinet

That Cabinet:

1. Note the ongoing engagement with the local community and thank all residents, and in particular the Resident Project Group, for their contribution to the Residents' Ballot.
2. Note the result and ratify the result of Residents' Ballot decision to demolish the four tower blocks consisting of 224 homes (known as Bromyard House, Peterchurch House, Skenfrith House and Sarnsfield House) and provide a minimum of 333 homes across two phases, in line with the commitments set out within the Landlord Offer Document.
3. Approve the project to deliver a minimum of 333 homes on the Ledbury Estate.
4. Approve a variation to the Housing Investment Programme for funding of £5.4M to take the project, subject to planning consent, out to tender for a contractor.
5. Note that further work will be undertaken to review phasing and contractor procurement so as to improve financial viability.
6. Approve the commencement of the next phase of acquisition of leasehold interests on the four towers via negotiation, under terms that would apply pursuant to a Compulsory Purchase Order (CPO), and delegate approval of compensation packages for the acquisition of individual leasehold interests to the Director of Planning and Growth in consultation with the Strategic Director of Housing and Modernisation.
7. Approve the continued rehousing of all secure tenants remaining in the four towers to enable vacant possession of the blocks in order that the delivery of the proposed redevelopment of the Ledbury towers can proceed.
8. To note the delivery programme, financial implications and associated risks of the project.
9. To note project progress since the February Cabinet paper.
10. To note that a Gateway report will be progressed to appoint an architect and employers' agent who will work closely with residents in the design of their new homes.

## **Recommendations for the Leader of the Council**

11. Agrees to delegate the approval to the Cabinet Member for Council Homes and Homelessness for the procurement and appointment of a design team, to RIBA stage 3+ and consultants to the wider project team for the duration of the project to take the scheme to planning, and subject to consent, procurement of a contractor for Ledbury Towers scheme.
12. Agrees to delegate the approval to the Cabinet Member for Council Homes and Homelessness of the serving of demolition notices in order to suspend qualifying tenants from exercising their Right to Buy (RTB) their homes for a period of up to 7 years.

## **BACKGROUND INFORMATION**

13. In July 2017 the Council held a public meeting to respond to residents' concerns about fire safety on the estate. Following an urgent investigation by structural engineers Arup, it was discovered that strengthening works on the Large Panel Structure of the towers had not been completed as previously thought. Southwark Council immediately switched off the gas supply and began a programme of works to make the towers safer for residents.
14. Since then the Council has been working closely with residents to discuss the future of the Towers. The Council has been committed to ensuring residents who want to remain on the estate had the option to do so and to work with residents on any final decision.
15. Cabinet received reports on the response to the emergency situation on the Ledbury Estate on 19 September 2017, 12 December 2017, 6 February 2018, 16 July 2019, 29 October 2019 and 17 December 2019.
16. Following detailed analysis of the blocks, it was determined that a full refurbishment option for the towers must be considered alongside a proposal for the demolition and comprehensive redevelopment of the towers.
17. Cabinet received a further paper in February of this year. In this, Cabinet agreed to proceed to a Resident Ballot for the final option, on the basis of the proposals and commitments within a Landlord Offer Document. The results of this ballot are contained within this paper.
18. In light of the Ballot result in favour of demolition of the towers, the Ledbury Towers project has been transferred from the Major Works Team to the New Homes Development Team to deliver the regeneration. This includes the commencement of the construction phase by September 2022, to secure a Greater London Authority (GLA) grant allocation of £27.8M as part of the Building Council Homes for Londoners programme.

19. Due to the rapport and significant degree of trust developed with the Resident Project Group and wider community and importance of continuity of service and retained knowledge, where possible, The New Homes Development Team has sought to retain the services of consultants appointed by the Major Works Team. The original architects, Hunter & Partners Ltd (Hunters), have been retained in the capacity as technical advisor to the Resident Project Group and a 'critical friend' of the project.
20. To meet the GLA funding deadline, the New Homes Development Team has completed the appointment of key consultants, the architect and employers' agent, up to a contract value of £100,000 each, to commence the design and consultation processes.
21. Should Cabinet approve recommendations set out in this paper, the New Homes Development Team will proceed with the appointment of the design and project team consultants to take the scheme to planning, and subject to further gateways, on site to deliver the homes.
22. The appointment of Karakusevic Carson Architects LLP (commonly referred to as KCA) the only new consultant to the core project team, followed a successful tender exercise. This was undertaken using and in accordance with the guidelines, terms and conditions of the LHC Architect Design Services Framework (Lot 3). Gateway 1 and 2 papers have been approved to appoint KCA to undertake RIBA stages 0 - 1 (feasibility work) from 4th May 2021 for a period of up to six months. A Gateway 2 paper is being progressed for a further appointment to take the scheme to planning should Cabinet approve the recommendations of this paper. Corporately, this approach has been agreed and communicated across the organisation. Further information will be included in the relevant gateway papers.
23. Calford Seaden, as employers' agent and cost consultant, were initially appointed to the project via a direct call off under the LBS Major Works Framework. As part of the original team, alongside colleagues from the Major Works Team and Hunters, they helped to develop the options appraisals presented to residents in 2018. In a similar arrangement to that of the architects, their services have also been retained to allow work to progress prior to this Cabinet meeting.
24. Notting Hill Genesis Consultant Framework 3 (Lot 2) has been identified as appropriate for a direct call-off to retain Calford Seaden's services for the duration of the project. A Gateway paper will also be progressed for this full appointment and contract value should Cabinet approve the recommendations of this paper.
25. Open Communities was appointed to the project in 2017 to provide the estate residents with independent advice enabling them to provide input into decisions taken about the future of their homes and community. This service includes organising and chairing the monthly Resident Project Group meetings. The New Homes Development Team will also seek to retain their services, if possible, but depending on the terms of their

appointment and procurement rules, may have to go out to tender for the service.

26. The Resident Project Group, which has continued to meet virtually on a monthly basis, was involved in the selection of the architectural practice and its engagement team, is satisfied with the outcome. An announcement has been made in the weekly Ledbury Estate newsletter.
27. In addition to attending the Resident Project Group meetings, The New Homes Development Team is also working closely with the on-site Ledbury Team led by the Director of the Ledbury Estate. Officers from both teams along with the Communications team lead attend monthly internal meetings to discuss the engagement plan, content for the weekly newsletter and updates on the occupation of the tower blocks along with any issues.
28. As of 24 May 2021, of the 224 homes, 23 secure tenants remain in their homes, 18 are being occupied by those with leasehold interests and 103 are being used as temporary accommodation. The 4 tenants and 3 leaseholders in Bromyard House are temporarily residing in the other blocks, as Bromyard House is entirely vacant. A breakdown is included in the table 1 below.

*Table 1 – Ledbury Estate Tower blocks: Occupation data*

<b>Tower block</b>	<b>Secure tenants</b>	<b>Leasehold interests</b>	<b>Temporary accommodation</b>
Bromyard House	4	3	0
Peterchurch House	3	3	29
Skenfrith House	7	6	40
Sarnsfield House	9	6	34

29. As highlighted to Cabinet in February 2021, as a result of the Covid-19 pandemic and subsequent Government guidelines regarding social distancing, void properties in the Tower blocks were being utilised as temporary accommodation for those Southwark residents who were living in shared temporary accommodation. As set out above, this continues to be the case.

## KEY ISSUES FOR CONSIDERATION

### Resident Ballot

30. Previous consultations held with the Ledbury Towers residents in response to the emergency situation raised in June 2017 meant that the ballot was not (and did not need to be) held in accordance with the GLA's requirements. Compliance with the GLA's rules would have excluded residents with a right to return, and non-resident leaseholders who at the time were promised they would have a say on the future of the Towers.
31. This predated the GLA's resident Ballot requirements, introduced in July 2018. The project remains eligible for funding as The GLA issued, on 9<sup>th</sup> April 2021, an exemption certificate on the grounds that demolition is required due to fire safety concerns.
32. Estate Regeneration Resident Ballot requirements meant there was no minimum turnout needed, the result was based on a simple majority and voter eligibility criteria applied. The process was conducted and managed by Open Communities, an independent organisation.
33. On 3 March 2021, the resident ballot took place. The ballot went to the 196 qualifying households (i.e. permanent tenants, tenants who have moved and have the right to return, resident leaseholders and non-resident leaseholders).
34. The ballot asked residents if they were in favour of the proposal for the re-development of the towers on the Ledbury Estate. On 26 March 2021, the deadline for the receipt of the completed ballot papers, 86% of the respondents voted in favour of the proposals.
35. Of the households eligible to vote, 56% participated. Of those residents still living in the towers 77% took part while 49% of the former tenants with a right to return took part. A number of those families that have moved from the Towers did not participate as they do not intend to return to the estate.
36. Along with the casting of votes, comments made by residents included expected construction related concerns such as noise and air pollution, traffic congestion as well as general congestion of Commercial Way. Concerns were also raised regarding permit parking and loss of green space.
37. The project and design team will directly address resident and stakeholder concerns highlighted during the consultation process and take them into consideration during the design of the new homes. Consultation will be delivered in accordance with the Southwark Charter of Principles and the latest Government guidance regarding Covid-19 restrictions.

## Secure Tenants

38. In June 2017, following the discovery of structural integrity issues with the four towers, the Council made available to all secure tenants residing in the towers and who expressed a desire to move, the opportunity to be allocated band one status on the Council's Homeseach system.
39. In November 2017, Cabinet approved the Right to Return for secure tenants who moved from the estate, and in February 2018 the Council made rehousing an additional option available to Ledbury tenants following the Council's acquisition of a block of 80 units at Sylvan Grove.
40. Since then the Council has continued to rehouse secure tenants of the towers, with their agreement, to various locations across London. The Council however now requires vacant possession of these blocks and will continue to work with the secure tenants within the blocks to rehouse them, in line with the Landlord rehousing offer set out in February 2021 Cabinet report.
41. As of 24<sup>th</sup> of May 2021 there remains 22 secure tenants residing in the towers.
42. The Council will seek to continue rehousing the remaining secure tenants by agreement, however Cabinet are asked to note that it may be necessary to apply to the court for an order for possession under one of the grounds in Schedule 2 of the Housing Act 1985 so that the Council can obtain vacant possession of dwellings occupied by secure tenants in the blocks where vacant possession is required so that redevelopment can proceed, and the new homes can be provided as mandated by the residents via the ballot.

## Acquisition of leasehold interests

43. The Council holds the freehold interest of the development site, but in order for the Council to proceed with the demolition and redevelopment of the towers, it is necessary to acquire all the residential leasehold interests, and any commercial interests within the development area.
44. In December 2017, Cabinet approved a voluntary buy back scheme for leaseholders within the towers in recognition of the potential disruption to residents in these blocks whilst further investigative works were undertaken around the long-term future of the blocks. Following the resident vote for demolition of the towers a voluntary buy back scheme is no longer appropriate as it cannot guarantee vacant possession of the blocks, and so that scheme is now brought to end.
45. This report then seeks to replace the voluntary acquisition scheme with approval to acquire all remaining leasehold interests in the four towers in order to deliver vacant possession of the tower blocks. These interests will be acquired on similar terms to those that would apply had a Compulsory

Purchase Order been made, in terms of compensation and disturbance payments.

46. The Council has built an extremely positive dialogue with the majority of residents and leaseholders so it remains the Council's intention to acquire all leasehold interests by agreement rather than by compulsory acquisition. However, if this is not possible then it may be necessary to bring a further report to Cabinet at a later date to seek approval to commence the Compulsory Purchase Order process. This would enable the Council to acquire compulsorily any outstanding leasehold interests in the towers, which it is not able to acquire by agreement, to enable the delivery of the redevelopment programme to proceed. The Council has wide ranging powers available to acquire land by agreement and these are set out in the legal section of this report.
47. The formal Compulsory Purchase Order process (and the temporary suspension of tenants' right to buy their home) as part of the vacant possession strategy has been discussed with the Resident Project Group. This was received positively by the Group as it is understood that timely vacant possession is critical to securing the grant allocation to help pay for the development of the homes.
48. In December 2017, there were 33 leasehold interests in Bromyard House, Peterchurch House, Skenfrith House and Sarnsfield House. The previous voluntary buy back scheme acquired 16 leasehold interests in these blocks. Since that date, one tenant has exercised their Right to Buy, leaving 18 leasehold interests remaining to be acquired.
49. The Council will now be seeking to acquire these remaining interests in line with the provisions set out in the Land Compensation Acts 1961 and 1973, the Compulsory Purchase Act 1965 and relevant case law. This includes the opportunity for leaseholders to be represented in any negotiations to acquire their leasehold interest by a surveyor whose fees will be reimbursed at completion by the Council.
50. In addition to this statutory basis for acquisitions, in February 2021 Cabinet approved a report which brought forward a ballot of residents on the estate and contained a landlord offer, which set out the main rehousing policies which were to be offered to leaseholders on the Ledbury Estate. This report authorising the scheme will serve to formally enable those leaseholders, who are eligible for rehousing assistance under the Ledbury offer and the Council's standard rehousing policies for leaseholders affected by regeneration, to have access to rehousing opportunities through the Council.
51. It is important to note that the voluntary buy back scheme brought forward in December 2017 aligned very closely to the compensation provisions of the Land Compensation Acts 1961 and 1973 and the Compulsory Purchase Act 1965 and so leaseholders selling their interest to the Council now will be eligible for the same heads of claim as leaseholders were under the

voluntary buy back scheme approved in December 2017. However, this report does bring forward an increased range of rehousing opportunities for eligible leaseholders under the landlord offer set out in the February 2021 Cabinet report as opposed to those limited rehousing options which were available under the voluntary buy back scheme.

52. Alongside the acquisition of residential interests, there are a range of commercial interests within the development area, including mobile phone infrastructure, whose interests will need to be acquired so that the development is able to proceed. Council officers have commenced early discussions with the relevant parties, and as with the residential interests, will seek to acquire those commercial interests in the development area by agreement. If and where this is not possible it may be that the Council will have to exercise its compulsory purchase powers to acquire those interests.
53. Officers are also reviewing whether any appropriation of land on the site is required, or recommended, and if so may also need to bring forward a further report with regard to appropriation of any land required within the development area.

#### Demolition Notices

54. This report notes that since the introduction of the voluntary buy back scheme in December 2017, there has been the completion of one Right to Buy within one of the four towers affected by these proposals. To prevent temporarily any remaining secure tenants from exercising their Right to Buy, this reports proposes that Initial Demolition Notices are served under Schedule 5A of the Housing Act 1985 as inserted by clause 182 of the Housing Act 2004 and amended by the Housing and Regeneration Act 2008.
55. This will serve to suspend the Right to Buy in Bromyard House, Peterchurch House, Skenfrith House and Sarnsfield House. This will protect the Council's financial position by not requiring the Council to sell properties within these blocks under the Right to Buy at a discount, which is then not able to be recovered by the Council where that property is acquired either pursuant to a CPO or through a CPO.

#### **Legal implications**

56. Please refer to the legal concurrent below from the Director of Law and Governance.

#### **Community impact statement**

57. Section 149 of the Equality Act 2010 lays out the Public Sector Equality Duty (PSED) which requires public bodies when taking decisions, to have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
  - b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
  - c) Foster good relations between those who share a relevant characteristic and those that do not share it.
58. The Council through a process of regular review has been considering the impact on all protected groups throughout the development of the Council's proposals for all regeneration projects within the borough. This has led to the Council's developing rehousing policies for leaseholders and tenants affected by regeneration proposals in the borough.
59. These have identified that the Council has a range of measures in place to mitigate any potential impacts of regeneration proposals, including:
- a) Rehousing policies through the Council which provide a range of local re-housing opportunities that enable residents to move locally (if they choose to do so) to a new home that meets the needs of their family and financial position, following an assessment based on the specific needs of each household.
  - b) A dedicated team of officers which supports both tenants and leaseholders through the rehousing process.
  - c) Providing support and guidance about a range of routes to all residents affected by regeneration but with particular focus on those that may be vulnerable or in need of additional support.
  - d) The development of new homes in the borough which will provide high quality homes to modern standards for residents in the borough to move to.
60. Therefore, the Council considers that the potential impacts of the scheme are fully addressed through the operation of its rehousing policies and provision of dedicated support and guidance available through Council officers and local independent organisations that provide support and guidance to Ledbury Estate residents.
61. Through the consultation process, the Council has also sought to update its understanding of the makeup of individuals affected by the rehousing and process. The Council will continue to monitor any resulting impacts. The Council will also seek to update and expand upon this information throughout the ongoing process as it continues to discharge its public sector equality duty. Individual assessments of the housing needs of secure tenants are also carried out to ensure alternative accommodation offered is suitable to their needs.
62. In addition, an Equality Health and Impact Assessment (EqIA) has been undertaken and reviewed independently by Open Communities to ensure that the consultation process considers all affected residents by ensuring that the engagement team is aware of the various needs so that the process can be tailored accordingly.

63. The assessment focuses on the potential effects, including health effects, likely to be experienced by those living and working in the community in light of their 'protected characteristics'. Please refer to Appendix 1.
64. It identifies differential or disproportionate effects, both positive and negative, on those with protected characteristics from the development proposals and sets out mitigation or enhancement measures that the Council can put in place. It looks at these factors ahead of confirming decisions and policy.
65. The EqIA has been informed by the Council's iWorld housing database as well as other sources including discussions with TRA members, consultation hubs, residents' feedback about communication in the Southwark Conversation, feedback from other consultation workshops and the Ledbury team's housing needs survey.
66. Various communication methods and engagement tools are already in place such as the distribution of weekly newsletters, online and by post, and the 24 hour on-site presence of Ledbury resident service officers available to provide a dedicated one to one service as and when required. These officers are aware of the specific communication needs of each resident to ensure information is accessible to them.
67. The assessment will be shared with the architect's appointed engagement team, which will be working with residents throughout the design development process. The team will also work with the Ledbury Team and residents' interpreters, whilst also implementing additional specific engagement tools appropriate to each of the identified user groups such as older residents who prefer information by hard copy and face to face contact.
68. A further Equality Health and Impact Assessment will be carried out prior to submission of a planning application to ensure a fair and accurate representation of the impact of the final design and new development on the Ledbury Estate including the allocation and specific lettings policy as well as management of works on site.

### **Financial implications**

69. Subject to construction works commencing in September 2022, the project will be part-funded by £27.8M of GLA grant along with the Housing Revenue Account funding (HRA) and borrowing. The scheme proposals include 75 homes for private sale, any receipts generated will ease the borrowing on future developments or HRA programmes.
70. However, due to the significant demolition costs, the delivery of 78% of the homes for council rent (i.e. 264 of 340), public realm works, re-housing costs and enacting set requirements and specifications within the ballot's

Landlord Offer, an initial feasibility assessment demonstrates that the project is not financially viable.

71. Officers will attempt to improve viability throughout every stage of the process. This will include finessing the design requirements, optimising unit numbers to allow for further cross-subsidy from the market and potentially shared-ownership homes and working closely with the employers agent and design team to ensure a competitive price from the tender. However, due to the reasons stated in the paragraph above, the scheme is extremely unlikely to achieve a positive Net Present Value.
72. It should be noted that as the scheme evolves, officers will undertake further work to review phasing options, ensuring that the Council remains flexible and is in a position to limit exposure to financial risk. Furthermore, officers will continue to review the most appropriate route to market for a contractor and work to provide the most commercially advantageous approach to reduce the Council's peak debt of financing the overall capital cost of the works.
73. Significant investment would have been required to address the issues. The cost to refurbish the tower blocks was estimated, by Calford Seaden in December 2019, at £85.1M<sup>1</sup> (4,708 per square metre).
74. The cost of refurbishing the towers would have resulted in a negative financial impact. However, this would not have delivered the holistic regeneration benefits or additional homes contained within the current proposals.
75. The redevelopment, as mandated by the residents, provides new high-quality, sustainable and safe homes with minimized long term maintenance costs. Of which some of the costs are off-set by the income from the additional homes for future development projects. This option also provides wider regeneration benefits.
76. An operational budget of 20% of on costs is expected to be expended to develop design proposals to planning application stage, and subject to planning consent, on to pre contractor tender stage.
77. Tables 2a and 2b below set out the indicative accommodation schedule:

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<sup>1</sup> Refurbishment works option cost does not include on costs.

Table 2a – Proposed unit mix (indicative)

Bed type/property category	1 bed	2 bed	3 bed	4 bed	5 bed	Total
Existing homes <sup>2</sup>	76	72	76	0	0	224
New homes	23	70	10	12*	1*	116
Total	99	142	86	12	1	340

\*Provision of these homes is based on identified housing need.

Table 2b – Proposed tenure mix (indicative)<sup>3</sup>

Bed type/Tenure	1 bed	2 bed	3 bed	4 bed	5 bed	Total	% of total homes
Council rent	86	84	81	12	1	264	78
Shared equity	2	8	8	0	0	18	5
Private sale	12	35	11	0	0	58	17
Total	100	127	100	12	1	340	

78. A closed version of this report contains further detail on the financial position as it contains information exempt by virtue of category 3 of paragraph 10.4 of the Access to Information Procedure Rules of the Southwark Constitution.

### Policy implications

79. The project will be delivered in line with the Council's carbon neutrality commitments. Achieving an enhanced environmental performance will be integral to the design process to provide low carbon, high comfort homes with lower lifecycle and maintenance costs. This will be achieved by considering interventions such as;

- utilising materials and components chosen to reduce embodied carbon footprint and in turn reduce long term future maintenance costs
- landscape interventions to significantly enhance bio diversity

<sup>2</sup> Includes 206 council rented and 18 leasehold homes.

<sup>3</sup> This proposal is in accordance with current Council and GLA policies.

- photovoltaic cells to roofs
  - placing winter gardens along Old Kent Road to mitigate noise pollution
  - rainwater harvesting for landscape irrigation
  - recesses, entrances and balconies to mitigate wind effect
  - services located into dwellings to prevent corridors overheating
  - maximising natural ventilation in communal circulation.
80. The option presented in the Resident Ballot (option D) will align with the Council Plan, Housing Strategy and Great Estates Programme and the Protocol for Consideration of New Homes and Charter of Principles.
81. The detailed design of the redeveloped estate will also align with National, Regional and Local Planning policy frameworks including the Old Kent Road Area Action Plan (OKR AAP). The Old Kent Road Planning Team remains engaged in the process, most recently participating in the architect selection process as members of the panel. Officers from the New Homes Development Team will ensure that the OKR team remain an essential stakeholder in the evolution of the proposals.
82. Design will also be compliant with the newly adopted London Plan (2021) and Southwark's planning policies Core Strategy 2011 and the New Southwark Plan.
83. The design options will also be considered in light of the Council's Climate Emergency Declaration. The carbon footprint associated with the redevelopment will be modelled against the existing baseline and will include a calculation of the option against the uplift of carbon associated with delivering the number of homes in the redevelopment option.
84. Commitments established in the Landlord Offer Document (see Appendix 2) detail a proposed local lettings policy specific to the Ledbury Estate. The principles of the policy are outlined in the Offer Document, and reflect the promises made to residents when the emergency first arose in the summer of 2017. Cabinet noted the policy implications of this offer document in the February 2021 Cabinet report.

### **Consultation**

85. A summary of consultation carried out with the Ledbury Estate community since mid-2017 is set out in table 3 below.
86. This includes the weekly Ledbury newsletter and the Ledbury Resident Project Group. The Resident Project Group consists of residents and former residents of the tower blocks and the low rise blocks, established in response to the substantiated concerns raised by residents. Its purpose, to ensure residents and the community are included in the design and consultation processes whilst working with the Council to provide the best solution to the housing issue.

Table 3 – Consultation summary

Date	Event details
July 2017 - November 2017	Public consultation meetings held to discuss residents' concerns about fire safety and structural integrity of the four tower blocks.
October 2017 – ongoing	Weekly newsletters produced by Ledbury Estate team circulated to residents of the four tower blocks, the tenants who have moved who have the right to return and the residents in the low rise homes on the Ledbury Estate.
November 2017	Resident Project Group set up, chaired by Open Communities to work on the scope of the Options appraisals for the four towers
January - February 2018	Exhibition, public meeting and household survey carried out independently by Open Communities to vote on the priority for works in a strengthening option
August – September 2018	Public meeting and two exhibitions held to explain the four appraisal options. Household survey to vote on the four appraisal options carried out independently by Open Communities
January – March 2020	Monthly Resident Project Group meetings with Hunters architects to carry out further work on the scope of the options appraisals
July 2020 – ongoing	Monthly online Resident Project Group meetings attended by council officers incl. Ledbury Estate Director and the New Homes Development Team
October 2020	Household survey carried out independently by Open Communities to vote on the appraisal options
March 2021	Residents' ballot carried out independently by Open Communities

87. The Resident Engagement Plan will provide for ongoing consultation and engagement with residents in the Towers, former residents of the Towers with a right to return and stakeholders of the Estate. Please refer to Appendix 3.

### Delivery

88. The key drivers behind the project programme are the need to re-provide former residents of the four tower blocks with permanent homes as soon as possible, and starting construction works by September 2022 to secure GLA grant funding to contribute to the development costs.
89. Cabinet should note that achieving a Start on Site by September 2022 is incredibly ambitious. From officers' previous experience of major regeneration schemes and advice from the Employers Agent, the dates below represent the best-case scenario in which the Start on Site is

only just attainable. Officers are cognisant of this and programme risks will be monitored and mitigated where possible.

90. Set out in table 4 below are the key programme dates

*Table 4 – Ledbury Estate key programme dates*

Commencement of consultation with Resident Project Group	June 2021
Design development	June 2021 – December 2021
Planning submission	January 2022
Planning consent	May 2022
Start on site (and securing GLA grant allocation)	September 2022
Practical completion	May 2028

### **Ledbury Estate Local Lettings Policy**

91. In February 2021 Cabinet, Cabinet Member for Housing was granted authority to approve a dedicated Ledbury Estate Local Lettings Policy, subject to a majority vote in favour of the redevelopment option in the Resident Ballot.
92. The New Homes Development Team will work with relevant colleagues to bring forward a Local Lettings Policy for how the new homes to be built on the estate will be let to local residents.
93. Further detail will also be provided in this report around the tenure options and housing products which will be made available to Southwark residents.

### **Resourcing Implications**

94. Following permanent appointments to the New Homes Development Team in March 2021, a full project team is in place to deliver the project. Appropriate resourcing through the support of the Chief Executive's department and the My Southwark Homeowners Team is also in place to deliver the acquisition of leasehold interests on the estate, whilst the Ledbury Team already in place will deliver the rehousing of secure tenants and temporary accommodation from the estate.
95. The Council has an ambitious regeneration programme underway, which is likely to increase officers' workload over the next few years. If run concurrently current staff structures could become overburdened.

Officers review staffing resource implications regularly and so are able to identify potential issues before they become problematic. Should this be the case, Cabinet will be notified accordingly.

### **Procurement Strategy**

96. The procurement of the wider project team will be completed, subject to Cabinet approval of this paper, to produce design proposals in preparation for planning submission. A paper will be brought before Cabinet in December 2021 to provide an update, in addition to other matters aforementioned, regarding a contractor procurement route.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

#### **Director of Law and Governance**

##### **The Equality Act 2010**

97. The Equality Act 2010 requires the council, when taking decisions, to have due regard to the need to:
- (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
  - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
  - (c) Foster good relations between those who share a relevant characteristic and those that do not share it.
98. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The duty also applies to marriage and civil partnership, but only in relation to (a) above.
99. The report confirms that an Equalities Impact Assessment has been carried out in conjunction with consultation and summarises the findings and, where any possible disproportionate effects have been identified on groups sharing protected characteristics, the mitigation proposed to discharge its public sector equality duty. Members must give due regard to the outcome of the EIA when considering the recommendations.

##### **Consultation**

100. The report explains the detailed resident engagement process that led to an indication of support for, and the outcome of the resident ballot in favour of, the proposal for the estate. The report also notes that there will be continuing consultation with residents.
101. The law requires that consultation must be undertaken when proposals are at a formative stage and include sufficient information and time for interested parties to respond. This must be satisfied for fair and proper

consultation with the outcomes being taken into account in the final decision making process.

102. Under s.105 Housing Act 1985 the council is obliged to maintain arrangements to enable those of its secure tenants who are likely to be substantially affected by the proposed demolition to be informed of the proposals and to make their views known; and to take their representations into account.
103. The report explains that all current residents of the Towers, relocated residents, and non-resident leaseholders, have been included in the consultation process.
104. Cabinet members should satisfy themselves as to the consultation carried out and take into account the outcome of the consultation when making decisions on the recommendations.

### **Re-housing Secure tenants to acquire council tenancies for vacant possession**

105. The report explains that most council secure tenants have already relinquished their Ledbury tenancies. The council will seek to re-house remaining secure tenants by agreement. Where agreement is not achieved the Council has the ability, following service of the requisite statutory notice of seeking possession, to bring a claim for possession against its secure tenants under Ground 10 of Schedule 2 of the Housing Act 1985, which provides as follows:
106. The landlord intends, within a reasonable time of obtaining possession of the dwelling- house to demolish or reconstruct the building or part of the building comprising the dwelling-house, or to carry out work on that building or land let together with, and thus treated as part of, the dwelling-house, and cannot reasonably do so without obtaining possession of the dwelling-house.
107. The court will not make an order for possession of a dwelling-house let under a secure tenancy under Ground 10 unless it is satisfied that suitable alternative accommodation will be available for the tenant when the order takes effect. Accordingly, the council will need to ensure suitable alternative accommodation is offered to secure tenants.

### **Acquisition of leasehold [and freehold] interests**

108. The Council has power under s120 of the Local Government Act 1972 to acquire land by agreement for the purposes of any of their functions under the Local Government Act or any other enactment, or for the benefit, improvement or development of their area. Subsection (2) provides that even if the land is not immediately required for the purpose for which it is being acquired, it may be acquired and used for the purpose of any of the council's functions.

109. In addition, the Council has power to acquire land by agreement under s227 of the Town and Country Planning Act 1990, for any purpose for which a local authority may be authorised to acquire land under s226. That section includes purposes of development and redevelopment.
110. In this report the recommendation is that land is being acquired by agreement in order to facilitate the development of the area, which falls within the purposes set out in s120(1) of the Local Government Act 1990 and s226 of the Town and Country Planning Act 1990.
111. Accordingly, the Council has power to acquire leasehold interests by agreement as recommended by this report.

### **Compensation payments under the Land Compensation Act 1973**

112. Persons with a qualifying legal interest displaced from their properties because of demolition, such as tenants, and leaseholders, will be eligible for mandatory or discretionary statutory compensation and disturbance payments. These will be made in line with the applicable legislation and council policy at the appropriate time.

### **The Allocation of new properties following redevelopment**

113. Under Part 6 of the Housing Act 1996 (HA 1996), an authority must have a scheme for determining priorities and procedures in the allocation of its housing and generally must not allocate housing except in accordance with that scheme.
114. The council's housing allocations scheme gives effect to legal requirements to give preference to certain groups of applicants, together with additional groups as a result of council priorities.
115. Under s166A(6) of the HA 1996, the council is permitted to depart from its main allocation scheme where it puts in place a local lettings policy which prioritises particular groups of applicants for particular properties, provided that the cumulative effect of such schemes does not displace the system of reasonable preference set out in the main allocation scheme.

### **Procurement**

116. The procurement and appointment of professional consultants are outline in paragraphs 21 to 25 of this report and are subject to a recommendation to the Leader of the Council to agree to delegate the procurement and appointment approval decisions to the Cabinet Member for Council Homes and Homelessness.

## Leader Delegations

117. Under Part 3 of the council's constitution, the Leader has authority to delegation to the Cabinet Member the approvals set out in paragraphs 11 and 12 of this report.

## Strategic Director of Finance & Governance (H&M 21/044)

118. This report provides an update on the plans to redevelop the Ledbury estate following the resident ballot held in March of this year. The proposed development, which is still at an early stage, is expected to deliver around 340 new homes of which 282 will be council homes. The gross development cost of delivering the council and shared equity homes is estimated at £138.2 million (£110.4 million net). This is indicative at this stage and will become more defined as the project evolves through final design and procurement.
119. The council has already secured grant funding from the GLA of £27.8 million as a contribution towards the cost of the social homes, and further funding will be sought as the project is developed. The grant is conditional upon construction works commencing in September 2022.
120. A land receipt of £4.6 million is currently assumed arising from the private sale units being developed, albeit there remains the option for the council to build them out and generate a larger receipt, but it comes with substantially greater risk for the council than the traditional developer-led arrangement. It may be possible for the council to forego the land receipt in lieu of developer contributions towards the provision of social homes as a means of improving cash flow and assisting in reducing the level of borrowing required. Further detailed financial evaluation is required and decisions in this regard will be reported to cabinet for approval at a later stage.
121. Ledbury, along with similar high needs/high cost schemes such as those at Tustin and Maydew, represents very substantial investment for the council (predominantly the HIP) which have significant long-term financing implications, without maximising private sales subsidy to contribute to affordability in both individual scheme terms and in the wider context of the Housing investment Programme (HIP). Cabinet need to be aware of the debt financing commitment that it places on the HRA (circa £2.3 million interest per annum based on currently low PWLB rates) as predicated in this report. This represents a fixed cost for up to 50 years and subsequent refinancing, thereby reducing revenue budget capacity for day to day service needs, meet new and emerging commitments and manage unforeseen events.
122. For context, Southwark's total borrowing (both general fund and HRA) at 31 March 2021 stood at £891.4 million comprising both long and short term debt. Of this sum, £682 million was PWLB, which ranks Southwark fourth highest in London and thirteenth in England. This demonstrates the

council's ambitious investment in the borough over the last decade. £521 million of this current debt is HRA and whilst the removal of the borrowing cap has provided greater freedom for crucial housing investment, the level of borrowing must remain sustainable over the long-term. As a prudent measure of affordability, debt exposure is linked to the value of the net rental stream generated by the HRA, which is dictated by central government rent policy. It is also impacted by largescale rental stream losses necessitated by unavoidable re-housing events.

123. On this basis, total HRA borrowing of circa £1.3 billion is broadly affordable, providing circa £800 million headroom to meet the wider investment needs of the housing stock such as building safety, heat network and carbon reduction and new homes. Given the current scale of commitments and other competing priorities not currently in the 10 year HIP, and in the absence of additional government financial support, borrowing headroom is likely to be exhausted by 2026-27, notwithstanding further rental stream movements over that period. Consequently, this requires a thorough review and prioritisation of the programme going forward as advised in the previous cabinet report.
124. For reference, local authority borrowing, investment and capital finance activity is subject to the provisions of the Local Government Act 2003 and supported by the Prudential Code for Capital Finance and the Treasury Management in the Public Services Code of Practice and Guidance published by the Chartered institute of Public Finance and Accountancy. The codes introduced a series of indicators and limits, which Council Assembly approve annually.

#### **REASONS FOR URGENCY**

125. The report sets out the background to the project, mandate from the residents of the Towers, strategies and next steps required to enable the redevelopment of the Ledbury Towers.
126. To secure external funding, vacant possession of the building in Phase 1 needs to be in place to secure a contractual start on site by September 2022.

#### **REASONS FOR LATENESS**

127. This report required external information and feedback which was only available after the date of dispatch.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet reports: Ledbury Estate Towers - Ledbury Towers Residents' Ballot	Virtual: Livestreamed on Southwark Council's YouTube channel here: <a href="https://www.youtube.com/user/southwarkcouncil">https://www.youtube.com/user/southwarkcouncil</a>	Paula Thornton 020 7525 4395
<b>Link (please copy and paste into browser):</b> <a href="https://moderngov.southwark.gov.uk/documents/g6666/Public%20reports%20pack%20Tuesday%2002-Feb-2021%2011.00%20Cabinet.pdf?T=10">https://moderngov.southwark.gov.uk/documents/g6666/Public%20reports%20pack%20Tuesday%2002-Feb-2021%2011.00%20Cabinet.pdf?T=10</a> (Item 9)		

## APPENDICES

No	Title
Appendix 1	Equalities and Health Impact Assessment
Appendix 2	Landlord Offer document – Final
Appendix 3	Resident engagement plan

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Stephanie Cryan, Council Homes and Homelessness	
<b>Lead Officer</b>	Michael Scorer, Strategic Director of Housing and Modernisation	
<b>Report Author</b>	Mike Tyrrell, Director for Ledbury Estate	
<b>Version</b>	Final	
<b>Dated</b>	7 July 2021	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		7 July 2021



## APPENDIX 1

# **Equality and Health Impact Assessment**

## **Consultation on Redevelopment of the Ledbury Estate Towers**

## Guidance notes

### Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the effect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or

be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and [www.southwarkadvice.org.uk](http://www.southwarkadvice.org.uk)).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

## Section 1: Equality analysis details

<b>Proposed policy/decision/business plan to which this equality analysis relates</b>		Consultation on redevelopment of the Ledbury Estate Towers			
<b>Equality analysis author</b>		Helen Laker (Independent review undertaken by Open Communities)			
<b>Strategic Director:</b>		Michael Scorer			
<b>Department</b>		Housing and Modernisation	<b>Division</b>	Asset Management	
<b>Period analysis undertaken</b>		May – June 2021			
<b>Date of review (if applicable)</b>		n/a			
<b>Sign-off</b>	Patricia Lewin	<b>Position</b>	New Homes Project Manager	<b>Date</b>	11 June 2021

## Section 2: Brief description of policy/decision/business plan

<b>1.1 Brief description of policy/decision/business plan</b>
<p>The Council is committed to building 11,000 new council homes. To achieve this, the Council identifies potential development sites and works with the local community to explore the feasibility of each site. The Council seeks to engage with all local residents and community groups to ensure they are able to influence and shape the proposals throughout the design development process, as it recognises the impact that new homes will have on improving the lives of those in housing need.</p> <p><b>The decision to develop the towers as a phased development was taken in consultation with residents at several meetings through 2019. Public meetings with Ledbury estate residents began in July 2017, when concerns were raised about fire safety.</b></p> <p>To develop new homes at the Ledbury estate, on the sites of existing tower blocks, outlined in the map below:</p> <ul style="list-style-type: none"> <li>• Sarnsfield House</li> <li>• Skenfrith House</li> <li>• Peterchurch House</li> <li>• Bromyard House</li> </ul>



As detailed in the Cabinet report of February 2021 (Ledbury Estate Towers – Ledbury Towers Residents’ Ballot) there will be improved open space and play areas, larger, safer and more energy efficient homes with private outdoor space, and a guaranteed right of return for all existing residents and non-resident leaseholders.

There has already been extensive engagement with residents over 4 years about the proposed major works phases, this statement is about consultation for new homes on the sites of the tower blocks, including the ballot on new homes to replace the tower blocks on the estate. Options considered included refurbishment, refurbishment with infill, and demolition and new build homes.

The ballot was sent out to:

- Remaining tenanted residents in the Towers
- Tenanted households who moved from the Towers with the Right to Return
- Remaining resident leaseholder households in the Towers
- Non-resident leaseholders in the Towers

Residents of the low rise homes on Ledbury Estate were given information about their proposals and asked for their comments.

### Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
<b>Key users of the department or service</b>	Members of the public; resident groups, community organisations, developers; consultants, Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department; Greater London Authority; Chief Executive’s Department.

<b>Key stakeholders were/are involved in this policy/decision/business plan</b>	Residents and former residents of the Ledbury Towers, neighbours on Ledbury Estate, Members of the public; Housing and Modernisation Department; Councillors; Finance and Governance Department; Place and Wellbeing Department.
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Consultation area - Boundary of Ledbury Estate



## Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

<b>Age</b> - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).			
<b>Potential impacts (positive and negative), including health impacts of proposed policy/decision/business plan</b>			
Two relevant principles are: <ul style="list-style-type: none"> <li>• <b>Simplicity &amp; Accessibility:</b> We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support older residents to get involved.</li> <li>• <b>Inclusion:</b> We will make a particular effort to connect with those likely to be most affected by any potential change.</li> </ul>			
<b>Equality information on which above analysis is based</b>			
1. iWorld housing database information for Ledbury estate, updated with details of the household trackers supplied by the Ledbury team.			
For the areas outlined in blue on the map of the Ledbury Estate above, iWorld housing database information at 17 May 2021 was:			
Sarnsfield, Skenfrith and Peterchurch blocks			
Under 18	0	Over 18 (up to 30)	3
Over 30 (up to 70)	62	Over 70	13
Data missing – leaseholders	66		
Bromyard House and surrounding area			
Under 18	0	Over 18 (up to 30)	0
Over 30 (up to 70)	32	Over 70	8
Data missing – leaseholders	49		
Hoyland Close			
Under 18	0	Over 18 (up to 30)	0
Over 30 (up to 70)	30	Over 70	9
Data missing – leaseholders	21		

2. Information from TRA members
3. Consultation hubs;
4. Information from residents' feedback about communication in the Southwark Conversation, and local population data
5. Feedback from other consultation workshops
6. Ledbury team housing needs survey

Over 40% of the Southwark population consists of those aged 20 to 39, compared to 34% in the rest of London and only 8% of the population of Southwark is aged over 65.

Both the Southwark Conversation and the Kaizen report identified digital engagement as a means to improve participation. In Planning department the move to digital engagement has increased the pool of participants from 2000 to 7000 in a relatively short period of time.

#### **Mitigating actions to be taken**

We need to make sure all age groups are consulted with and make that they are not left out.

Digital methods are attractive to younger people, but many older age groups still prefer hard copies and face to face contact. Resident services officers are also based in the TRA hall at the estate.

Newsletters and notes of all meetings held on Ledbury are uploaded to the Ledbury Towers website.

All correspondence relating to the Towers is posted to each home and uploaded to the Ledbury Estate website. This includes consultation information on proposals for development.

Newsletters are provided weekly to residents and those with the Right to Return to the Ledbury Towers, in a format that each resident has asked for.

Newsletters are provided monthly for residents in the low rise blocks next to Ledbury Towers.

**Disability** - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

#### **Potential impacts (positive and negative), and health of proposed policy/decision/business plan**

Two relevant principles are:

- **Simplicity & Accessibility:** We recognise that everyone's needs are not the same. We will provide engagement and consultation in plain English and

provide materials in a variety of formats to support our varied communities to get involved.

- Inclusion: We will make a particular effort to connect with those likely to be most affected by any potential change.

#### Equality information on which above analysis is based

iWorld housing database information for Ledbury estate, updated with details of the household trackers supplied by the Ledbury team.

iWorld housing database information for the areas outlined in blue on the map at 17 May 2021 was:

Ledbury outlined area – 20 residents recorded 1 or more type of disability

ARTHRITIS	5	BLOOD PRESSURE	3
BREATHING	1	CEREBPALSYP	1
DIABETES	1	HEARING	1
OTHER ILLNESS	3	OTHER MOBILITY	1
SIGHT	2	DEPRESSION	1
PSYCHOSIS	1		

Bromyard House and surrounding area – 15 residents recorded 1 or more type of disability

ARTHRITIS	4	BACK	3
CANCER	1	HEARING	1
HEART	1	KIDNEYS	1
MUSCLE PAIN	1	OTHER MOBILITY	1
ANXIETY	2	OTHER MENTAL	
PSYCHOSIS	1		

Hoyland Close – 12 residents recorded a disability

ARTHRITIS	2	CANCER	2
DIABETES	1	HEART	1
OTHER MOBILITY	2	DEPRESSION	2
PSYCHOSIS	1		

#### Mitigating actions to be taken

Any consultation event should be held in a step free building or one that has a lift and accessible toilets. The Ledbury TRA Hall where events have been held has step free access and accessible toilets.

Everyone's needs are not the same. We will provide engagement and consultation in plain English and provide materials in a variety of formats to support residents.

Hard copies of reports have been emailed or posted out to interested residents and further support can be designed around the tenant. Technical reports are available on the Ledbury Estate website. Resident services officers are also based in the TRA hall at the estate and provide individual support and advice to residents and those with the Right to Return. Resident Service Officers have identified the communication needs of every resident and ensure they get information in the form that is accessible, for example reading newsletters to residents who are unable to read, and explaining proposals one to one with residents who have dementia.

**Gender reassignment** - The process of transitioning from one gender to another.

**Potential impacts (positive and negative), including health impacts of proposed policy/decision/business plan**

It is unclear what impacts this will have on this group of people.

**Equality information on which above analysis is based.**

**Mitigating actions to be taken**

The Council has a commitment to use inclusive imagery, and to recognise the needs of all residents with protected characteristics in the way that services are delivered.

**Marriage and civil partnership** – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

**Potential impacts (positive and negative), including health impacts, of proposed policy/decision/business plan**

It is unclear what impacts this will have on this group of people
<b>Equality information on which above analysis is based</b>
<b>Mitigating actions to be taken</b>
The Council has a commitment to use inclusive imagery, and to recognise the needs of all residents with protected characteristics in the way that services are delivered.

<b>Pregnancy and maternity</b> - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
<b>Potential impacts (positive and negative), including health impacts of proposed policy/decision/business plan</b>
The timing of meetings, as well as duration of meeting may affect this group. Meetings are usually held in the evening and can run for up to two hours. Meetings are currently held online due to COVID, but this could change to in person meetings held at a nearby public meeting space.
<b>Equality information on which above analysis is based</b>
None
<b>Mitigating actions to be taken</b>
Any consultation event should be held in a step free building or one that has a lift and accessible toilets.  Particularly relevant to this protected characteristic, the principle of being inclusive will mean that the council will seek to engage with those likely to be most affected by any potential change.  Newsletters and hard copies of report can be emailed or posted out to interested residents and further support can be designed around the tenant. Resident services officers are also based in the TRA hall at the estate.

Newsletters and notes of all meetings held on Ledbury are uploaded to the Ledbury Towers website.  
All correspondence relating to the Towers is posted to each home and uploaded to the Ledbury Estate website. This includes consultation information on proposals for development.

Newsletters are provided weekly to residents and those with the Right to Return to the Ledbury Towers, in a format that each resident has asked for.  
Newsletters are provided monthly for residents in the low rise blocks next to Ledbury Towers.

Resident Service Officers have identified the communication needs of every resident and ensure they get information in the form that is accessible.

The Ledbury Team are based in the Ledbury TRA Office which is staffed and accessible to residents 24 hours a day. Consultation through Drop in sessions has been based at the Ledbury TRA Office and online.

**Race** - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

**Potential impacts (positive and negative), including health impacts, of proposed policy/decision/business plan**

Lack of understanding of the language, inability to read.

Look at the data as per the estate of BAME communities and the responses we receive. Working closely with organisations locally to encourage take up of feedback to each site.

We need to make sure that we provide engagement and consultation in plain English and provide materials in a variety of formats to support our varied communities to get involved. Resident services officers are also based in the TRA hall at the estate.

**Equality information on which above analysis is based**

iWorld housing database information for Ledbury estate, updated with details of the household trackers supplied by the Ledbury team. Responses to the Equalities Monitoring form issued with residents' questionnaires.

iWorld housing database information for the areas outlined in blue on the Ledbury Estate Map at 17 May 2021 was:

Ledbury:

Asian British	1	Asian Vietnamese	1
Black British	1	Black Caribbean	9
Black Ghanaian	5	Black Ivorian	1
Black Nigerian	13	Black Other	4
Black Other African	1	Black Sierra Leonean	3
Black Somali	2	Colombian	1
Mixed White and Caribbean	1	Prefer not to say	2
White British - Eng, Scot, Welsh, NI	27	White Other European	1
White Other Non-European	3		

## Bromyard:

Asian Bangladeshi	1	Asian Chinese	2
Asian Other	1	Black Caribbean	6
Black Ghanaian	3	Black Moroccan	1
Black Nigerian	5	Black Ugandan	1
Mixed White and Black African	1	Prefer not to say	2
White British - Eng, Scot, Welsh, NI	9	White Irish	1
White Polish	1		
White Turkish Cypriot	1	No data	53

## Hoyland:

Asian Bangladeshi	1	Asian Indian	1
Asian Other	2	Asian Vietnamese	1
Black British	4	Black Caribbean	6
Black Ethiopian	2	Black Ghanaian	2
Black Nigerian	2	Black Other African	1
Black Ugandan	1	Prefer not to say	1
White British - Eng, Scot, Welsh, NI	10	White Irish	1
White Portuguese - leaseholder	1	No data	23

**Mitigating actions to be taken**

Working closely with organisations, such as Ledbury Resident Project Group and Ledbury Estate TRA locally to encourage take up of feedback.

Working with tenants' named interpreters on the iWorld database.

Newsletters and notes of all meetings held on Ledbury are uploaded to the Ledbury Towers website.

All correspondence relating to the Towers is posted to each home and uploaded to the Ledbury Estate website. This includes consultation information on proposals for development.

Newsletters are provided weekly to residents and those with the Right to Return to the Ledbury Towers, in a format that each resident has asked for. Newsletters are provided monthly for residents in the low rise blocks next to Ledbury Towers.

Resident Service Officers have identified the communication needs of every resident and ensure they get information in the form that is accessible, for example reading newsletters to residents who are unable to read, and briefing family members where residents have asked for this.

**Religion and belief** - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

**Potential impacts (positive and negative), including health impacts of proposed policy/decision/business plan**

Southwark is home to over 400 faith organisations and many of these groups play an active role in their communities. Faith groups have a key role to play in reaching some of our harder to reach communities.

**Equality information on which above analysis is based**

Census data 2011

This identified the following belief make-up of the borough:

52.54% Christian:

1.35% Buddhist:

1.27% Hindu:

0.35% Jewish;

8.52% Muslim;

0.23% Sikh:

0.47% other religion;

26.74% no religion;

8.54% did not say.

<b>Mitigating actions to be taken</b>
Be mindful of venue locations. Some residents may not be happy to enter/use a venue of another faith.  Ledbury TRA Hall used for consultation events is a non-faith venue.

<b>Sex</b> - Gender.
<b>Potential impacts (positive and negative), including health impacts of proposed policy/decision/business plan</b>
It is unclear what impacts there will be on this group of people
<b>Equality information on which above analysis is based</b>
iWorld data Equalities Monitoring questionnaires.
<b>Mitigating actions to be taken</b>
We will endeavour to ensure that any venues used will have accessible toilets. Ledbury TRA Hall has accessible toilets for women and men.  The Council has a commitment to use inclusive imagery, and to recognise the needs of all residents with protected characteristics in the way that services are delivered.

<b>Sexual orientation</b> - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes
<b>Potential impacts (positive and negative), including health impact of proposed policy/decision/business plan</b>
It is unclear what impacts this will have on this group of people

<b>Equality information on which above analysis is based</b>
<b>Mitigating actions to be taken</b>
The Council has a commitment to use inclusive imagery, and to recognise the needs of all residents with protected characteristics in the way that services are delivered.

<b>Socio-economic disadvantage</b> – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.
<b>Potential impacts (positive and negative) including health impacts of proposed policy/decision/business plan</b>
For leaseholders the impact of the consultation will be considerably different due the financial implications. For householders without internet access, information may not be as accessible, and they may find it harder to respond and participate in the consultation.
<b>Equality information on which above analysis is based</b>
iWorld report on tenancy information, updated with details of the household trackers supplied by the Ledbury team.  Responses to the online questionnaires concerning housing need and whether registration for rehousing has been done.
<b>Mitigating actions to be taken</b>
We are committed to inform all residents on an estate where it is being affected by a redevelopment. All residents will have an opportunity to voice their opinion regardless of their Socio economic status.  For leaseholders there is additional information supplied about financial and rehousing options available. The Offer Document included a specific section on options for both resident and non-resident leaseholders, giving details of what was offered. This includes leasehold buyout, temporary moves during the works, shared ownership and equity, for both resident and non-resident leaseholders.

For residents with who have moved with the Right to Return there is a dedicated Resident Services Officer.

Other Resident services officers are also based in the TRA hall at the estate.

In addition, there is an independent tenant and leaseholder advisor who is contactable by phone or email.

All residents will be treated equally and additional support will be given where needed.

### **Human Rights**

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

### **Potential impacts (positive and negative) of proposed policy/decision/business plan**

Positive impacts of better access to information about improvements to housing and open space.

Resident Empowerment from involvement in the detailed consultation process. Improved community strength from collective response to the stress and threats of safety issues in the Ledbury Towers.

Positive impact of outcomes to quality of life, resulting from regeneration of the estate.

### **Information on which above analysis is based**

### **Mitigating actions to be taken**

## Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Analysis of needs of those who want to take the Right to Return	Identify which tenants want to return, where to, and what their needs are.	April 2023
2	No current data available on gender reassignment group.	If identified, and if required, engagement tools will adapted accordingly.	Ongoing
3			
4			

5. Equality objectives (for business plans)				
Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this stage.				

5. Health objectives (for business plans)				
Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this stage.				

# FUTURE OF LEDBURY TOWERS

The Final Option -  
Landlord Offer Document

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## FOREWORD



Hello and welcome. Thank you for taking the time to read through this Landlord Offer document. It is important that all residents and former tenants of the Ledbury Towers are familiar with the offer being put before them before we go to a vote in March.

Following many months of consultations and conversations with people living in the Ledbury Towers the council has agreed the final option to be put to a ballot.

Under this option the towers will be demolished in phases, starting with Bromyard House, and replaced with up to 333 homes.

The new homes will not be built all at once, but in phases - the first taking two years and the second taking three years.

After new homes are built to replace the council homes in the towers that are demolished, half of the extra homes built will be available as council homes at council rents. First priority for the new homes will go to Ledbury Towers tenants and leaseholders, and those former tenants with a right to return.

However, the final decision is yours. This Landlord Offer document lays out exactly what Southwark Council is proposing for the Ledbury Towers and what this will mean for each tenant and leaseholder affected – including what support will be available.

The final decision will be made in March 2021 when you will have the chance to vote 'yes' in favour of the proposals, or 'no' against them. Consultation is continuing and council officers and Independent Tenants and Leaseholders Adviser from Open Communities will be in touch and on hand from now until then to answer any questions you have about the proposals so please do get in touch.

**Cllr Leo Pollak**  
Cabinet Member for Housing

.....

The Ledbury Tenants & Residents Association (TRA) has been working to support residents in the four towers since the emergency situation arose in the summer of 2017.

The TRA has always wanted the residents of the towers to make the decision on the future of their homes. The extensive consultation that has been undertaken with residents and former tenants with a right to return has now resulted in the proposal to provide new homes on the site of the existing four towers.

The TRA can not tell you how to vote, as we believe that is up to each household. All we can do is to encourage you to read this booklet which sets out the commitments should you vote for new homes, and to encourage you to take part in the vote.

**Jeanette Mason**  
Chair of the Ledbury Tenants & Residents Association

# INTRODUCTION

This booklet contains details of the 'Landlord Offer', Southwark Council's offer to you, the Ledbury Towers Towers' permanent tenants, leaseholders and former tenants with the right to return. It includes:

- commitments to you
- plans and designs
- details of how to vote

Please read this booklet carefully so that you fully understand the proposals before you vote. This booklet has been designed to contain all the information you need to make an informed decision about whether you are in favour of the redevelopment of the Ledbury Towers or not. Residents who need translation or help to read this document please contact the Ledbury Team on **020 7732 2886** or email **ledburyhousingteam@southwark.gov.uk**.

## The Final Option

Under this option all four of the towers will be demolished in phases, starting with Bromyard House, and replaced with up to 333 homes.

The new homes will not be built all at once, but in phases - the first taking two years and the second taking three years.

After new homes are built to replace the council homes in the towers that are demolished, half of the extra homes built will be available as council homes at council rents. First priority for the new homes will go to Ledbury Towers tenants and leaseholders, and those former tenants with a right to return. The new build homes will be bigger than the existing 2 and 3 bedroomed homes and will all have a private outdoor space such as a balcony or patio. The 1 bedroomed homes for existing tenants, leaseholders and those former tenants with a right to return will be the same size as the existing Ledbury Towers 1 bedroom flats, and in addition will all have a private outdoor space such as a balcony or patio.

The ballot will be determined on a simple majority of those who vote. If the majority vote 'yes' the redevelopment of the towers will be taken forward.

Your vote is important. We encourage each eligible household to vote.

If residents vote yes in the Residents' Ballot in March 2021, the work does not stop there. That will be the point at which Southwark Council will know exactly what residents and former residents want; and we will then have to sort out the finances required to deliver the promises.

The COVID-19 response has had a significant impact on the council's finances. Like other councils across the country, and Central Government, Southwark Council has had to divert funds to help support our local community and businesses during the pandemic.

As a result we know we will have to look at a range of funding to re-provide the existing homes and the additional new homes. This could be made up of loans, the sale of half of the additional new homes, financial contributions from private developments on the Old Kent Road and grants from the Greater London Authority (GLA). The Grant from the GLA will be in excess of £20million and this requires the work to start by September 2022.

## Your questions

If you have questions about the Landlord Offer, or anything else that you feel would help you decide, then please contact either Southwark Council on **020 7732 2886** or email **ledburyhousingteam@southwark.gov.uk**; or your Independent Tenant and Homeowner Advisor, Neal Purvis from Open Communities on Freephone **0800 073 1051** or at **neal.purvis1@btinternet.com**.

# SUMMARY

## OUR KEY COMMITMENTS TO YOU

These commitments to you represent a guarantee from the council for these policies. More details are available in the Detailed Council Commitments section.

- **A new home for every permanent tenant, leaseholder and former tenants with a right to return:** If you want to remain on the estate we will offer you a new home in the new development that meets your housing needs. You will have your own private outdoor space.
- **Dedicated support team:** We will help you to understand the proposals, the best options for you and support you to move home.
- **A commitment to council ownership:** All the new rented homes on the estate will be owned and managed by Southwark Council.
- **A fair and flexible offer to homeowners:** We are committed to ensuring no homeowners are worse off financially as a result of this offer. We will offer both resident and non-resident homeowners the option to sell your homes to us at an independently verified price plus a regulatory home loss payment up to the point that a contract is let to build the replacement homes. Homeowners will be eligible to buy a property in the new development on a leasehold basis. If homeowners cannot purchase outright, ownership options for homeowners include shared ownership, shared equity and equity loan. We will cover all reasonable costs incurred as a result of sale/shared equity arrangements.
- **A commitment to quality:** All new homes will be built to the latest standards as set out in current Building Regulations, planning policy and Southwark New Homes Design Guide. For existing residents all new homes will be as big, or bigger, than your current home and it will also have a large enough outdoor space for your household to use together. All homes will be energy efficient with residents having all year round heating that they control.
- **Help when moving:** We will also pay all reasonable removal expenses (as part of a 'disturbance fee') and help with arranging your move and setting up your home.





- **We will minimise disruption:** We will make every effort to limit disruption to you and your household.
- **Your rent will be a council rent:** All the new rented homes on the estate will be owned and managed by Southwark Council and will have council rent levels, but the levels of rent are determined by property values, and as the new builds will be of higher value, the rent will be proportionally higher.
- **Your tenancy will stay the same:** Your tenancy rights will be the same when you return to your new home as they are now.
- **You will receive compensation:** For remaining residents in the Ledbury Towers, we will pay you a home loss payment for the loss of your home plus actual costs incurred as a result of moving.
- **Compensation for home improvements:** If you are a council tenant and have made improvements to your home, we will compensate you for them providing they were carried out with Southwark Council's permission.
- **Provision of parking:** Resident car owners who currently have a parking permit will have a parking permit for the redeveloped estate.
- **Tackling overcrowding:** Tenants who are overcrowded or want to downsize in the low rise blocks will be offered homes to meet their housing need as part of this regeneration.
- **Protecting the community:** There will be a local lettings policy for the estate so that after re-housing all those residents and homeowners whose homes are demolished, the additional new homes developed will, in the first place, be for all tenants on the wider estate in need.
- **Dedicated Ledbury design review panel:** We want residents to develop the designs and the delivery of homes with the architectural team and the building contractors.
- **Ongoing consultation and communication:** We will consult you on proposals for the new development throughout the process, using a range of methods so you can influence things in ways that best suit you.

## SUMMARY COMMITMENTS TO REMAINING COUNCIL TENANTS IN THE TOWERS



- You will be **offered** a new council home on the estate. If you want to live in the replacement block on the site of your current home, you will have to move temporarily to an alternative new home whilst your replacement home is built.
- We will work with you to **pre-allocate** a home based on your needs.
- Your **rent** will remain a Southwark Council rent. New council rents for new homes will apply. This is consistent with the approach across Southwark. We are committed to making sure rents stay as low as possible.
- Your **tenancy** will not change. Your tenancy rights will remain the same and be with Southwark Council.
- Your **service charges** are based on the cost of providing services. We are committed to making sure service charges stay as low as possible and any increases will be phased over five years.
- Your **council tax** is based on the value of your property. As the value of the property is likely to be higher your council tax band will likely be higher resulting in a higher council tax costs
- Your **energy bills** will be based on what you use and an energy meter will be installed inside your home. The new homes will be more energy efficient than the homes in Ledbury Towers.
- Your **water bills** will be based on what you use and a water meter will be installed inside your home.
- You are entitled to **home loss compensation**. This is a statutory payment set in law. Tenants get a payment of £6,500 (this is reviewed annually).
- You are entitled to **disturbance costs**. Residents will be reimbursed for reasonable costs related to removals costs, adjustments to curtains and carpets and disconnection and connection of services such as phones, TV and the redirection of post.
- The **right to buy** will apply when you move to your new home.

## SUMMARY COMMITMENTS TO FORMER COUNCIL TENANTS IN THE TOWERS WHO HAVE THE RIGHT TO RETURN



- You will be **offered** a new council home on the estate.
- We will work with you to **offer** you a home based on your needs ahead of the homes being built.
- Your **tenancy** will not change. Your tenancy rights will remain the same and be with Southwark Council.
- Your **rent** will remain a Southwark Council rent. New council rents for new homes will apply. This is consistent with the approach across Southwark. We are committed to making sure rents stay as low as possible.
- Your **service charges** are based on the cost of providing services. We are committed to making sure service charges stay as low as possible and any increases will be phased over five years.
- Your **council tax** is based on the value of your property. As the value of the property is likely to be higher your council tax band will likely be higher resulting in a higher council tax costs.
- Your **energy bills** will be based on what you use and an energy meter will be installed inside your home.
- Your **water bills** will be based on what you use and a water meter will be installed inside your home.
- You are entitled to **disturbance costs**. Residents will be reimbursed for reasonable costs related to removals costs, adjustments to curtains and carpets and disconnection and connection of services such as phones, TV and the redirection of post.
- The **right to buy** will apply when you move to your new home.

## SUMMARY COMMITMENTS TO LEASEHOLDERS

- If you want you can still **sell** your property to us as soon as you are ready.
- If you want to remain on the estate you will be offered a new leasehold **property** on the estate. The lease will be for 125 years.
- You will have the option to buy it outright or to **purchase** through shared ownership, shared equity or equity loan. Currently there are differences between the leases for shared ownership, shared equity and your current lease in Ledbury Towers. To see a specimen copy of the new leases, contact the Ledbury Team. You are strongly advised to read your current lease very carefully to compare with the conditions of the new leases.
- You will be offered an **independent market valuation** of your home.
- You will be given a **home loss payment** of 10% of the market value of your home for resident leaseholders and 7.5% for non resident leaseholders.
- You are entitled to **disturbance costs**. Residents will be reimbursed for reasonable costs related to legal fees, stamp duty tax, surveyors' fees, mortgage application and breakage fees, specialist adaptations, removals costs, adjustments to curtains and carpets and disconnection and connection of services such as phones, TV and the redirection of post.



# VOTING – FAQs

There is no minimum turnout needed and the result will be based on a simple majority – in other words, whichever vote (yes or no) receives the highest number of votes will decide if the scheme goes ahead or not. The ballot will:

- Be run by an independent organisation
- Be anonymous

## Who will be running the independent ballot?

The ballot will be independent and carried out by Open Communities. Open Communities has been working on the estate as the Independent Tenants and Homeowners Advisors. Open Communities will share the results with Southwark Council. Southwark Council will not be able to see how individuals have voted. Open Communities will be responsible for:

- Securely posting the ballot papers to eligible households
- Receiving and counting the votes
- Verifying that all votes have been casted legitimately
- Issuing the result

Open Communities can be contacted on **freephone (0800 073 1051)** and **enquiries@opencommunities.org**.

## Who can vote?

Households who are able to vote on the future of the Ledbury Towers Towers are:

- Households who are council tenants who remain living permanently in the towers.
- Households who are council tenants who have moved from the Ledbury Towers and have the right to return.
- Resident leaseholder households.
- Non Resident leaseholders.

## What question will be on the ballot paper?

The question is:

*“Are you in favour of the proposal for the re-development of the towers on the Ledbury Estate?”*

## How do I complete the ballot paper?

If you want to vote ‘yes’ in favour of the proposal place an X in the box marked yes.

If you want to vote ‘no’ against the proposals, place an X in the box marked no.

**You may only vote once** – Open Communities checks and verifies every individual ballot paper and online vote to ensure that eligible households only vote once. If a household tries to vote more than once, their vote will not be counted.

**OPEN** communities  
a better way of working 



### How do I cast a vote?

You will be able to vote using either of the following methods:

- Post the completed ballot paper back to Open Communities in the pre-paid envelope provided.
- Vote online using the security codes listed on your ballot paper.
- Use the ballot box in the Ledbury TRA Hall.

### When can I vote?

You can vote between Wednesday 3 March, 2021 and Friday 26 March, 2021. The vote lasts for 23 days and closes at 5pm on Friday 26 March, 2021. If you are voting by post, your postal vote must be received by Open Communities by Tuesday 30 March, 2021.

You will receive your ballot paper by post from Open Communities. Once you have your ballot paper you can cast your vote using the methods stated above.

If you are voting by post, your ballot paper must have arrived at Open Communities by the deadline to be counted. Please make sure you send your vote back with plenty of time to arrive as any ballot papers received after Tuesday 30 March, 2021 will not be counted under any circumstances.

### When will I find out the result?

All residents will receive a newsletter in the week commencing Monday 5 April, 2021 to confirm the result and the next steps.

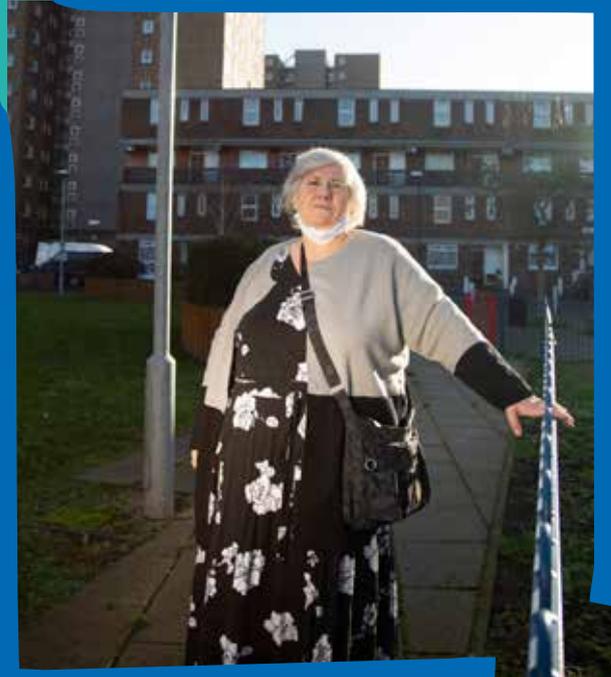
### What happens after the ballot?

#### A 'Yes' vote

If the ballot result is in favour of the final option, we will deliver this option with resident input.

#### A 'No' vote

If the ballot result is against the final option we will discuss next steps with the Ledbury Resident Project Group.





## THE PROPOSAL - OUR OFFER TO YOU

The proposal is the demolition of the four towers and replacement with new homes.

Under the proposal there are three alternative versions whereby all the towers will not be demolished all at once, but in phases, starting with Bromyard House, and replaced with up to 333 homes. If residents vote yes in the Residents' Ballot, further consultation will take place on which version is taken forward.

The new homes will not be built all at once, but in phases - the first taking two years and the second taking three years.

After replacing the council homes in the towers that are demolished, half of the extra homes built will be council homes at council rents. First priority for the new homes will go to Ledbury Towers tenants and leaseholders, and those former tenants with a right to return. The new build homes will be bigger than the existing 2 and 3 bedroomed homes and will all have a private outdoor space such as a balcony or patio. The 1 bedroomed homes for existing tenants, leaseholders and those former tenants with a right to return will be the same size as the existing Ledbury Towers 1 bedroomed flats, and will all have a private outdoor space such as a balcony or patio.

Option D1 Site Plan



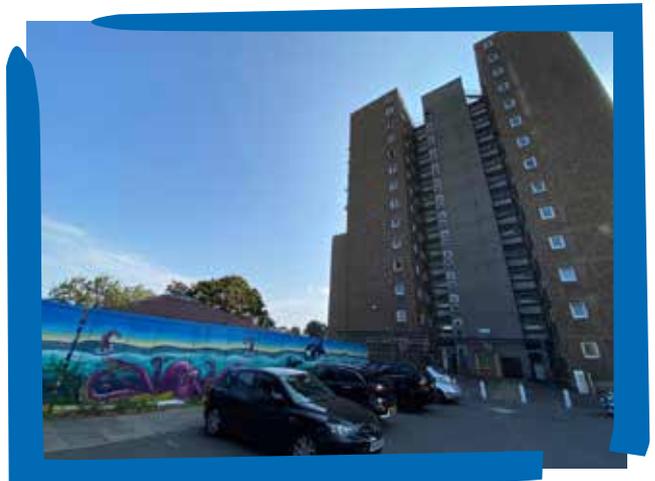


## DESIGN PRINCIPLES

The Residents' Project Group members have told us what they want from the design and construction of new homes and we will continue to work with them to ensure that the new homes meet residents' needs and inspirations.

All new homes will:

- Be built to high fire safety standards.
- Be designed to be secure for residents inside their individual homes, with safe and secure blocks and common areas.
- Have windows that provide high levels of sound proofing, are easy to open and close, and designed to be easily cleaned.
- Provide privacy for residents from neighbours and from the street.
- Have letterboxes on the front door of each flat (no communal letter boxes).
- Have effective noise insulation easy to adjust ventilation to all rooms.
- Have solid walls, and fixed ceilings in communal areas.
- Be designed to take account of the specific needs of residents with health issues.
- Have easy to use individual controls for all year round central heating systems.
- Involve residents throughout the design and construction process in the choice of building materials fixtures, and finishes, and monitoring of the construction process.
- Provide sufficient open space for each household in gardens, patios, balconies or winter gardens.
- Provide communal open space that is safe, secure, accessible to residents of different ages, and easy to maintain.
- Provide a variety of homes with open plan and separate kitchens and living spaces so residents have a choice.
- Have choices for Ledbury residents on flooring and decor in their new kitchen and bathroom.
- Meters to be accessible to residents on the same floor as their home.
- Be designed to minimise the need and cost for future maintenance.
- Provide refuse disposal areas easy to use and accessible for all residents.
- Space for parking for deliveries and contractors.
- Lifts that call at every floor, large enough for furniture.



## THE ESTATE – KEY BENEFITS

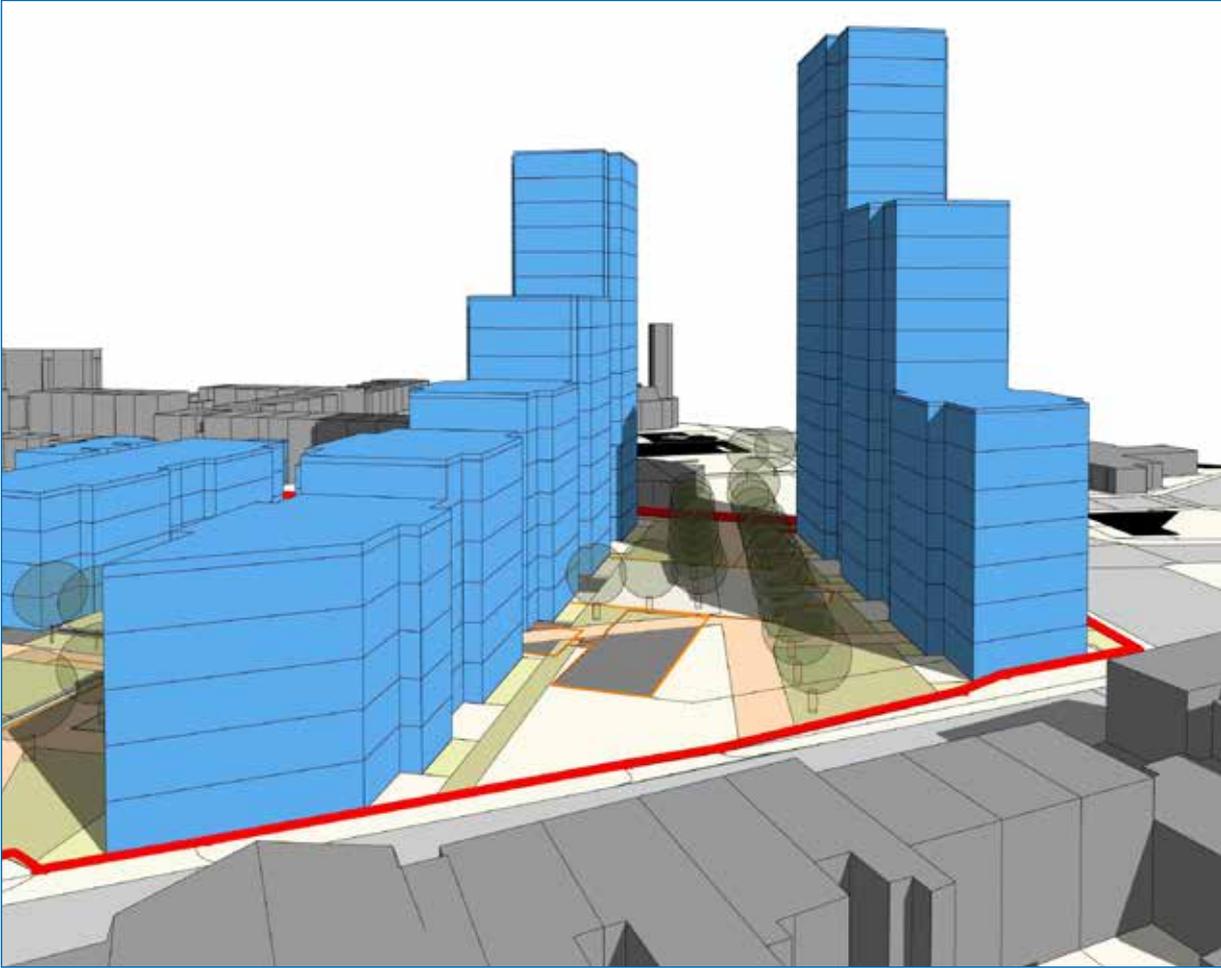
The proposal will provide:

- New replacement homes for all council tenants who still live in the towers, council tenants who have moved and have the right to return, resident leaseholders, and non-resident leaseholders.
- New homes for those council tenants living in overcrowded accommodation on the wider Ledbury Towers.
- Improved open space in the centre of the estate with space for play and relaxation.
- Improvements to the estate frontage along Old Kent Road.
- Safety improvements as you move through the estate and into your home.

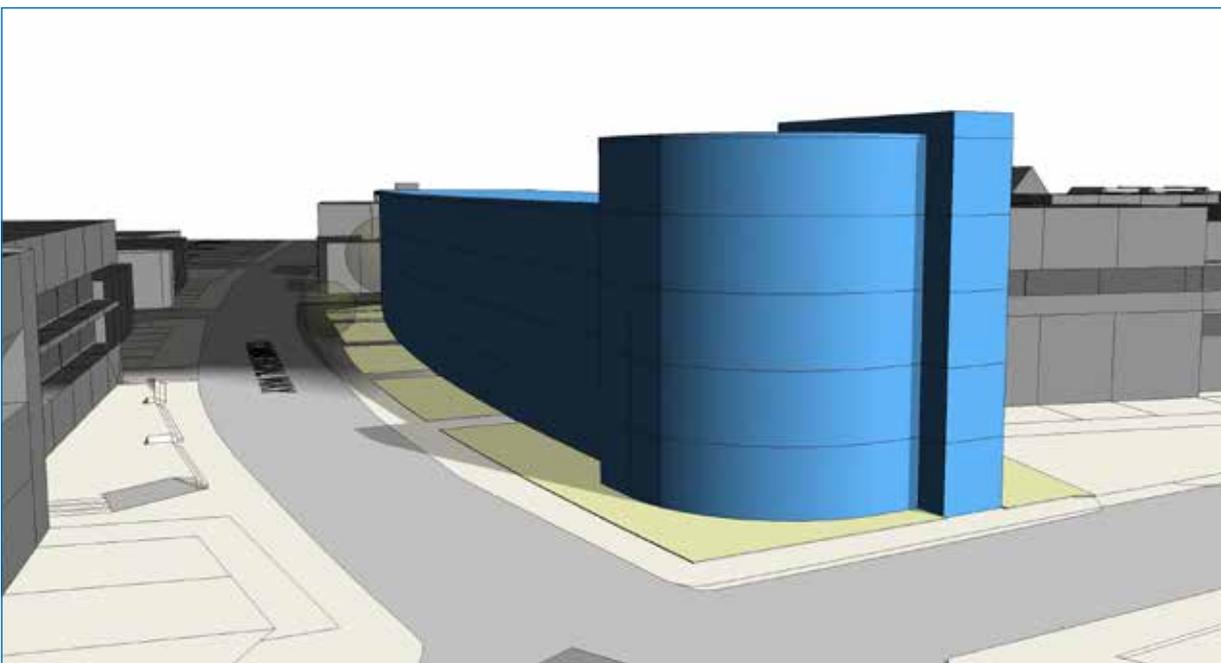
### 1. View from Old Kent Road of proposed new towers from Option D3



**2. View from Commercial Way of proposed replacement homes on the main site from Option D2**



**3. View from Commercial Way of proposed new homes on the site of Bromyard House in Option D1**



## YOUR HOME – KEY BENEFITS

- **The 2 and 3 Bedroomed homes will be bigger**

If you live in a 2 or 3 bedroomed flat the new flats will be bigger. If you live in a one bedroom flat will be the same size.

- **Your homes will have private outdoor space**

All homes will have a balcony, front garden or rear garden. The size of your outdoor space depends on the number of bedrooms you have. In a:

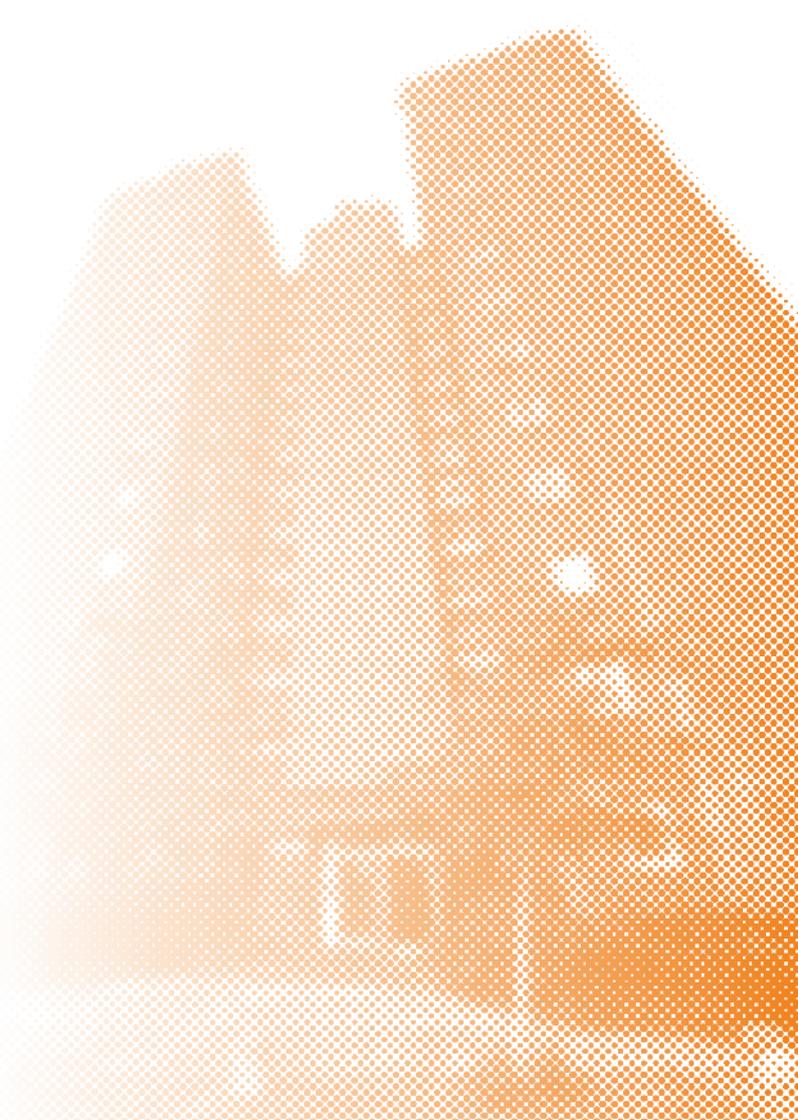
- 1 bedroom home you will have a balcony at a minimum of 5m<sup>2</sup> (54 square feet).
- 2 bedroom home you will have a balcony at a minimum of 7m<sup>2</sup> (75 square feet).
- 3 or more bedroom home you will have a balcony at a minimum of 9m<sup>2</sup> (97 square feet).

- **Your homes will be more energy efficient and reduce carbon emissions**

Your homes will be designed to be more energy efficient and reduce carbon emissions in its construction and as you live in it each day. Homes will be well insulated and connected to a communal heating system. You will have individual control of the amount of heat you use in your home and designed for efficient water use.

- **Your homes will be safe and secure**

Your homes, like your estate, will be designed to improve safety and minimise opportunities for crime.

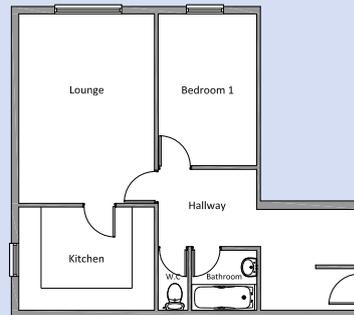


## WHAT SIZE WILL THE HOMES BE?

### Ledbury Towers - 1 bedroom

Existing size of home	58.4m <sup>2</sup>
<i>Strengthened &amp; Refurbished Flats</i>	
Ground to 7th Floor	56.6m <sup>2</sup>
8th to 13th Floor	50.8m <sup>2</sup>
New Build	58.4m <sup>2</sup>
New Build Balcony	5m <sup>2</sup>

#### Existing Floor Plan



**Additional Internal Space**  
(compared to refurbished size)

At least  
**1.8M<sup>2</sup>**

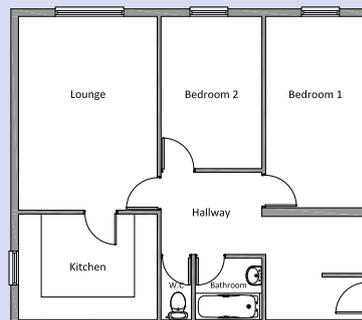
**Additional private outdoor space**

**5M<sup>2</sup>**

### Ledbury Towers - 2 bedroom

Existing size of home	70.0m <sup>2</sup>
<i>Strengthened &amp; Refurbished Flats</i>	
Ground to 7th Floor	69.5m <sup>2</sup>
8th to 13th Floor	64.0m <sup>2</sup>
New Build	70.8m <sup>2</sup>
New Build Balcony	7m <sup>2</sup>

#### Existing Floor Plan



**Additional Internal Space**  
(compared to refurbished size)

At least  
**1.3M<sup>2</sup>**

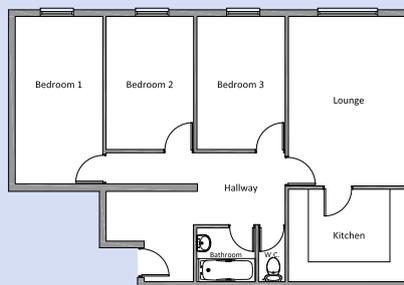
**Additional private outdoor space**

**7M<sup>2</sup>**

### Ledbury Towers - 3 bedroom

Existing size of home	82.1m <sup>2</sup>
<i>Strengthened &amp; Refurbished Flats</i>	
Ground to 7th Floor	80.9m <sup>2</sup>
8th to 13th Floor	76.2m <sup>2</sup>
New Build	97.8m <sup>2</sup>
New Build Balcony	9m <sup>2</sup>

#### Existing Floor Plan



**Additional Internal Space**  
(compared to refurbished size)

At least  
**16.9M<sup>2</sup>**

**Additional private outdoor space**

**9M<sup>2</sup>**

Existing Ceiling Height	2.4m <sup>2</sup>
Strengthened & Refurbished Ceiling Height	2.24m <sup>2</sup>
New Build Ceiling Height	2.5m <sup>2</sup>

## YOUR MOVE

- Southwark Council will ensure one move for the households who remain in the towers, unless residents request two moves for a specific property.
- A local lettings system will be used to prioritise moves based on housing need and medical need. A dedicated team will support residents through each step of the process. The principles of the local letting system are as follows:
  - No households will have to bid for homes.
  - Households will be pre-allocated a new home on the Ledbury Towers once the plans are finalised. This means that, ahead of time, households will know: the exact home they will be moving to; they will know the timetable for building that home; and will be able to choose from the available colour finishes for their new home.
  - Residents who want to move to a home on the same floor, location and aspect will have highest priority.
  - If residents want to move to a higher or lower floor, this will be possible in line with prioritisation.
  - Prioritisation will be based on housing need, medical need and how long you have lived on the estate.



### Council tenants

- Council tenants will be allocated a home based on housing need.
- Prioritisation will be based on housing need, medical need and how long you have lived on the estate.
- If you are currently in a larger property than you need, you will be eligible for the same sized property and if you want to downsize you can.
- After rehousing existing tenants, leaseholders and those former tenants with a right to return, overcrowded families, those under occupying and in other housing need on the wider Ledbury Towers can move to larger new build homes using a choice based bidding system, as these homes will be ring fenced first to existing Ledbury tenants.

### Leaseholders

- Leaseholders will be allocated a home based on the size of their current home.
- Prioritisation will be based on housing need, medical need and how long you have lived on the estate.
- If you are a resident leaseholder and overcrowded, you will be eligible for a larger property.
- If you are currently in a larger property than you need, you will be eligible for the same sized property and if you want to downsize you can.

## YOUR COMMUNITY

### • Skills and job training for residents

Southwark Council will require that the contractors building the new homes will have:

- An apprenticeship programme that is linked to a wide range of opportunities in both the local area and London wide.
- A local employment programme that means that all jobs are advertised locally on the estate.

### • Community participation in the design and delivery process

Southwark Council will support the use of a Ledbury Towers Design Review Panel formed of representatives from across the estate alongside of experts to design and deliver the proposals in line with resident needs and preferences. Residents will be involved throughout

the design and construction process in the choice of building materials fixtures, and finishes, and monitoring of the construction process.

### • Dedicated support team

Southwark Council will continue to have a dedicated team to help with rehousing; to work with you on the local lettings policy, compensation and other support you may need.

This team will also work with the Ledbury Tenants & Residents Association to support residents, existing and new, to meet each other via social events to integrate new residents into the community.

### When will work start

- The estimated timeframe for delivery of the programme is as below.

<b>Preparation</b> Spring 2021 to summer 2022	18 months for: <ul style="list-style-type: none"> <li>• Secure design team to work with residents on design, build contractor and planning permission</li> <li>• negotiations with leaseholders to continue</li> <li>• pre-allocations confirmed with all residents</li> </ul>
<b>Phase 1</b> Summer 2022 to summer 2024	2 years for: <ul style="list-style-type: none"> <li>• Demolition of Bromyard House</li> <li>• Build Replacement Homes</li> </ul>
<b>Move – Residents</b> Summer 2024 to autumn 2024	6 months to move: <ul style="list-style-type: none"> <li>• Residents from Peterchurch, Sarnsfield and Skenfrith Houses to move into new homes on the site of Bromyard House on either a permanent or temporary basis depending on their choice of final home.</li> <li>• Tenants with a right to return who have chosen a new home on the site of Bromyard House move on on a permanent basis</li> </ul>
<b>Phase 2</b> Winter 2024 to winter 2027	3 years for: <ul style="list-style-type: none"> <li>• Demolition of Peterchurch, Sarnsfield and Skenfrith Houses</li> <li>• Build Replacement Homes</li> </ul>
<b>Move – Residents</b> Winter 2027	3 months to move: <ul style="list-style-type: none"> <li>• Residents temporarily housed in the new homes on the site of Bromyard House move into new permanent homes on the site of Peterchurch, Sarnsfield and Skenfrith Houses.</li> <li>• Tenants with a right to return who have chosen a new home on the site of Peterchurch, Sarnsfield and Skenfrith Houses on a permanent basis.</li> <li>• The remaining new homes in the new build properties are advertised through choice based lettings exclusively for tenants in need on the wider Ledbury Towers.</li> </ul>

### **How will this timetable fit in with the planned works for the low rise homes on the Ledbury Towers**

- It was planned that in 2023 Southwark Council would be starting the Quality Homes Improvement Programme (QHIP) Works on the low rise Ledbury Towers blocks. The works under this programme will include external redecorations, window and general repairs to the fabric of the building where necessary, and internal kitchen and bathroom renewals to tenanted properties which meet the QHIP criteria. A Resident Project Group will be set up to work with officers who will be delivering these works.
- The COVID-19 response has had a significant impact on the council's finances. Like other councils across the country, and Central Government, Southwark Council has had to divert funds to help support our local community and businesses during the pandemic.
- The original programme was due to be commence in 2023 and complete by 2025. This is likely to be delayed as the QHIP is being reviewed as part of an Asset Management Refresh in 2021, Although, the two year programme will still be completed whilst the Ledbury Tower redevelopment is ongoing, and therefore both schemes will have to have regard to any impact they have on each other.



# DETAILED COUNCIL COMMITMENTS

## Commitments to permanent tenants

- 1. Ensuring standards** – Southwark Council is committed to maintain and improve the estate in line with Southwark Council's Great Estates Programme.
- 2. Minimising disruption** – we will make every effort to limit disruption to you and your household.
- 3. Protect your tenancy** – your tenancy rights will remain the same in existing or new homes.
- 4. Commitment to quality** – all new homes will be built to the latest Southwark Council Homes Design Standards and building regulations.
- 5. Dedicated support** – the Ledbury team will continue to communicate and support residents with the works programme.
- 6. Option to return** – all tenants have a guaranteed option to return to a new council home on the Ledbury Towers.
- 7. Prioritising those in housing need** – Existing tenants on the wider Ledbury Towers in housing need (through having a health priority, being overcrowded or wanting to move to a smaller home) will receive priority for the new homes on the estate, once all the existing Ledbury Towers tenants, leaseholders and those former tenants with a right to return are housed.
- 8. Receive compensation** – For those residents who are still residing in the towers a payment of £6,500 (increased annually in line with inflation) and actual costs incurred (for both the temporary and permanent move) as a result of moving will be paid. For example removals, disconnection and re-connection, installation of TV and phone.

## Commitments to leaseholders

- 1. Ensuring standards** – Southwark Council is committed to maintain and improve the estate in line with Southwark Council's Great Estates Programme.
- 2. Minimising disruption** – Southwark Council will make every effort to limit disruption to you and your household.
- 3. Commitment to quality** – all new homes will be built to the latest standards and building regulations.
- 4. Dedicated support** – a team will be created to communicate and support residents with the works programme as well as bidding.
- 5. Receive compensation package** – a home loss payment of 10% of the market value of your home for resident leaseholders and 7.5% of the market value of your property for non resident leaseholders, plus costs incurred as a result of moving.
- 6. Independent market valuation** – the independent surveyor, paid for by Southwark Council will be able to advise you and negotiate with Southwark Council's surveyor on your behalf.
- 7. Offer of a home on the estate** – this could be a shared ownership, shared equity, an equity loan or a council tenancy, that will happen once the new homes are built and at that point there will be a new replacement 125 year lease granted for your new in exchange for your current lease.
- 8. Commitment to ensuring you are no worse off** – Southwark Council will work with you to ensure we keep to this commitment.



## My Estate – Issues for all permanent residents

**1. How will the estate change?** The estate will change significantly with all the towers coming down (in two phases and not all at once). New green spaces will be created, for play and relaxation.

**2. How long will works take?** It is estimated that works will begin in 2022 starting at Bromyard House. The redevelopment of the Bromyard House site will be completed by 2024. Work to the site of the other three towers will start in 2024 with an estimated completion date of 2027.

**3. How many new homes will there be?** Up to 109 additional new homes will be built. All existing council homes will be replaced and 50% of the additional homes will be council homes. After rehusing the remaining residents and those tenants with a right to return we can rehouse those living in overcrowded homes on the rest of the estate and support downsizing.

**4. Will there be any change to the size of my home?** Yes. Design standards have changed dramatically in recent years. The London Plan means that all new homes are bigger than they have been in the recent past. Southwark's own New Council Homes Design Standards are even higher. New replacement homes will all have outdoor patios or balconies and the sizes of the homes will be at least as follows:

- a. Two Bedroomed, 4 person flat – 70.8m<sup>2</sup> (753 square feet).
- b. Three Bedroomed, 6 person flat – 97.8m<sup>2</sup> (1022 square feet).

As the one bedroomed flats are currently larger than the new design guide, the replacement one bedroomed flats for Ledbury residents will have to be at least as large as they currently are.

In addition there are a number of rules for new homes which include:

- c. A flat with two or more bedspaces has to have at least one double (or twin) bedroom.
- d. In order to provide 1 bedspace, a single bedroom has a floor area of at least 7.5m<sup>2</sup> (80 square feet, it used to be 50 square feet) and is at least 2.15m (7 feet) wide.
- e. In order to provide two bedspaces, a double or twin bedroom has a floor area of at least 11.5m<sup>2</sup> (123 square feet, it used to be 110 square feet).
- f. Gross Internal Area for flats include enough space for one bathroom and one additional WC in homes with 3 or more bedrooms.
- g. The minimum floor to ceiling height is 2.5m (8.2 feet) for at least 75% of the Gross Internal Area.
- h. The width of the main living area should be 2.8m and 3.2m for homes built for five people or more.
- i. All private balconies should be at least 8% of the overall floor space of the property and at least 1.5m deep and at least 1.5m wide.
- j. All homes should provide for direct sunlight to enter at least the living room or bedroom for part of the day.
- k. Living areas and kitchen dining spaces should preferably receive direct sunlight.

**5. How will the green spaces change?** Trees will be protected and/or replaced. New green spaces will be created for play and relaxation.

**6. What will happen to the football pitch?** The football pitch will be moved to a new position on the estate.

**7. What will be done to improve the energy performance of the homes?** New homes will meet latest energy standards and we will aim to achieve net zero carbon targets.

**8. Will I be able to park my car?** Residents with a parking permit will continue to be able to park their car on the estate.

## Issues for all permanent Ledbury Towers council tenants who currently reside in the towers

### My Home

1. **Will I have to move?** Yes, however not all the towers will come down at the same time. We will build new homes on the site of Bromyard House first so that the majority of residents can make one move from their existing home to their new home. If you want to move back to a home on the site of your existing home, then you can move to a new home on the site of Bromyard House temporarily.
2. **Will my tenancy change?** When you move to a new property your tenancy rights will remain the same.
3. **What size home will I be eligible for?** You will be entitled to a new home the same size as you currently occupy or if you are overcrowded that is appropriate to the size of your family. Therefore if you are currently overcrowded you will get a larger home. If you want to downsize, you can.
4. **Are new homes bigger than existing homes?** All new homes will be based on new space standards and building regulations. Flats with the same number of bedrooms will be bigger than you currently have (except one bedroomed flats will be of the same size) and include private outdoor space.
5. **Will I have the opportunity to use my right to buy?** Right to Buy will no longer apply when a decision has been taken to demolish homes but it will once again apply when tenants move into their new homes.

### My Finances

6. **Will my rent change?** Council rent levels for new build properties will apply. As new build homes are normally bigger than existing homes and built to a much higher standard, rents are usually higher as they are based on values. However this could be partially off set by them having lower heating costs as a result of better insulation.
7. **Will my service charge change?** Charges are based on the cost of providing services that are delivered. If additional services are provided within the new blocks, service charges may change. We are committed to making sure service charges are kept as low as possible. If there are increases in service charge amounts we would agree a phased introduction of the increase over a period of five years.

8. **Will my Council Tax charges change?** Council Tax bands are established by the value of the home, and new build homes will be of a higher value than existing properties. This may therefore increase the Council Tax burden on residents. For example at Sylvan Grove on the other side of the Old Kent Road, the new flats were two Council Tax bands higher than at Ledbury.
9. **Will my household bills change?** In all new homes your water will be metered, which usually means smaller bills for smaller householders and larger bills for bigger households. This is a requirement by law. It is reasonable to suggest that homes connected to the new district heating system and built to new building standards will have lower energy bills.
10. **Will I get financial help if I move?** Tenants have the right to a home loss payment. This is a statutory payment that is set out in law and cannot be changed. Tenants get a payment of £6,500 (this is reviewed on 1 October each year). Other costs such as removal vans, disconnection and reconnection of services, phone and TV installation, redirection of post and adjustments to carpets and curtains will be paid.
11. **How will Southwark Council afford to do these works?** Southwark Council will use multiple methods to finance works including borrowing money from Central Government; investing rents we receive from homes and commercial properties; sales receipts from new private homes; and grant payments from the Greater London Authority to put towards the cost of building additional council homes.

## Issues for former Ledbury Towers Council Tenants who now live elsewhere but who have the right to return

### My Home

1. **Will I have to move?** No. You simply have the right to return to the site of the Ledbury Towers. Under this option when the plans for the new homes are ready you will be offered the chance to move back.
2. **Will my tenancy change?** When you move to a new property your tenancy rights will remain the same.
3. **What size home will I be eligible for?** You will be entitled to a new home the same size as you currently occupy or if you are overcrowded that is appropriate to the size of your family. Therefore if you are currently overcrowded you will get a larger home. If you want to downsize, you can.
4. **Are new homes bigger than the existing homes in the Ledbury Towers?** All new homes will be based on new space standards and building regulations. Flats with the same number of bedrooms will be bigger than you currently have (except one bedroomed flats will be of the same size) and include private outdoor space.
5. **Will I have the opportunity to use my right to buy?** Right to Buy will apply when tenants move into their new homes.
8. **Will my Council Tax charges change?** Council Tax bands are established by the value of the home, and new build homes will be of a higher value than existing properties. This may therefore increase the Council Tax burden on residents. For example at Sylvan Grove on the other side of the Old Kent Road, the new flats were two Council Tax bands higher than at Ledbury.
9. **Will my household bills change?** In all new homes your water will be metered, which usually means smaller bills for smaller householders and larger bills for bigger households. This is a requirement by law. It is reasonable to suggest that homes connected to the new district heating system and built to new building standards will have lower energy bills.
10. **Will I get financial help if I move?** Removal costs such as removal vans, disconnection and reconnection of services, phone and TV installation, redirection of post and adjustments to carpets and curtains will be paid.
11. **How will Southwark Council afford to do these works?** Southwark Council will use multiple methods to finance works including borrowing money from Central Government; investing rents we receive from homes and commercial properties; sales receipts from new private homes; and grant payments from the Greater London Authority to put towards the cost of building additional council homes.

### My Finances

6. **Will my rent change?** Council rent levels for new build properties will apply. As new build homes are normally bigger than existing homes and built to a much higher standard, rents are usually higher as they are based on values. However this could be partially off set by them having lower heating costs as a result of better insulation.
  7. **Will my service charge change?** Charges are based on the cost of providing services that are delivered. If additional services are provided within the new blocks, service charges may change. We are committed to making sure service charges are kept as low as possible. If there are increases in service charge amounts we would agree a phased introduction of the increase over a period of five years.
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## Issues for Resident Ledbury Towers leaseholders

### My Home

1. **Will I have to move?** Yes, all leaseholders will be required to move.
2. **Will I be offered an alternative home on the estate?** Resident homeowners will be able to buy a property in the new development, and will be offered other options if they cannot purchase outright. These include shared equity, shared ownership with Southwark Council or an equity loan with Southwark Council.
3. **Will I be able to let my new property out?** There will be a bespoke shared equity lease for the existing leaseholders in the Ledbury Towers which will allow sub-letting.
4. **What if I want my new property finished to a different standard?** All the new homes will be of the same standard. If a homeowner wants a higher standard, before the works commence, an agreement can be made to only finish the home without the final fit out works undertaken, so that the homeowner can finish the new home off at their own expense, which will be reflected in the valuation.
5. **Can I sell my home to the council?** Leaseholders can take up the offer to sell their homes, up to the point of Southwark entering a contract in the summer of 2022 to build the new homes, as it is planned that the homes will be built to the bespoke needs of the leaseholders and any change to the specification of a particular home after the contract is let could lead to additional costs for the council.
6. **Would the leaseholders owning a new property on the Ledbury Towers be granted a National House Builders' Council certificate?** Yes all new homes will receive a National House Builders' Council certificate.
7. **What happens if I don't want to move?** We aim to negotiate the buy back of your property by agreement, but if this is not possible Southwark Council has the ability to purchase your home under a Compulsory Purchase Order (CPO) subject to confirmation by the Minister for Housing, Communities and Local Government.

### My Finances

8. **What costs am I entitled to?** Whether you choose the option of moving to a new home on the estate or to move to somewhere else after selling your home to Southwark Council you will be entitled to a home loss payment equivalent to 10% of the value of your property as well as disturbance payments intended to compensate you for certain costs that you may incur as a result of having to move home. These include: legal, stamp duty tax, surveyors fees, mortgage application and breakage fees, removal costs, specialist adaptation costs, altering soft furnishings and moveable fittings and fixtures, disconnection and reconnection of services and appliances, re-direction of post and their expenses that may be considered appropriate and agreed with Southwark Council.
9. **How will the value of my property be agreed?** An independent chartered surveyor will carry out a market valuation on your behalf for your property. Your independent surveyor will then discuss this with Southwark Council. The market valuation offered to homeowners is based "upon what the land might be expected to realise if sold in the open market by a willing seller. In assessing the open market value of your land you are assumed to be a willing seller. However, it is assumed that you would only be willing to sell at the best price which you could reasonably achieve in the open market.
10. **Am I entitled to my own surveyor?** Homeowners are encouraged to obtain their own valuation completed by a chartered surveyor who will act for you. Southwark Council will pay for the surveyor, where costs are reasonable.
11. **What happens if I cannot come to an agreement with Southwark Council?** If the valuations of the independent and council surveyors differ significantly and there is no prospect of reaching an agreement, then with the agreement of all owners of the property, and Southwark Council, the parties can seek to resolve the dispute through alternative dispute resolution (ADR).
12. **What if I can't afford a new property or don't have enough equity to buy a new home on the estate?** We will conduct a financial appraisal and will work with you to find a solution that enables you to stay on the estate and in homeownership and / or offer of a council tenancy where this is your preference.

- 13. Will my service charge change?** Charges are based on the cost of providing services that are delivered. If additional services are provided within the new blocks, service charges may change. We are committed to making sure service charges are kept as low as possible. If there are increases in service charge amounts we would agree a phased introduction of the increase over a period of five years.
- 14. Will the service charge for maintenance change?** With all parts of homes, blocks and estate being new costs associated with repairs or works to the roof, lifts or other parts being in good condition, service charges could be expected to be lower than they currently are.
- 15. Will my Council Tax charges change?** Council Tax bands are established by the value of the home, and new build homes will be of a higher value than existing properties. This may therefore increase the Council Tax burden on residents. For example at Sylvan Grove on the other side of the Old Kent Road, the new flats were two Council Tax bands higher than at Ledbury.
- 16. Will my household bills change?** In all new homes your water will be metered, which usually means smaller bills for smaller householders and larger bills for bigger households. This is a requirement by law. It is reasonable to suggest that homes connected to the new district heating system and built to new building standards will have lower energy bills.

## Issues for non Resident Ledbury Towers leaseholders

### My Property

- 1. Will I have to move?** Yes, all leaseholders will be required to move.
- 2. Will I be offered an alternative property on the estate?** Non-resident homeowners will be able to buy a property in the new development, and will be offered other options if they cannot purchase outright. These include shared equity, shared ownership with Southwark Council or an equity loan with Southwark Council.
- 3. Will I be able to let my new property out?** There will be a bespoke shared equity lease for the existing leaseholders in the Ledbury Towers which will allow sub-letting.
- 4. What if I want my new property finished to a different standard?** All the new homes will be of the same standard. If a homeowner wants a higher standard, before the works begin, an agreement can be made to only finish the home without the final fit out works undertaken, so that the homeowner can finish the new home off at their own expense, which will be reflected in the valuation.
- 5. Can I sell my home to the council?** Leaseholders can take up the offer to sell their homes, up to the point of Southwark entering a contract in the summer of 2022 to build the new homes, as it is planned that the homes will be built to the bespoke needs of the leaseholders and any change to the specification of a particular home after the contract is let could lead to additional costs for the council.
- 6. Would the leaseholders owning a new property on the Ledbury Towers be granted a National House Builders' Council certificate?** Yes all new homes will receive a National House Builders' Council certificate.
- 7. What happens if I don't want to move?** We aim to negotiate the buy back of your property by agreement, but if this is not possible Southwark Council have the ability to purchase your property under a Compulsory Purchase Order (CPO) subject to confirmation by the Minister for Housing, Communities and Local Government.

## My Finances

- 8. What costs am I entitled to?** Whether you choose the option of moving to a new property on the estate or to move to somewhere else after selling your home to Southwark Council you will be entitled to a home loss payment equivalent to 7.5% of the value of your property as well as disturbance payments intended to compensate you for certain costs that you may incur as a result of having to move home. These include: legal, stamp duty tax, surveyors fees, removal costs, specialist adaptation costs, altering soft furnishings and moveable fittings and fixtures, disconnection and reconnection of services and appliances, re-direction of post and their expenses that may be considered appropriate and agreed with Southwark Council.
- 9. How will the value of my property be agreed?** An independent chartered surveyor will carry out a market valuation on your behalf for your property. Your independent surveyor will then discuss with Southwark Council. The market valuation offered to homeowners is based “upon what the land might be expected to realise if sold in the open market by a willing seller. In assessing the open market value of your land you are assumed to be a willing seller. However, it is assumed that you would only be willing to sell at the best price which you could reasonably achieve in the open market.
- 10. Am I entitled to my own surveyor?** Homeowners are encouraged to obtain their own valuation completed by a chartered surveyor who will act for you. Southwark Council will pay for the surveyor, where costs are reasonable.
- 11. What happens if I cannot come to an agreement with Southwark Council?** If the valuations of the independent and council surveyors differ significantly and there is no prospect of reaching an agreement, then with the agreement of all owners of the property, and Southwark Council, the parties can seek to resolve the dispute through alternative dispute resolution (ADR).
- 12. What if I can't afford a new property or don't have enough equity to buy a new property on the estate?** We will conduct a financial appraisal and will work with you to find a solution.
- 13. What if I can not afford to pay any Capital Gains Tax that may be due?** We will conduct a financial appraisal and will work with you to find a solution that could include reducing the equity share in the new property to help pay the tax, without affecting the ownership of the property.
- 14. Will my service charge change?** Charges are based on the cost of providing services that are delivered. If additional services are provided within the new blocks, service charges may change. We are committed to making sure service charges are kept as low as possible. If there are increases in service charge amounts we would agree a phased introduction of the increase over a period of five years.
- 15. Will the service charge for maintenance change?** With all parts of homes, blocks and estate being new costs associated with repairs or works to the roof, lifts or other parts being in good condition, service charges could be expected to be lower than they currently are.
- 16. Will my Council Tax charges change?** Council Tax bands are established by the value of the home, and new build homes will be of a higher value than existing properties. This may therefore increase the Council Tax burden on residents. For example at Sylvan Grove on the other side of the Old Kent Road, the new flats were two Council Tax bands higher than at Ledbury.
- 17. Will my household bills change?** In all new homes your water will be metered, which usually means smaller bills for smaller householders and larger bills for bigger households. This is a requirement by law. It is reasonable to suggest that homes connected to the new district heating system and built to new building standards will have lower energy bills.

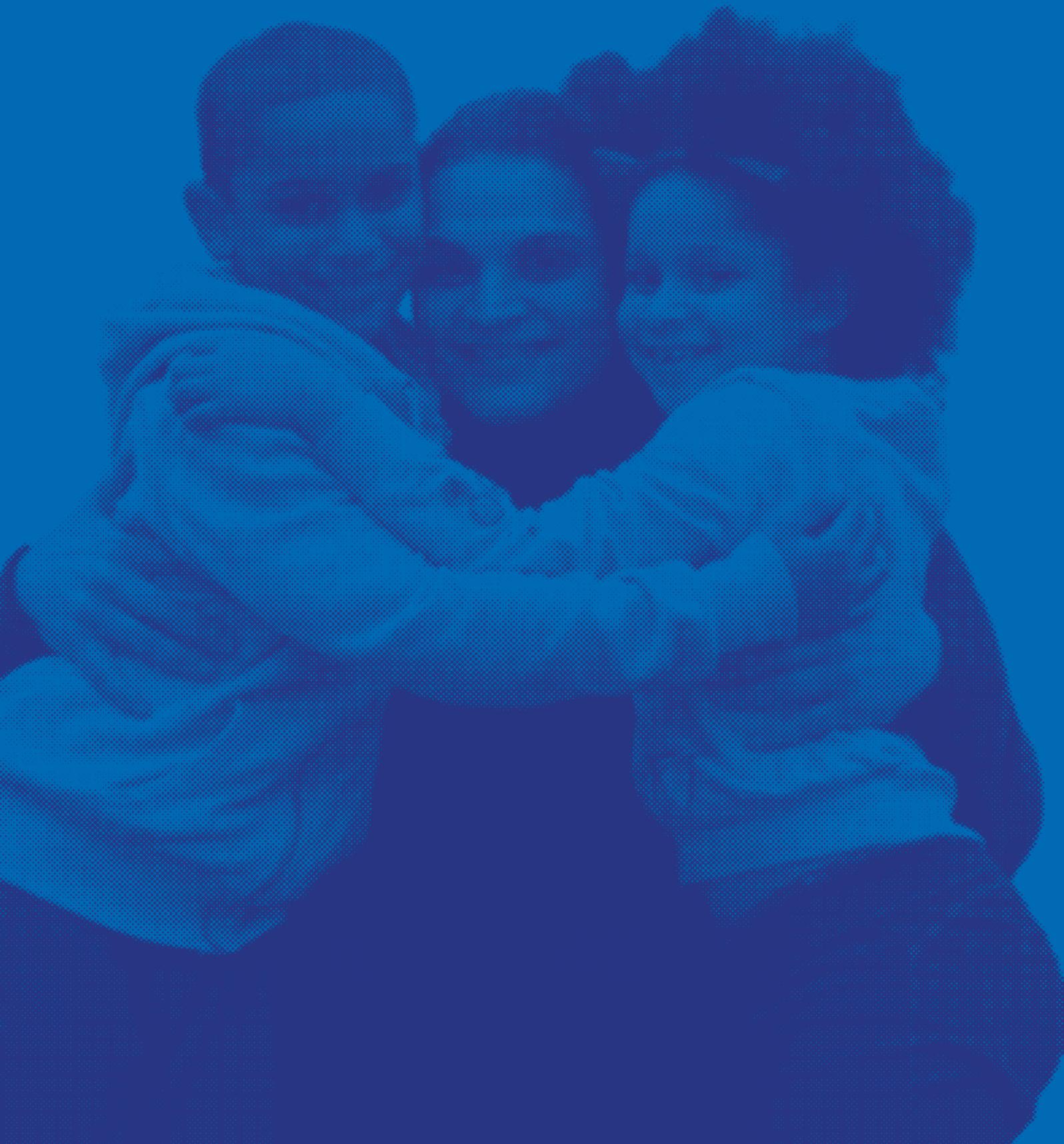
## Contact us

If you have questions about the Landlord Offer or anything else that you feel would help you decide, then please contact either:

Southwark Council on **020 7732 2886** or email  
**ledburyhousingteam@southwark.gov.uk**

or your Independent Tenant and Homeowner Advisor, Neal Purvis from Open Communities on (Freephone) **0800 073 1051** or at  
**neal.purvis1@btinternet.com**.

If you require translation services or someone to read it to you then please contact Southwark Council on **020 7732 2886** or email  
**ledburyhousingteam@southwark.gov.uk**.



Month	Resident Project Group	Resident Communication	Resident Events
August 2020	<ul style="list-style-type: none"> <li>• Consideration of the Engagement Plan which sets out a way forward using non face to face contact</li> <li>• Update on the resident responses to the options presented prior to lockdown</li> <li>• Update on the resident responses to the show flat</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone &amp; video access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern</li> </ul>
September 2020	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Agreement on the wording of the whittling down ballot and accompanying document</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter covering an option per week</li> <li>• Letter to all households regarding the whittling down survey</li> </ul>	<ul style="list-style-type: none"> <li>• Ledbury Team undertaking a round of One to One phone calls to ensure permanent residents and tenants with a right to return are up to date on the choices that they will make in the whittling down survey.</li> <li>• Phone access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern</li> </ul>
October 2020	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Report on the survey to arrive at a preferred option</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Whittling down survey booklet</li> </ul>	<ul style="list-style-type: none"> <li>• ITLA survey on the whittling down of the options to a preferred option.</li> <li>• Home visits by Open Communities to chase in surveys and answer any queries that arise.</li> <li>• Phone access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern</li> </ul>
November 2020	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Ledbury Team undertaking a second round of One to One phone calls to ensure</li> </ul>

## Ledbury Estate Engagement Plan – As at 29th April 2021

	<ul style="list-style-type: none"> <li>• Report on the survey to arrive at a preferred option</li> <li>• Consideration of the first version of a Draft Offer Document if preferred option includes new build</li> </ul>		<p>permanent residents and tenants with a right to return are aware of the outcome of the survey results and what happens next</p> <ul style="list-style-type: none"> <li>• Phone access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern</li> </ul>
December 2020	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Agree Offer Document</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern</li> </ul>
January 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Ballot Arrangements with Open Communities</li> <li>• Draft Cabinet Report on the offer document</li> <li>• Discussion on Design</li> <li>• Appointment of RPG Members to sit on a design appointment panel</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
February 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Any Urgent Matters on the Ballot</li> <li>• Feedback on Cabinet consideration of the offer document</li> <li>• Update on Design discussions</li> <li>• Design brief Draft</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Offer Document Issued</li> </ul>	<ul style="list-style-type: none"> <li>• Ledbury Team undertaking a third round of One to One phone calls to ensure permanent residents and tenants with a right to return are aware of the preferred option and that they will be voting on it in March.</li> <li>• Phone access to Hunters, Open Communities and Southwark</li> </ul>

## Ledbury Estate Engagement Plan – As at 29th April 2021

			Council for residents to discuss issues of concern
March 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Update on Design brief</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Ballot Papers Issued on the preferred option</li> </ul>	<ul style="list-style-type: none"> <li>• Home visits by Open Communities to chase in surveys and answer any queries that arise.</li> <li>• Phone access to Hunters, Open Communities and Southwark Council for residents to discuss issues of concern</li> </ul>
April 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Ballot Result</li> <li>• Next Steps</li> <li>• Design Appointment Update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Result Announced on the preferred option.</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
May 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Design Appointment Update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
June 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Draft Cabinet Report on Costings</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
July 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Architects introduced to the RPG</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Newsletter to include architect appointment (w/c 19 Jul)</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
August 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Design update</li> <li>• Design Team programme</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Architects meeting with key stakeholders</li> <li>• Phone access to Open Communities and Southwark</li> </ul>

## Ledbury Estate Engagement Plan – As at 29th April 2021

			Council for residents to discuss issues of concern.
September 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Design showcase update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• New Homes Team newsletter/specific project update</li> </ul>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Design showcase</li> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
October 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Design update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Current design showcase</li> </ul>
November 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Design freeze and final exhibition update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• New Homes Team newsletter/specific project update</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Current design showcase</li> </ul>
December 2021	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Project update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Final design showcase publicity</li> </ul>	<ul style="list-style-type: none"> <li>• Current design showcase</li> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
January 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Planning update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• New Homes Team newsletter/specific project update</li> </ul>	<ul style="list-style-type: none"> <li>• Final design showcase (planning app design)</li> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
February 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Project update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Final design showcase</li> </ul>

## Ledbury Estate Engagement Plan – As at 29th April 2021

March 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Project update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• New Homes Team newsletter/specific project update</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Final design showcase</li> </ul>
April 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Contractor procurement update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Final Design Showcase</li> </ul>
May 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Planning Decision Update</li> <li>• Pre-allocations Update</li> <li>• Contractor procurement update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• New Homes Team newsletter/specific project update</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Final Design Showcase</li> </ul>
June 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Pre-allocations update</li> <li>• Contractor procurement update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Exhibition on Available Homes for pre-allocation</li> </ul>
July 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Pre-allocations update</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Pre-allocations Booklet and Pre-allocations Surveys</li> <li>• New Homes Team newsletter/specific project update</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Exhibition on Available Homes for pre-allocation</li> </ul>
August 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> <li>• Pre-allocations update</li> <li>• Confirmation of contractor appointment</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Pre-allocations Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> <li>• Exhibition on Available Homes for pre-allocation</li> </ul>

## Ledbury Estate Engagement Plan – As at 29th April 2021

September 2022	<ul style="list-style-type: none"> <li>• Consideration of the latest version of the Engagement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly Newsletter</li> <li>• Pre-allocations Letters</li> <li>• New Homes Team newsletter inc. contractor appt</li> </ul>	<ul style="list-style-type: none"> <li>• Phone access to Open Communities and Southwark Council for residents to discuss issues of concern.</li> </ul>
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- If new build option the draft timetable could be:
  - Bromyard area start on site – September 2022
  - Bromyard area completion – May 2024
  - Main start on site– September 2024
  - Main completion – November 2028

**CABINET AGENDA DISTRIBUTION LIST (OPEN)****MUNICIPAL YEAR 2021-22**

**NOTE:** Original held by Constitutional Team; all amendments/queries to  
[Paula.thornton@southwark.gov.uk](mailto:Paula.thornton@southwark.gov.uk)

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Jasmine Ali	1	Eleanor Kelly	
<b>Members - electronic Versions (no hard copy)</b>		Duncan Whitfield	
Kieron Williams		David Quirke-Thornton	
Evelyn Akoto		Michael Scorer	
Helen Dennis		Caroline Bruce	
Stephanie Cryan		<b>Officers – electronic</b>	
Alice Macdonald		Doreen Forrester-Brown	
Darren Merrill		Norman Coombe	
Rebecca Lury		Ian Young	
Jason Ochere		<b>Others - electronic</b>	
Catherine Rose		Louise Neilan	
Ian Wingfield		Paula Thornton, Constitutional Officer	5
Victor Chamberlain		<b>Total: 8</b>	
Peter Babudu		<b>Dated: 22 June 2021</b>	
Victoria Olisa			
Gavin Edwards			
Margy Newens			
Leanne Werner			
Jack Buck			
Sarah King			
Ali, Humaira			
Anood Al-Samerai			
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Joseph Brown, Cabinet Office			
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<b>Press</b>			
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South London Press	1		