



HOUSING SCRUTINY COMMITTEE

7 November 2023

SECOND DESPATCH

Please find enclosed the following items:

Item 3 Main Scrutiny Review 2023/24 -New Homes Build in Islington: - Witness evidence 1 - 50

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Housing Scrutiny Committee Major Scrutiny Review 2023/24: New Build Homes

Page 1 Consultation and Engagement

Presented by Stephen Nash
Interim Director, Strategic Development & Delivery

7th November 2023

Overview

This presentation will discuss how we use Consultation and Engagement to influence the design of our New Build homes.

It will cover the following:

- **Aims and Objectives**
- **Who We Consult**
- **Our Approach**
- **Example Projects**
- **Lessons Learned**
- **Way forward**

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Aims and Objectives



Why is it important to facilitate engagement?

What are we setting out to achieve when we look to engage with our stakeholders?

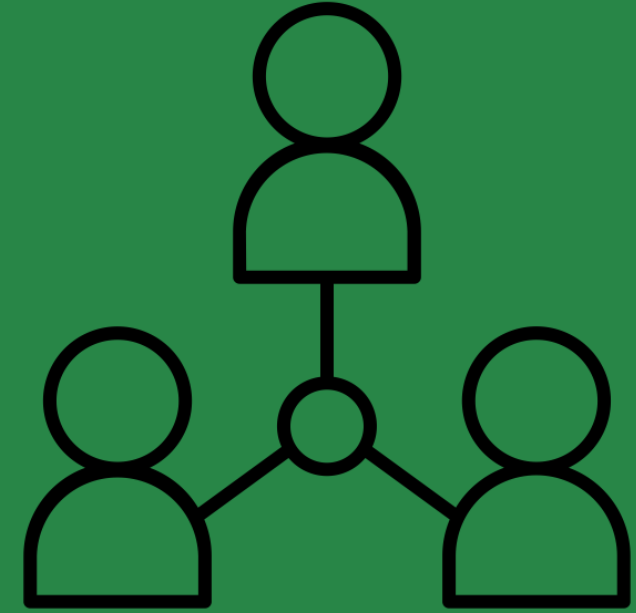
How do we ensure we listen to all voices?

Aims and Objectives

- **To deliver new affordable, high-quality, energy efficient homes to meet local needs as well as corporate priorities**
- To deliver consultation where residents receive clear, concise and useful information, have any questions answered and concerns allayed, where there's a high degree of participation and low degree of resistance, and where there is a positive outcome.
- To ensure that residents understand why we are building new homes on their estate, why we sometimes have to sell homes to pay for the works, and how people can apply for newly built homes.
- To engage all relevant local stakeholders to ensure buildings and schemes meet the Council's needs well into the future.
- To promote the council's commitment to building new council homes for local people.



Who We Consult



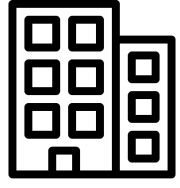
Which groups do we seek feedback from?

Who are our internal / external stakeholders that influence the design of our buildings?

PLANNING & STATUTORY

LOCAL STAKEHOLDERS

Who do we consult with?



NEW BUILD PROJECT

- Urban Designers
- Inclusive Design
- Planning Officers
- Building Control
- Designing Out Crime Officer

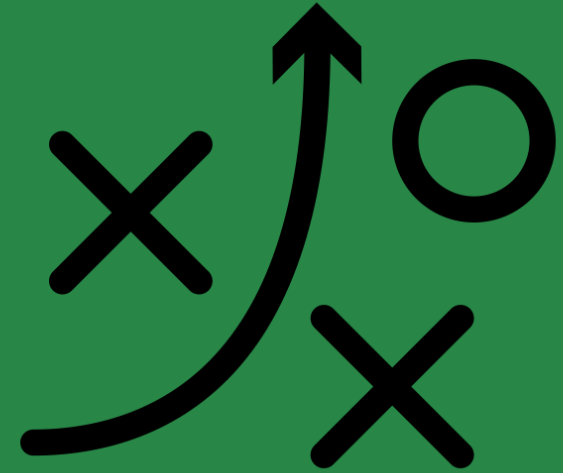
- Tenant and Residents Associations TRA
- Residents on estates
- Local residents and neighbours
- Ward Members
- Tenant Management Organisations TMO
- Other local action groups

- Housing Management
- Estate Services
- Property Services
- Sustainable Transport
- Repairs and Maintenance
- Resident Participation
- Parking Services
- Comms Teams

ISLINGTON INTERNAL STAKEHOLDERS

- Open Space / Play
- Mechanical & Electrical
- Lift Operations
- Gas Safety
- Refuse & Recycling
- Fire Safety

Our Approach



How do we go about making sure all relevant voices are heard?

How can they influence our buildings and spaces?

How do we continue involvement to ensure good dialogues and relationships?

Our Approach

Engaging with Internal Stakeholders

Initial Fact Finding takes place with stakeholders to gain understanding of local needs; demographics, antisocial issues, site history, repairs issues, building fabric; constraints etc.

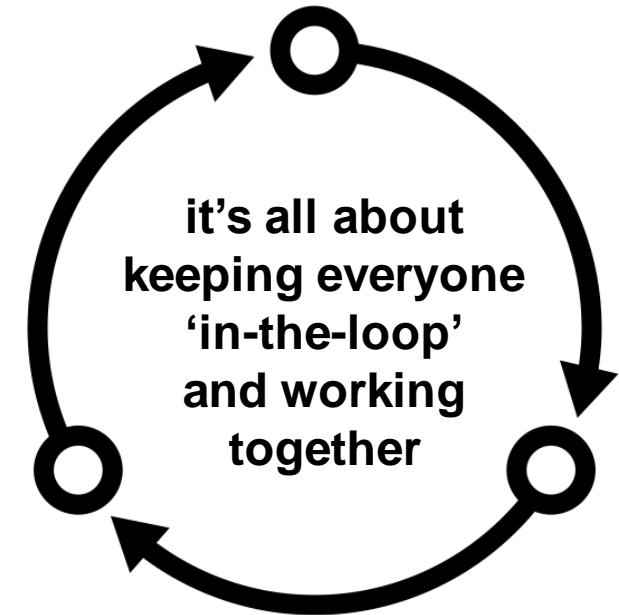
Design Guide / Employer's Requirements' form a key part of our design briefs and have continual input from relevant stakeholders specifying what is needed for Islington buildings.

Stakeholder Workshops take place at key stages with relevant client sections to discuss what is being designed and whether it is acceptable.

Design Workshops and Pre-Planning Discussion take place with Islington Urban Designers and Planning Officers to develop designs appropriate for the context and policies

Building Control and Technical Reviews take place to ensure we are building to correct standards and to a high quality for our customers.

Members Meetings and Updates take place to ensure elected councillors are involved in the development of proposals in their wards and can support the needs of their residents.



Our Approach

Resident Consultation and Engagement

A key part of the design process.

- Not just about telling residents what we ‘are’ going to do, but getting them involved and taking them with us in developing proposals.
- **Gaining Trust-** Discussing local requirements and concerns, arriving at joint solutions.

We aim to:

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- Put residents at the heart of the process, involving them in **both design and implementation phases**.
 - Ensure **all residents** have opportunities to be informed and provide feedback
 - **Listen** to residents and take on board their comments, suggestions and address their concerns.
 - **Inform** and engage by preparing clear and **accessible information** and creating opportunities to have all voices heard.
 - **Feeding back** how residents influenced proposals : **“you said, we did”**



Celebrating new council homes at Dover Court Estate - picture of (left to right) Cllr Nick Wayne, local resident John Lowe and Cllr Diarmaid Ward, Executive Member for Housing and Development

Our Approach

Community Engagement

Local knowledge and feedback helps improve our schemes and enhance the social value that developments can deliver.

Ways we engage with residents and communities include:

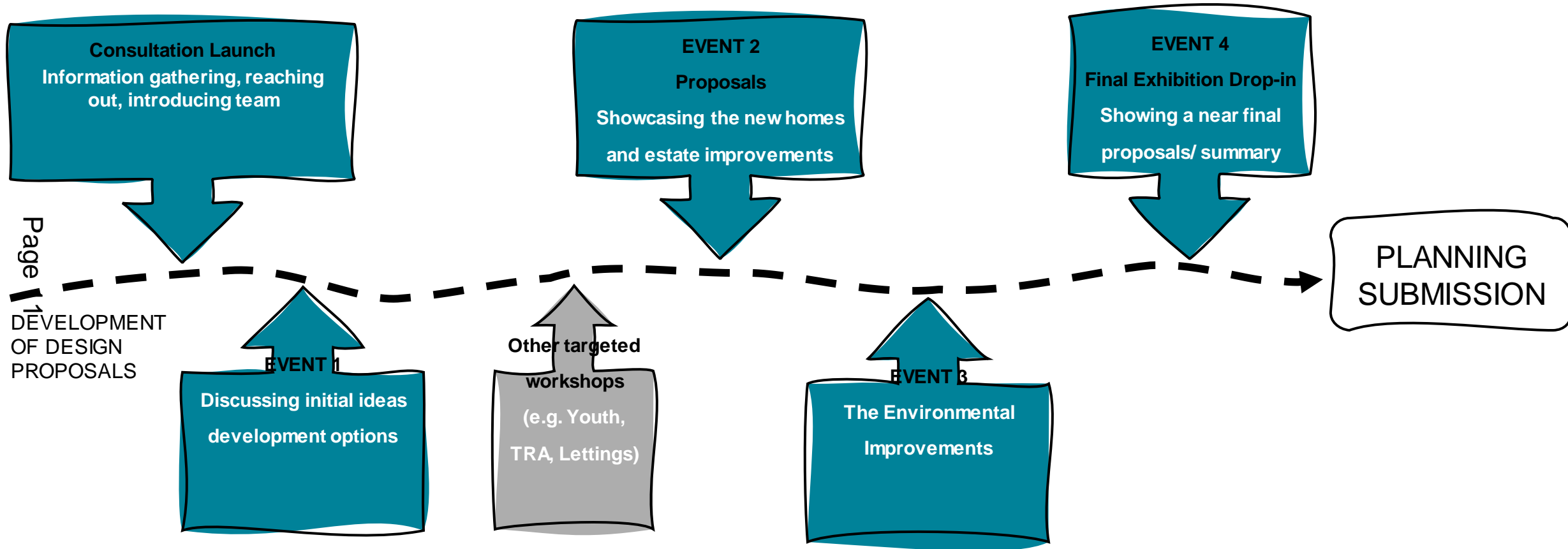
- **Exhibitions and Drop-in sessions**
- **Meeting the design team to talk about the built environment**
- **Steering Groups and Design Workshops**
- **Feedback surveys/questionnaires**
- **Clear and accessible newsletters, posters and letters**
- **Use of online webpages and graphical material**
- **Visiting residents and ensuring all demographics have opportunities to share their views.**
- **Providing contact details of project managers and Council staff**



Residents meet in the completed community centre to celebrate the end of a successful project at Redbrick Estate near Old Street

Our Approach

A typical resident engagement event timeline



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DEVELOPMENT
OF DESIGN
PROPOSALS

Our Approach

Resident Engagement during construction



Consultation and engagement doesn't end once a scheme has planning approval - it continues through construction & handover


The ways we engage include:

- **Regular newsletters/ updates** keeping residents and stakeholders informed even when things go quiet (e.g. tender stage).
Contractor takes this on once contract is awarded.
- **'Meet the Contractor' event:** to meet project team and find out how the construction works will be delivered- programme site set up; contacts complaints procedure etc.
- **Dedicated Resident Liaison Officer** (contract requirement) as direct port of call- identifying vulnerable residents/ special needs.
- **Use of online Project webpages**
- **Attending TRA/TMO meetings** as/when required
- **Contractor 'Social value' clause** - offering local residents training opportunities/ apprenticeships etc.

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November 2022

 **news**letter 



Elthorne Estate

What are we building?

On behalf of Islington Council, Mulalley is building 48 much-needed new homes, a new community centre and MUGA on the Elthorne Estate. The building work is taking place across three sites:

- Site 1 - blocks A and B new homes
- Site 2 - blocks C and D new community space and homes
- Site 3 - New Multi Use Games Area (MUGA) and improvements to the landscaping and play area

Mulalley team at Elthorne


Our Resident Liaison Officer (RLO), Joanna Kaye is available to assist with any issues or questions you may have about the new homes being built. You can contact Joanna on resident.liaison@mulalley.co.uk or 07500 339352.

Joanna holds afternoon surgeries twice a week on site within the main site office at Zoffany Park for anyone who wishes to raise any issues about the works or scheme. If residents do not feel comfortable meeting face to face due to Covid-19, then Teams/Zoom meetings can be set up.

What's happening now?


Site 1

- Scaffold is complete.
- We are installing the external doors and window.
- Roofing works are underway.
- Mechanical and Electrical works are also in progress.



Site 2

- Drainage and external services are in progress.
- The reinforced concrete frame is in progress on Block C and Block D.



Covid-19

We have a continuity plan in place, which is reviewed regularly. This sets out our measures to ensure that our sites continue to operate in line with government guidance. This is to protect our site staff, as well as the local residents.

Construction Director – James Carruthers
james.carruthers@mulalley.co.uk
020 8551 9999

Senior Project Manager – Seamus Brennan
seamus.brennan@mulalley.co.uk
07467 954255

Site Manager Michael Page
michael.page@mulalley.co.uk
07507 779758

Lead Resident Liaison Officer Joanna Kaye
resident.liaison@mulalley.co.uk
07500 339352

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Tereza Gavin House, Woodford Avenue, Woodford Green, Essex, IG8 8FA

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Key outcomes of a successful engagement process

- Process **tailored to the needs of the projects** – ie. *not* one-size-fits-all.
- **Making use of local knowledge and feedback to develop and refine proposals.**
- Allowed for a **'win/win' approach** whereby existing / and future residents will benefit.
- Achieved an acceptable **balance of time/cost/quality** for the Council.
- Proposals largely **coordinated across Council departments** to ensure a joined-up building design.
- **Right type of resources will be gathered and recorded** in order to **identify and explain design rationale.**
- Robust **Consultation Summary Report** will be submitted at planning stage to record what has taken place.
- Engagement may have allowed **potential objections to be identified** and responded to before planning.
- Set up a base for **continued engagement with New Build once construction is underway.**
- **Mitigated risk of further changes** once a project has Started on Site and is in Contract.

Example Projects



- KING SQUARE** – Demonstrates the design development process following engagement with all stakeholders
- REDBRICK** – showcases how trust was gained with residents who were initially opposed to development
- PARK VIEW** – shows how existing residents are involved across an extended time period
- BEMERTON** – show how engagement can be tailored to the requirements of the projects

King Square Estate - overview

Design consultation and engagement took place 2013-2015. Full active participation by residents/TRA on King Square Estate which contributed to the design process with PTE architects and LBI team. Construction delivered over 2 Phases 2016-2021.

- **140 new homes with 98 genuinely affordable (70%)**
- 5 no. infill sites with minimal demolition, as well as social amenities:
- **New Community Centre** and **KSE community nursery** refurbishment
- **Improved landscaping and public realm** - safer **sustainable** environment
- **Community garden; food growing area; more green space /82 new trees**
 - Extra **cycle/mobility scooter storage** and bin shelters for existing residents
 - **New accessible entrances** to estate (and to Moreland school)
- Scheme **linked to the redevelopment of Moreland Primary School**
- Planning approval granted April 2015 with almost no objections



Aerial view of the development area



Completed 6-storey buildings at King Square

King Square - Design Development

Design influenced by:

- **Steering Group overseeing consultation and workshops** with all stakeholders
- **Regular newsletters** updates and Webpage/ online material
- **4 Public exhibition / drop-In events**
- **Focused /thematic design workshops**
 - Independent Living block
 - Environmental improvements and shared facilities
 - Community Centre & Nursery stakeholders
 - Youth consultation (Action Dog film project)
- **Consultation with wider local area**
- Close liaison with school/ nursery and adjacent landowners
 - Addressing concerns of daylighting/overlooking
- ***Ongoing consultation/engagement during construction works with TRA/residents through to scheme completion***



King Square - Challenges and Achievements

- **Managing the expectations** of what can/can't be achieved.
- **Residents in situ during construction** resulting in navigating problems with traffic, deliveries and other site restrictions, safeguarding residents and estate services.
- **Addressing 'insular thinking'** by balancing estate needs / housing and access to Moreland School and other facilities for wider neighbourhood
- **Global pandemic** affected construction progress & handovers
- **Early engagement with residents and external parties** involved, extended Steering Group,
- **Excellent resident liaison** via contractor (Successful apprenticeship –trainee RLO progressed to assistant site manager)
- **Estate transformed, sustainable greener and more accessible**
- **Empowered local community**; avoiding polarisation regarding new and old housing and different tenures no **'us and them'**

age



Viewing looking north of the new houses that have been built on the estate where carparking/garages used to be.



Redbrick Estate & Vibast Centre

55 new Social Rent homes completed in 2022. Significant engagement took place to address challenges and opposition to new development in this central EC1 location.

- New state of the art community centre and reprovision of 2 retail units on Old Street
- Extensive landscaping improvements, new square and entrances
- Upgrade to existing estate facilities -cycle stores; garages; bin-stores
- Extensive consultation with residents & Redbrick TMO before and during construction, including repeated site tours
- 3-4 main public consultation events and regular meetings with TMO and resident newsletters etc.
- Questionnaires and extensive door-knocking helped to engage with residents to discuss proposals and record silent majority views – concern all voice not being heard.

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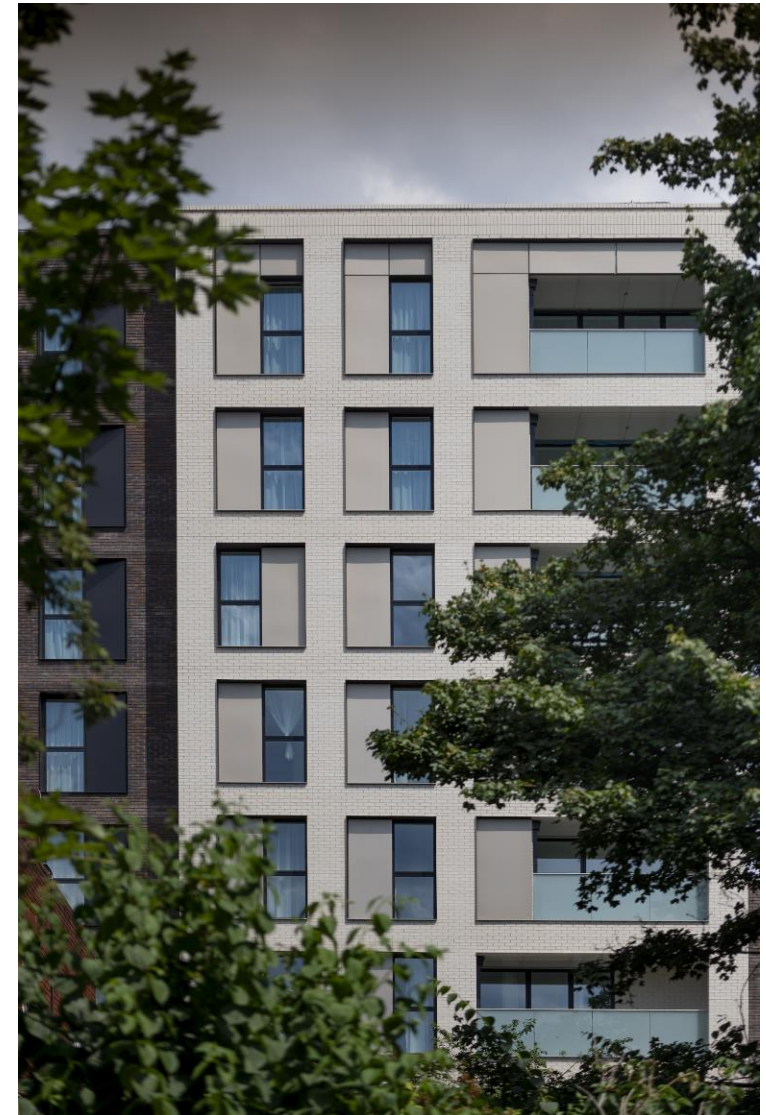
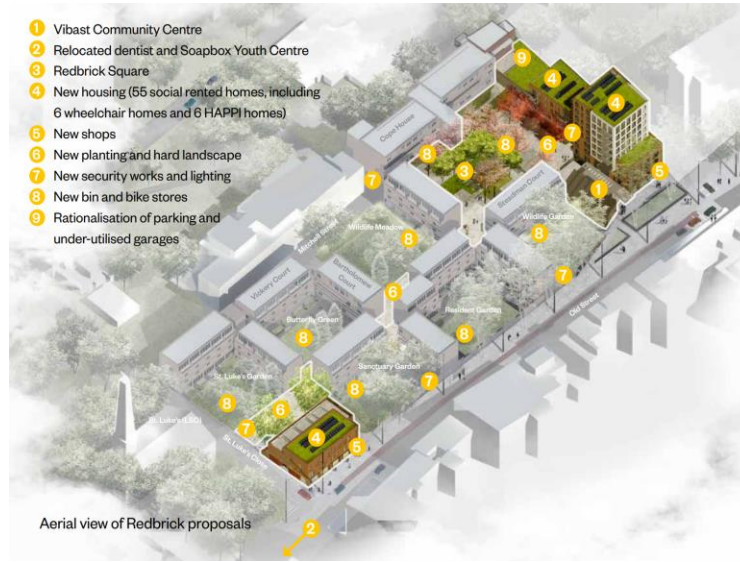
CGI of proposed presence on Old Street



Residents of Redbrick estate celebrate completion of the community centre

Redbrick Estate

Some objections had to be overcome from TMO and other local residents around density & public access through site. High levels of satisfaction were recorded at the end of the project.



Park View Estate

38 new sustainable homes for Social Rent), new community space and extensive landscaping and environmental improvements. Consultation began in 2016; Planning Approval was granted in 2017 and construction started 2020-21.

- 4 consultation events and public drop-in exhibitions to develop and refine design proposals prior to planning submission.
- Community design workshops addressed divided views
- Regular newsletter updates and targeted questionnaires
- Engagement carried out pre-planning was revisited at later stage on site regarding focussing on landscaping improvements
- Design changes very limited once Design & Build contract is on site (high cost of late design changes)



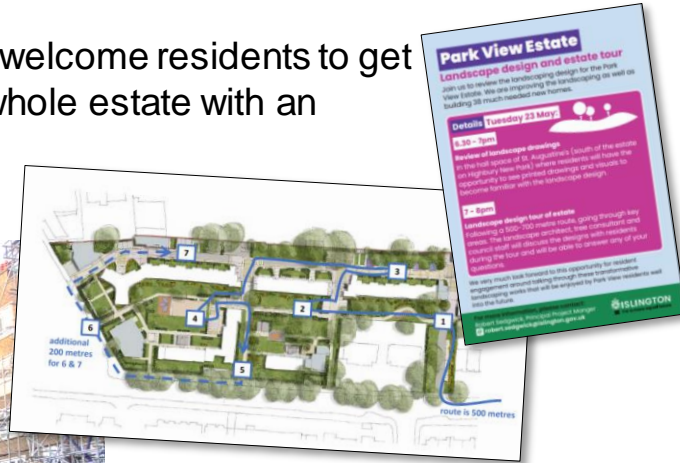
Detailed CGIs were used to help residents visualise proposals and how they look in context.



Consultation event in Gazebo on central green offered opportunity for residents to engage with team

Park View Estate – landscaping review

Invitations were sent to all homes and TRA to welcome residents to get involved on a walkaround route covering the whole estate with an exhibition in a local community space.



Drawings were given to project team by young residents excited for the new play equipment

Proposals were discussed and concerns from residents could be addressed by the LBI team walking round.



A detailed newsletter followed with “you said, we did” and gave clear accessible information..

Bemerton South – *pre-planning*

Mixed use scheme delivering new sustainable homes and associated estate improvements; commercial and community uses with active street frontage on Caledonian Rd, landscaping and public realm improvements

Consultation and events were tailored to the specific requirements of the scheme;

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Early engagement with internal stakeholders – joining up with Capital Projects teams, Building Safety and Estate Services etc.

- 4-5 public consultation drop-in /exhibitions events engaging residents from initial sketch options through to near final development options and landscaping proposals
- Consultation during **COVID** included **digital ZOOM online event** as well as face to a face drop-in which was strictly managed to ensure compliance with H&S regulations



Detailed CGIs shows elements of new build in context



Consultation on-site including some covid measures.

Lessons Learned

What went well? What didn't go well?

How do we overcome challenges

Lessons Learnt

- Gaining trust
- Managing expectations
- Keeping residents informed through all stages
- Establishing links with other local community provision – e.g. schools, nurseries
- Identifying potential objections early
- Transparency ie. Impacts on trees, parking and estate amenities
- Making sure everyone has a voice
- Honest about likely disruption

- Continued effort to engage
- Clear information sharing
- Consider wider consultation
- Early engagement/ negotiation with relevant parties
- Iterative process through design engagement – proposal not set in stone
- Variety of engagement formats

Lessons Learnt

Our 10 steps for successful engagement

1. Engage early, take people with you and be inclusive.
2. Establish relationships and build trust by continuing engagement.
3. Manage stakeholder expectations.
4. Provide good-quality, accessible information with 3D visuals/models.
5. Follow a strategic plan and keep records of all consultation.
6. Find ways to engage harder-to-reach groups (e.g. youth, ethnic groups)
7. Use digital/online formats and alternative methods to reach a wider audience.
8. Consider Steering Groups and negotiations with wider stakeholders.
9. Consider discontinuity of staff and risks of losing stakeholder trust and rapport.
10. Knowing when the engagement has got to where it needs to be.

Whats next?

How engagement will be changing?

How is the New Build Team trying to improve?



Changes in engagement – beyond current statutory obligations...

Creation of the Regulator of Social Housing

- Consumer standards – residents voice

Evolving GLA standards and best practice

- Need to demonstrate you meet certain standards to receive grant funding and best practice regarding Estate Transformation and Balloting

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Let's Talk Islington

- Creation of new central LBI Participation and Engagement Team - “put communities at the heart of everything we do”

Homes & Neighbourhoods

- New Resident Engagement Strategy

Changes in the New Build Team

Proposal for new specialist engagement and consultation posts:

- Strategic Engagement Manager and Officer

Tasks

- Review how the Team currently engages
- Filter out what works, what doesn't, what could be done better?
- Speak to other developing boroughs and incorporate the best that they do
- Work closely with LBI Engagement and Participation Team and Communications Team
- Meet the requirements of the GLA / Social Housing Regulator and other relevant bodies
- Make sure we're consistent across the programme – quality assurance
- Better co-ordination with other council teams, especially Homes & Neighbourhoods
- Produce **New Engagement and Communications Strategy**
- Keep getting better!

Questions and Comments?



Thank you

Housing Scrutiny Committee Major Scrutiny Review 2023/24: New Build Homes

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Partnership working

Presented by Stephen Nash
Interim Director, Strategic Development & Delivery

7th November 2023

Partnership working

- Cross Public Sector Working
- Funding
- Procurement
- Best Practice & Knowledge Sharing
- Lobbying

Cross Public Sector Working

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Cross Public Sector Working



One Public Estate

- Supports locally-led partnerships of public sector bodies to collaborate around their public service delivery strategies and estate needs.
- Helps partners to repurpose surplus public estate for housing, regeneration, and other locally determined uses.
- Current projects include:
 - Land Remediation Fund 2 funding of (some) ground works to Parkside Estate
 - New Brownfield Remediation Fund programme launching soon.
- LBI lobbying for Transport for London representation

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Cross Public Sector Working

Islington Local Estates Forum – Housing and Health

- Engagement forum across all partners, identifying local schemes to prioritise opportunities
- Meets four-monthly, co-chaired by NHS Director of Integration and LBI's Director of New Build & Corporate Landlord Services. Advisory/ non-decision-making body
- Membership
 - All NHS providers and borough estates leads
 - Council leads (new build, corporate landlord, planning, strategy)
 - Primary care leads
 - ICB strategic estate leads

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Current Projects

- Vorley Road (37 council homes, new medical centre, new library).
- Finsbury Leisure Centre (100 council homes, new leisure centre, new medical centre, new energy centre).
- Daylight New Park (new council homes, new medical centre, new adult day centre)
- Newington Barrow Way (new medical centre, relocated office based health teams)



Cross Public Sector Working

Successful site acquisitions from public sector partners:

- Stacey Street (NHS) - 30 bedrooms plus communal facilities for former rough sleepers
- Mary Seacole House (NHS) – 8 new social rent homes

‘Other’...

- Goodinge Health Centre (Whittington NHS Trust)
- Holloway Police Station (MET)
- Wellington Mews (MoJ)
- Parkhurst Road TA HQ (MoD)
- Clerkenwell Fire Station (LFB)

Cross Public Sector Working

Site disposals to public sector partners to provide added value:

- Richard Cloudsley School (Corporation of London) – disposal of portion of land with LBI receiving 50% nominations of the new homes for social rent and a new school serving

Funding new affordable homes

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Funding for New Build Homes

GLA: Building Council Homes for Londoners 2018-22

• Charles Simmons House (Clerkenwell)	£1.1m
• Dixon Clark Court (Laycock)	£2.974m
• Andover Estate (Finsbury Park)	£6.595m
• Beaumont Rise (Hillrise)	£2.136m
• Elthorne Estate (Hillrise)	£1.087m
• Parkview Estate (Mildmay)	£6.081m
• Telfer House (Bunhill)	£2.282m
• Wedmore Estate (Junction)	£2.773m
• Harvist Estate (Arsenal)	£3.831m

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GLA: Homes for Londoners: Affordable Homes Programme 2021-26

- Continuous Market Engagement process.

Completed schemes with GLA BCHfL grant attached



Telfer House, Bunhill ward



Wedmore Estate, Junction ward

A visit from the GLA to BCHfL scheme, Dixon Clark Court (November 2022)



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Funding for New Build Homes – Enabling

GLA: Home Build Capacity Fund

- c£80k grant
- Assessing suitability of blocks for roof top development

GLA: Land for Council Homes Revenue Fund

Page 42 £122,338 grant

6 borough sub-regional bid led by LB Islington – North London Rooftops Initiative

Sharing borough-wide expertise to unlock the potential of rooftop developments and production of toolkit

One Public Estate – Brownfield Land Remediation Fund

- £187,200 grant
- Enabling works (groundworks, demolition, highway works, statutory diversions, etc. on the Parkview Estate scheme)

Best Practice and Knowledge Sharing

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Design & Quality

- **LA DWG**: Local Authority Design Working Group
 - Bi-weekly knowledge- and experience-sharing with other Local Authority new homes developers on design and specification
 - Chatham House rules
 - GLA participation: introducing new thinking and emerging guidance and gathering feedback from group of LA homes developers
- Good Homes Alliance **GHA** / Building Performance Network **BPN** - promoting and encouraging the building of quality sustainable homes and communities
 - resources, guidance, events and CPD

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Knowledge Sharing and Training

- Urban Design London **UDL** – supporting built environment professionals to create well-designed spaces and places
 - Knowledge sharing and CPD
 - Training workshops, debates and site visits covering a broad spectrum of design matters

UDL

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Future of London **FoL** - building better cities through knowledge, networks and leadership

- Reports, events, leaders programme
- Mentoring / training specific to development
- Research

The logo for Future of London features a stylized, wavy line in shades of green and yellow above the text "Future of London". "Future" and "of" are in a smaller font, while "London" is in a larger, bold font.

Future of
London



ISLINGTON
= For a more equal future

Networking

Housing Forum

- Supporting council's at different stages in delivering more quality homes for their communities nationwide

London Councils (LC)

- Collective of London local government, 32 boroughs and the City of London

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LC London Housing Developers Group

- Senior directors of developing London local authorities

Neighbouring developing councils

- Building relationships with our neighbours

Contractors & consultants

- Using private sector expertise to support review of processes, discussion of sector wide issues (cost inflation, supply chains, opportunities, challenges)

Construction cost benchmarking

- LBI are one of the founding members of the Benchmarking Construction for London group, managed by Beacon Partnership and Calford Seaden.
- The signed-up participants include various house-building Local Authorities and Housing Associations.
- Meetings are held quarterly and provide an opportunity for the attendees to discuss construction related issues and to anticipate trends going forward.
- Members upload tender award data and supporting information that helps to produce construction cost benchmarks.

Lobbying

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Lobbying

- GLA – regular formal and informal meetings
- London Councils – supporting collective lobbying to support development
- DLUHC – visit to LB Islington development sites

5 Successes

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- RTB grant - 100% grant claim at Start on Site
- RTB grant – increase in grant rate from 30% to 40% of construction cost
- GLA/HE – funding for replacement homes MOPAC - Holloway Police Station – successfully lobbied to be considered a ‘Special Interest Purchaser’

Questions and Comments?



Thank you