

Item No. 16	Classification: Open	Date: June 19 2007	MEETING NAME: Executive
Report title:		Heygate Action Plan	
Ward(s) or groups affected:		East Walworth Ward, Residents of Heygate Estate	
From:		Strategic Director of Major Projects	

Recommendations

That the executive agree:

1. To the adoption of an Action Plan that will allow for the early rehousing of residents of the Heygate Estate by September 2009.
2. To facilitate the safe management through phased decommissioning and, where appropriate, demolition of blocks.
3. To facilitate rehousing of Heygate secure tenants by:
 - a. Giving tenants priority allocation (Band 1) for all properties that become available throughout the Borough in addition to the options already available.
 - b. Guaranteeing that this is without prejudice to the rights of tenants who have expressed a desire to move into the new build accommodation at the Elephant and Castle once it is completed to do so even if they choose the new option set out above.
4. To immediately commence the active acquisition of leaseholder interests to be funded from the existing approved housing capital programme.
5. To note the potential shortfall in agreed capital funding to facilitate the rehousing, leaseholder acquisition, demolition and other associate activities in advance of any capital receipts from disposals. Fully cost-ed capital bids will need to be submitted as part of the Policy and Resources Strategy to make up any shortfall in capital funding.
6. To give in principle agreement to project managing the rehousing and the management of services related to the regeneration process and its effects on the Heygate Estate, under one management structure within Major Projects.
7. That the comprehensive management structure be geared to delivering an improved and pro active service meeting the needs of permanent tenants, temporary residents and leaseholders, dealing with safety concerns and facilitating individuals' moves.

Background

8. The Council has made regeneration its number one priority and the Elephant and Castle is its showcase development. Clearing the Heygate Estate is essential to the success of the Elephant and Castle redevelopment. Demolition of the Heygate will provide symbolic and tangible evidence to the people of Southwark that the Council is driving ahead with the regeneration of the Borough. Rapid rehousing of residents is also desirable from a community safety perspective. Half empty blocks become a breeding ground for crime and antisocial behaviour. The Council has a responsibility to mitigate this risk. For these reasons, we have proposed an Action Plan to empty the Heygate in the quickest possible time.
9. It has become apparent that the existing fabric of some parts of the estate have become unsustainable and that the council's obligations as a landlord are increasingly difficult for it to perform. It is therefore becoming apparent that it is untenable to expect people to live for up to three years in deteriorating conditions whilst waiting for the new housing to come on stream.
10. The current Heygate Estate rehousing arrangements were agreed by Executive on 18th May 2004, which was primarily a reversion to the basis of the decant policy agreed in March 1998. This gave tenants a choice of rehousing routes, either to a new Housing Association home built as part of the scheme or a relet Council home elsewhere in the borough.
11. Heygate comprises 1212 units, of which 650 are tenanted, 442 are void and 120 are owned by leasehold interests. Lettings of secure tenancies stopped in 2001. 65% of the households currently registered have expressed preference for the new RSL home option. To date, rehousing of Heygate residents has been mainly confined to the early Southern Housing Group development at Wansey Street and some S106 opportunities at Steedman Street and Tabard Square. Gaining vacant possession of all or part of Heygate is currently reliant on the development of early housing sites by RSL partners. Early sites completions are projected for Sept '08 – Feb 2010 on current programme timescales, based on planning applications being submitted from July to December '07. The current timetable for the development of the early housing sites will secure vacant possession of the Heygate in 2010, if they are delivered within the current time estimates. For the Council to meet its revised objectives for an early and safe emptying of the Heygate Estate, the timetable needs to be brought forward to September 2009. An Action Plan that facilitates and encourages tenants and leaseholders to vacate the Estate as early as possible is essential to facilitate this.
14. While the Heygate Estate Action Plan is defined as a Major Project, it has been referred to Executive because of the wider HRA and General Fund implications, and which were not explicitly identified in the set up of the Elephant and Castle project.

Factors for consideration

Action Plan Summary

15. To maintain expectations of change, to provide effective ongoing management and maintenance, and to maintain community safety, it will be necessary to introduce a new approach to rehousing on the estate with an additional option for residents. The proposed changes are summarised as follows:
 - Adoption of a defined phasing plan for rehousing of tenants with a target date of September 2009 for vacant possession.
 - Integration of arrangements for management and maintenance of the estate up to vacant possession to ensure ongoing comfort and security for residents.
 - Provision of an additional choice of moving to a brand new RSL home outside of the immediate area.
 - Acquisition of leasehold interests and rehousing of temporary licensees in the same phased sequence as tenants.
 - Demolition of blocks as soon as possible after vacant possession.
16. A phasing plan will be determined based on the relationship between management and safety issues, void and leaseholder mix, development issues and district heating runs. An indicative plan and timetable is attached at Appendix 1.

Estate Management and Community Safety

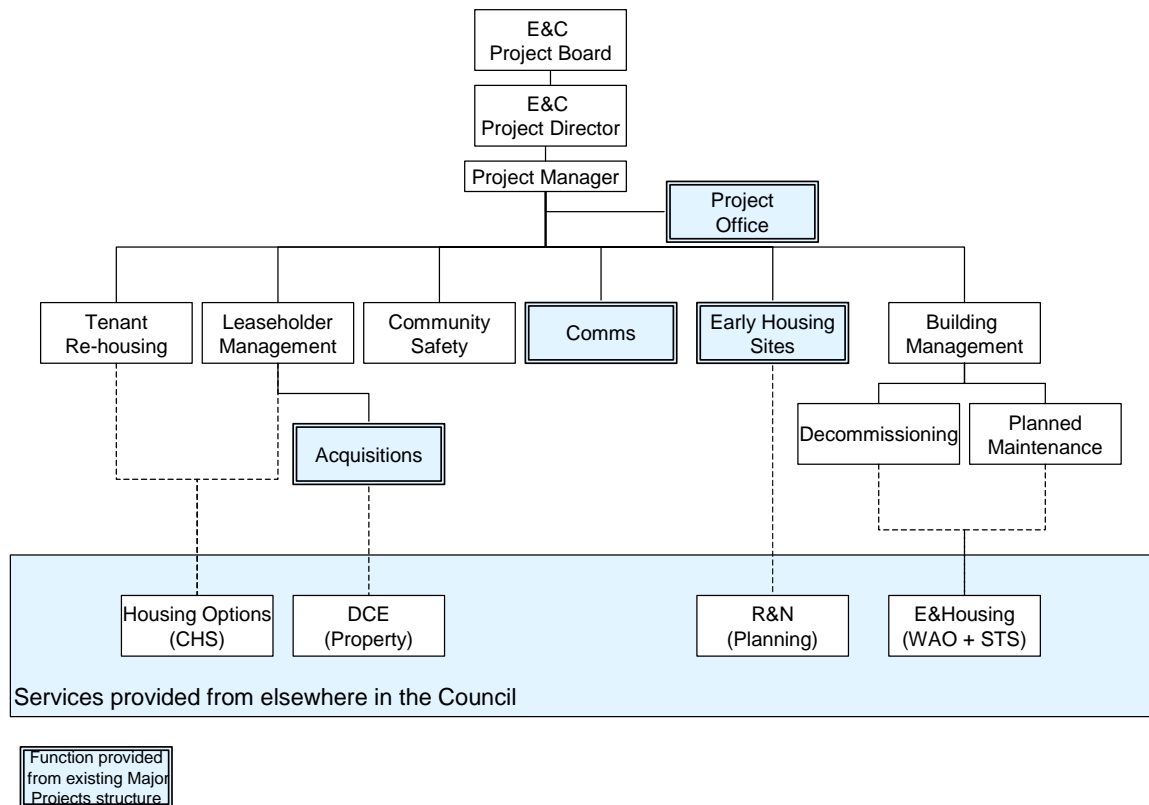
17. If adopted the Action Plan approach will require an intensification of effort to undertake the rehousing of the Heygate Estate in a challenging timescale, but also to manage and maintain the estate safely during the process.
18. Management of the estate during the rehousing process will be central to maintaining a sense of stability. The experience of previous schemes and scrutiny consideration all indicate the need for a heavily co-ordinated approach to the housing management, safety and security, and rehousing functions. A proactive, zero tolerance approach will be required, with intensive housing management practice arresting the tendency to visible decline. This approach will need to be deployed across the range of management, including temporary licensees.
19. The primary objective is to undertake rehousing from the block in an orderly way, with the active process being undertaken in a relatively quick timescale to a conclusion i.e. not having one or two households being left isolated. As units become empty, they will be secured and rendered uninhabitable as required. Assessments will have to be made of the technical potential for sectional decommissioning and for the capacity of the estate wide infrastructure to accommodate block by block demolitions. The progress of rehousing will be carefully monitored and a proactive approach taken where the possibility of clearing whole sections emerges or the risk of households becoming isolated can be mitigated. Perimeter security of whole blocks will be arranged for the point of vacant possession, ideally carried out by a demolition contractor already appointed, with demolition to commence as soon as possible thereafter. Demolition responsibility may change after the main development partner selection.

Project Management Arrangements

20. To deliver vacant possession in an orderly manner and maintain service standards including community safety as far as possible during the process requires the co-ordination of a number of functions. Community safety for all estate residents, staff and visitors over the period of the rehousing operation is of paramount importance. It is proposed that various service strands are joined together in an integrated structure so that the whole public facing part of the rehousing project is delivered comprehensively. The regeneration programme management team will deal with:

- Household registration for rehousing, support and advice in the lead up to and through the rehousing process. Rehousing options for leaseholders in the relevant cases.
- Community safety co-ordination. Response to anti-social activities arising from attraction of empty properties and a diminishing population
- Leaseholder acquisitions and options advice.
- Planned maintenance and security. Decommissioning of whole blocks and parts of blocks as they become empty. Demolition contract management.
- Development of the early housing sites

The team will be established to work in a closely co-ordinated fashion, providing a service that is largely proactive but that can respond quickly to eventualities. Staff will need to have functional specialities, but should also be equipped to work co-operatively with colleagues and to intervene in a multi-disciplinary fashion as the need arises. The objective is for residents to be provided with a seamless 'one stop' service at estate level in which they develop increasing confidence. Clearly, the boundaries with the mainstream housing and other services will need to be clearly defined. The outline functional structure is as follows:



21. The approach depends on close connection between the work areas that contribute to the overall process. It is envisaged that the direct functions outlined above are undertaken by a joint team with direct responsibility. The team will need to connect closely with a range of other services, in particular, repair and maintenance, estate cleaning, housing options, home ownership, temporary accommodation, wider E&C development. It is not envisaged that all staff currently providing a service to Heygate Estate residents will be reorganised into a single unit, but that each service area is either directly represented in the regeneration programme team or works alongside it. For some areas, the team's role will be liaison with and commissioning work from other substantive teams including specialist technical services, legal services, SASBU. As the project progresses through its phases, there will need to be particularly close connection between the rehousing effort applied to tenants and leaseholders, and the discharge of statutory duty and rehousing of temporary licensees.

22. In each service area, there must be a clear definition of whether an activity is moving wholly or partly from another service area. Although the proposed structure is outlined above, further work is needed to agree the size of the team, to establish it and undertake recruitment. It is assumed that part of the service can be met from existing resources, and that some posts can be filled by secondment but that in some functions, additional resources will be required. It is proposed that the rehousing task will be accelerated, but also that management and support will be more intensive and enhanced. Therefore there is an increase in both quality and volume of work. Certain roles eg additional support and advice for choice based lettings and leaseholder options will be an extension of current working practices.

23. The work undertaken by the current rehousing team will be a core component, and it is proposed that the team will be incorporated into the new arrangements, possibly with enhanced roles and scope for personal development. The rehousing team have now been working on the estate for a considerable time and have established direct contact with the majority of households. As outlined in the diagram, they would be joined by staff working on community safety, building services, and communications.
24. It is envisaged that the proposed Heygate model will be followed for other regeneration schemes. In fact there is already an interface with referencing work having started on the South West corner of Aylesbury.

Considerations for residents

A. Secure Tenants

25. The additional rehousing choice will provide more certainty for residents, both generally and in terms of timescale, as well as honouring the existing new build option. Tenants will be able to exercise choice by bidding for any property appearing in the Home search including new RSL units being produced as part of the general development programme outside the Elephant and Castle early sites. Tenants who have opted for rehousing to the early housing sites but who wish to take up the new additional option will be issued with an undertaking by the council in respect of their rights to be offered a property on the early sites when they become available. Equally, if any household wishes to remain permanently in the new RSL home under the new option, they will be allowed to do so. The tenancy to be offered will be the standard assured tenancy granted by RSLs, not a right to temporary occupation. Agreement will be reached with the relevant RSLs about not using introductory tenancies.
26. In the interests of community safety the council will keep the rehousing strategy under review. Given the experience of other regeneration schemes, the council is determined to avoid the situation of small numbers of residents living in a block that makes it increasingly difficult to provide adequate support and services.
27. The success of the approach depends firstly, on an adequate flow of housing supply during the active rehousing period, within the context of the overall housing supply and demand model, so that that the overall turnover of rental units, in the case of tenants opting for council re-lets, and the delivery of new NAHP or S106 RSL housing is used to best effect. Work is continuing to finalise the model, but it is anticipated that there are sufficient new RSL homes in the development pipeline to meet the needs of 65% of the 650 Heygate tenants awaiting rehousing. (65% is the proportion of tenants who have opted for a new RSL home). Further close matching work is being undertaken, and will continue, to ensure that the correct mix of sizes is available, including extra bedroom entitlement. It will be particularly important to identify larger households and specific medical needs. The second co-dependency is ensuring that households actively bid when they are switched to Band 1 status; this will need targeted communications and follow up advice and support. It is assumed that Heygate is the highest strategic rehousing priority for the Council and that any subsequent prioritisation is made in the light of the Heygate Action Plan when adopted. It is also assumed that suitable direct offers available when possession action instigated.

28. Home loss compensation (currently £4000) and disturbance expenses will be paid as a matter of course. This would be available as a matter of course and will not require discretionary decisions. However consideration can be given to making a non-statutory payment in certain circumstances, and it is proposed that allowance is made to pay a sum equivalent to home loss to households who exercise the option to move to a new home outside the area and then move to a property on the early housing sites. It is assumed that this will apply to a maximum of 425 tenants. Disturbance expenses would also be payable.
29. In terms of the mix of units required to achieve the overall decant, the entitlement to extra bedrooms will need to be planned for. Under the policy for rehousing in regeneration schemes, qualifying households who are under occupying, will qualify for an extra bedroom in the property they move to, whether it is a new RSL home or a council relet. This policy will apply to tenants moving under the new additional housing option.
30. In addition to the primary rehousing approach, other options remain open to tenants including older suitable tenants to move to sheltered housing and intra estate housing within Heygate, although clearly the latter will be a diminishing and less helpful opportunity as time goes on.

B. Leaseholders

31. The acquisition of leasehold properties will also be progressed in parallel with the rehousing of tenants, based on market value and, where necessary using compulsory purchase. Work needs to be concluded on the detailed operation of the leaseholder rehousing policy, to ensure leaseholders are provided with as wide a range of the additional housing options as is possible, in particular shared ownership and equivalent value transactions. The possibility of providing the retained equity option in a non-Elephant and Castle RSL scheme through acquisition by the Council of an equity share is being investigated.
32. A compulsory purchase process, backed by a sufficient capital provision to meet all acquisition costs, will be required to safeguard vacant possession. The availability of funding still needs to be finalised. A resolution to seek CPO powers and the associated funding will be reported to the Major Projects Board in July. Subject to availability of funding, leasehold interests not resulting in a rehousing obligation will be dealt with out of sequence to speed processing.

C. Temporary Licensees

33. The majority of the 445 void units are being used for the temporary accommodation for homeless households for whom the Council has a housing responsibility. Temporary licensees will need to be rehoused to alternative temporary accommodation, or permanently rehoused in the same sequence as the secure tenants and leaseholders. Licensees accepted for permanent rehousing will have Band 3 Homeseach status. Direct offers and enforcement by legal action for possession will be required as each phase advances. Should sufficient temporary accommodation not be generated through stock management, the Council will be required to discharge its statutory duty through the procurement of private sector leased properties. This will affect the Council's General Fund position

D. Other

34. It should be noted that some non-residential uses e.g. Crossways Church and remaining businesses at Central Buildings will have to be relocated or have their property rights extinguished.

Communications

35. Clear communications will be required to explain the rationale and benefits behind the new approach, including targeted mail outs and face to face contact. The communications will make clear that the Council is responding to residents' concerns about management, maintenance and community safety.

Financial implications

36. The capital funding requirements for the main activities proposed in the Action Plan have been estimated and profiled below.

Anticipated expenditure profile

£m	2007/08	2008/9	2009/10 and on	Total
Leasehold acquisitions ¹	9.150	11.105	2.986	23.241
Leasehold shared equity ²	0.25	0.25	0.10	0.6
Home Loss ³	0.6	1.8	1.9	4.3
Security ⁴	0.4	0.9	0.3	1.6
Demolition ⁵	0	3.0	16.94	19.94
Total	10.4	17.055	22.226	49.681

Notes:

¹ Leasehold acquisition shows a relatively flat profile through the life of the plan; in reality the bulk of expenditure is likely to occur towards the end of each of the four phases, because of the time taken to purchase alternative homes etc, but it is assumed that this will be offset by households from later phases being dealt with earlier. The acquisition of non-housing assets, e.g. Crossways Church and businesses on the Heygate Estate is included. All calculations are at present day values.

² An allowance is made for the council purchasing some shares of equity in properties being developed in the area to offer leaseholders the opportunity of retained equity purchases.

³ A single statutory Home Loss payment per household is projected at the current level, and an equivalent sum for 425 households is also included. Disturbance payments are a revenue element referred to below.

⁴ Pro rata estimate.

⁵ The estimated costs of demolition, including service diversions and on-costs have been provided by the council's cost consultants.

37. The council's capital expenditure required for clearing the Heygate Estate will be reimbursed from capital receipts accrued from the land disposal. The amount and timing of the receipts will not be clarified until the current selection process for the main development partner is completed.
38. The housing investment programme includes a provision of £1,322,080 approved for Heygate lease acquisitions. This is made up of £147,104 being the remaining balance of agreed HRA resources totalling £6.44m, plus £1,174,976 being the remaining balance of general fund receipts of £3m approved by Executive. A separate allocation of £768k is earmarked for home loss payments to tenants in 2008/09. Any increased funding requirement will directly impact on the level of resources available for the planned investment programme, and for decent homes in particular since future reimbursement may go beyond the 2010 target date.
39. Overall, proposed capital expenditure is higher than the level envisaged in previous reports, mainly because we will have dealt with more leaseholder acquisitions and at increased values – no estimate for inflation is ever stated for leasehold values - but also because demolition by the council directly is being introduced for the first time here. It is assumed that the council will undertake the demolition of the whole estate, although in reality it is likely that the responsibility will pass to the selected main development partner during the delivery of the rehousing exercise.
40. Bringing forward the rehousing timetable will impact on the Housing Revenue Account in a number of areas including rental income, housing subsidy, security costs and disturbance payments. It is estimated that cost to the HRA will be £1.5m for each of the years 2008/9 and 2009/10. The additional costs in 2008/09 coincide with budgetary pressures of flagged reductions in housing subsidy from central government.
41. There will be potential increased costs to the General Fund as the statutory duty to provide temporary accommodation will have to be met through increased commissioning of private sector leased properties. Modelling of the potential impact suggests that over a two year decant a worst case scenario would be costs in the region of £3 million. However, actions to mitigate the impact are being taken, with negotiations in progress around reducing the unit cost of Private Sector Leasing across the portfolio. Increased HRA Temporary Accommodation voids from the Aylesbury Estate should also offset projected costs.
42. There will be further revenue effects which will require to be costed as the detailed arrangements are developed, but will include;
 - Extra resources for more intensive management and community safety responses.
 - Extra resources for more direct management of the housing allocations process, including running two lettings systems at once i.e. choice based and direct officers.
 - Legal costs if required of £15k per case on average for determining tenancies, and for discharge of duty for homelessness cases.
 - Loss of Rent for TA at £150.10 per week per unit.
 - HRA / GF impact of alternative temporary accommodation.

Effect of proposed changes

43. Examined under 'key issues for consideration'.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Comments of the Director of Legal and Democratic Services

44. Section 4 of the Local Government Act 2000 imposes a duty on every local authority to prepare a community strategy for promoting or improving the economic, social and environmental well being of their area. Section 87 of the Local Government Act 2003 also requires all local authorities to have a housing strategy which set out its vision for housing in its area.
45. The Executive will note that Southwark 2016 is a comprehensive community strategy produced by this council. It sets out the council's aim at improving the opportunities available to Southwark's citizen throughout their lives, by improving the Borough's physical environment and creating a public realm that is attractive to and liveable for its residents, business and visitors alike. The Heygate action plan is such a strategy that links well with the Southwark 2016 and housing strategy.
46. In considering, and making determination on the recommendations contained in paragraph 1 to 3 of this report, the Executive will need to satisfy itself that the Heygate action plan demonstrate an effective method of achieving its housing strategy for the area, that it link very well with its action. Where there is a concern, that this action plan will assist it in determining, the effective method for reviewing its strategies.
47. The Executive should note that secure tenants who elect for an RSL property when taken up will become assured tenants.
48. The council may encounter difficulties with tenants, who having been placed in temporary accommodation pending a move to an RSL property refuse to vacate the temporary accommodation. The council would have to take possession proceedings against such tenants and there is a risk that the Council may not be able to regain possession. In the circumstances care should be taken not to inadvertently give or create secure tenancies. The legal department has been instructed that tenants, in the scenario given above, would be allowed to keep the temporary accommodation permanently but the risk should be kept in mind.
49. In law, an undertaking may have legal implications and the use of this word and the construction of any document/agreement incorporating the same should be drafted with care and in conjunction with the legal team.
50. Home Loss/disturbance payments are payable under the Land Compensation Act as amended. However if non-statutory payments are to be made, such payments should be justifiable, objective and fair.
51. Legal services will work closely with all relevant departments and provide legal advice where required to ensure that statutory and guidance requirements are complied with.

Comments of the Strategic Director of Finance

52. The financial implications of the programme proposed in this report on the housing investment programme have not been quantified or reflected in the forward programme. Any additional investment requirements will inevitably have a significant impact in the short term on levels of housing investment available in the rest of the borough and specifically on the planned decent homes and wider stock investment programme. More work is required to resolve the issues around the sources and timing of the proposed financial inputs in support of this programme.
53. The adoption of recommendation 1 for the early rehousing of Heygate residents will have an estimated direct cost to the Housing Revenue Account of £1.5m in 2008/9 and a further £1.5m in 2009/10, as noted in paragraph 40. There will be potential General Fund costs as the knock on effect is managed through the temporary accommodation and the private sector leasing requirements change accordingly. As yet it is difficult to quantify the financial impact and so this will need to be monitored through the lettings process.
54. The capital funding requirement referred to in recommendations 4 and 5 will be subject to change once the final detail of the successful bid for the Master Developer and Planner has been agreed. Once this is known any shortfall in capital funding will need to be the subject of a fully costed capital bid and submitted within the Policy and Resources Strategy process. In the interim, leasehold acquisitions will need to be managed from the existing approved housing capital programme.
55. The recommendations in paragraphs 6 and 7 relating to the project management and service delivery of the rehousing issues from within Major Projects will need to be fully costed. Any recharge to the HRA and any residual cost to the general fund will need to be agreed separately.

Comments of Deputy Chief Executive

56. The proposed rehousing programme for Heygate tenants will increase significantly the proportion of applicants granted Band 1 priority for Homesearch lettings for the duration of the programme. During this period, the applicants most affected will be those in lower bands who are looking for a move around the Elephant and Castle area, as it is anticipated that most of the properties which become available in the area will be let to Heygate tenants. It is intended that tenants' reasonable aspirations will be met through direct offers; in some cases these may be compromised though by the requirements of the programme.
57. Rehousing of regeneration tenants, and the phased closure of Heygate Estate will create pressures on permanent and temporary supply of accommodation. It is likely that these pressures will be met through the use of direct offers of accommodation to temporary residents and through commissioning of additional private sector leased properties. This will have an impact on the Council's General Fund position.
58. Further detailed modelling of the programme is underway to ensure all planned targets are met.

Comments of the Strategic Director of Regeneration and Neighbourhoods

59. The Housing demand and supply model referred to in paragraph 27 shows that it is anticipated that there will be sufficient scope within the system to accommodate this change in terms of the total numbers of homes available but matching of property size and type with requirements has not yet been completed. Updated information, including decisions on the early sites programme, will be incorporated in the supply and demand figures. On an ongoing basis, the model will be used to co-ordinate the supply process, enabling specific adjustments to be made to respond to changing circumstances wherever possible.

Consultation

60. A great deal of consultation work has been undertaken with residents over an extended period. There have regular project newsletters for Heygate Estate in addition to the wider Elephant and Castle newsletters, and a number of exhibition events at key stages. Qualitative research work has also been done at Heygate with a market research company, Marketlink. In addition, the Housing Associations selected to develop the early housing sites work with residents through a stakeholder forum dealing with development issues, and a further one concentrating on housing management.
61. Most of the consultation work is managed in partnership with the Heygate T&RA Project Team where most of the detailed and strategic discussions are held. Three specific pieces of work will be required if the Action Plan approach is adopted: firstly, a general process to communicate the change; secondly, personal contact by the rehousing team to discuss the implications personally; thirdly, ongoing work with the T&RA to sustain the primary consultative body when the rehousing process starts to affect the active membership.
62. This report is the first step in establishing the Action Plan for Heygate, including the introduction of an additional rehousing option and the principle of integrated management. Work will be undertaken on the change with the Heygate T&RA.

REASONS FOR URGENCY

63. The Executive is being asked to agree the adoption of an Action Plan to undertake the rehousing of Heygate Estate residents in a shortened timescale, by September 2009. This response is recommended because of significant concerns about maintaining community safety and the decaying infrastructure of the estate. This is an extremely challenging timescale with very little room for manoeuvre; the only way to undertake this exercise is to have a phased approach to rehousing with phases overlapping, and dependant on the throughput of housing supply. Any delay in starting will inevitably cause blockages in the rehousing process. It is therefore essential that if adopted, the action plan is put in place as soon as is practically possible, and consideration of this cannot reasonably wait until the next meeting of the Executive.

REASONS FOR LATENESS

64. Following consideration by the Director of Legal and Democratic Services, it was decided that this report should be considered by the Executive and not by the Major Projects Board as originally intended. To reach the next available Executive meeting meant that the report needed to be finalised in a very short timescale.

Background Papers	Held At	Contact
Elephant & Castle project files, decant policy reports.	a) Housing Regeneration Initiatives, 9 Larcom Street, SE17 1RX, and Major Projects, Coburg House SE1 6BD b) Elephant and Castle Project, Coburg House, 63-67 Newington Causeway, SE1 6BD	a) Maurice Soden 020 7525 4925 b) Jon Abbott 020 7525 4902

APPENDIX A Audit Trail

Lead Officer	Stephen McDonald; Strategic Director of Major Projects	
Report Autho	Maurice Soden; Housing Lead – Major Projects	
Version	<i>Final</i>	
Dated	15.6.07	
Key Decision?	Key	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBE		
Officer Title	Comments Sought	Comments included
The Director of Legal and Democratic Services	Yes	Yes
Strategic Director of Finance	Yes	Yes
Deputy Chief Executive	Yes	Yes
Strategic Director of Regeneration and Neighbourhoods	Yes	Yes
Date final report sent to Constitutional Team	15 June 2007	

APPENDIX 1

HEYGATE ACTION PLAN – PROPOSED AND INDICATIVE TIMETABLE

Executive – agree Action Plan and funding for leasehold acquisition management & security	18 th June 2007
Communications re new approach and phasing	End June 2007
Staffing arrangements	June – Sept 2007
Agree criteria for leaseholder options	September 2007
CPO confirmed	December 2008
Phase 1	
Band 1 rehousing status first phase – start CBL rehousing of Kirton and Wansey St (357 units plus hostel)	September 2007
Start rehousing / moving on temporary licensees	October 2007
Rehouse / secure (individual units and sectional decommissioning)	September 2007 →
Commence leaseholder buyouts / Commence CPO procedure	September 2007
Gateway 1 for first phase demolition	December 2007
Start direct offers	End January 2008
Phase 1 rehousing completed.	September 2008
Gateway 2 demolition	September 2008
Handover to demolition contractor	October 2008
Phase 1 – demolition start	December 2008
Phase 2	
Band 1 rehousing status second phase – start CBL rehousing of Cuddington (322 units)	December 2007
Start rehousing / moving on temporary licensees	January 2008
Rehouse / secure (individual units and sectional decommissioning)	February 2008 →
Commence leaseholder buyouts	February 2008
Gateway 1 for second phase demolition	March 2008
Start direct offers	End February 2008
Phase 2 rehousing completed.	December 2008
Phase 2 – demolition start	March 2009
Phase 3	
Band 1 rehousing status third phase – start CBL rehousing of Chearsley and Risborough (428 units)	March 2008
Start rehousing / moving on temporary licensees	March 2008
Rehouse / secure (individual units and sectional decommissioning)	March 2008 →
Commence leaseholder buyouts	April 2008
Gateway 1 for third phase demolition	June 2008
Start direct offers	End June 2008
Phase 3 rehousing completed.	March 2009
Gateway 2 demolition	March 2009
Handover to demolition contractor	April 2009
Phase 3 – demolition start	June 2009
Phase 4	
Band 1 rehousing status fourth first phase – start CBL rehousing of Rodney Road (105 units)	June 2008

Start rehousing / moving on temporary licensees	June 2008
Rehouse / secure (individual units and sectional decommissioning)	June 2008→
Commence leaseholder buyouts	July 2008
Gateway 1 for fourth phase demolition	September 2008
Start direct offers	End October 2008
Phase 4 rehousing completed.	June 2009
Gateway 2 demolition	June 2009
Handover to demolition contractor	July 2009
Phase 4 – demolition start	September 2009
Full vacant possession	December 2009
Fully cleared	March 2010