Housing Development Team

Housing Regeneration Estates

In 2008, the Council embarked on an innovative and large scale regeneration programme which now involves 9 estates. Progressing this during the last recession ran counter to the position taken by other housing providers, but regeneration was seen as a specialism that councils can deliver over the long term. The objectives were

- Increasing the supply of housing, including affordable, by replacing 3,999 with 5,773 homes
- Replacing all existing 3,088 social rent units
- Emphasising the maintenance of local communities by ring-fencing lettings to existing tenants and providing shared equity for existing leaseholders. This included extensive community input at scheme development stage
- Growing the local economy. Construction activity alone means an investment of £1.2 billion into the local economy over an 18 year period from 2010
- Promoting local labour and apprenticeships in each scheme
- Providing new public realm, commercial facilities, a new school, community café, community centres and parks

Initially, the Council used a Developer Partner model involving transferring its housing assets to ensure schemes progressed through the financial crisis.

Following the local government HRA financial settlement in 2012, Ealing was in the first wave of councils to build new council homes and has now built 250 with a further 100 on site. This new approach helped to shift its regeneration model away from disposing of its assets and losing stock, toward a council led approach retaining all of its social housing assets.

The Housing Development Team is a highly skilled and motivated team that with its expertise and experience is able to work closely with and instil confidence in residents to ensure regeneration schemes are successful and delivered to achievable timescales.

Satisfaction with the regen schemes can be evidenced by comparing for example the first phases on South Acton where 80% of residents wanted to leave the estate and the more recent Phases 2012 to 2015 where 80% of residents wanted to stay.

Since 2014, the Council has continued its entrepreneurial approach and became the lead developer to regenerate its housing estates. Establishing a council owned housing company (Broadway Living) has provided more flexibility in delivering housing estate regeneration and in meeting the Council’s strategic objective to

Ensure the borough has an affordable, good quality housing stock to meet the
Broadway Living – A Housing Company

Broadway Living is a wholly-owned subsidiary of the London Borough of Ealing set-up in March 2014, to partner with the Council in delivering the homes the borough needs. The council thinks of this as ‘municipal entrepreneurism’.

The company’s objectives are to provide new homes in the borough for sale, equity share, discount market and private rent and the identification of other major development and regeneration opportunities within Ealing that can generate more new affordable homes and related benefits for residents in the borough. It also aims to be able to provide good quality management and services for residents; benchmarking such activity with the private sector. Working in partnership with the Council, Broadway Living is able to provide at least 740 new homes for borough residents over the next 6 years.

Broadway Living already has a number of schemes in management and a pipeline of 740 units with agreed ‘in principle’ funding from the Council.

Copley, Hanwell W7 is the Council’s flagship mixed tenure regeneration project and is delivered directly by the Council. The vision is for Copley to set a new national example for council-led estate regeneration. The project is different because for the first time the Council is acting as developer and landlord providing ‘tenure-blind’ housing. Social housing tenants, discount market rent tenants, part-ownership residents and owner-occupiers will live side-by-side across the community. The Council’s also retaining and extensively refurbishing over 70% of the existing homes, producing a strong sustainable community and reducing carbon emissions by not demolishing all existing properties.

A separate staff team have been created to upgrade the management standards working with partners from the private rented sector.

Over the next five years the transformation of Copley Close will see 205 new homes being built and a further 550 existing homes refurbished. The vision is make the estate somewhere everyone wants to live by improving the standard of the council-owned homes, as well as providing new homes for sale and rent at a range of price points. The ambitious plans for the estate have also been recognised at the London Planning Awards 2014, winning Best Conceptual Project. Judges noted ‘the thoughtful design solutions for refurbished and new homes, planning approach, entrepreneurial flare, community focus and overall innovation.’

High Lane is another of the Council’s housing estates and was classified as a ‘medium intervention estate’ in the 2008 Estate Review. The scheme proposed demolition of existing housing and replacement of social rent as well as discount market rent properties. The Council is running a procurement exercise to secure a
development partner by the summer end of 2017. Broadway Living will be part of a scheme that could deliver over 200 private sales homes, 150 social rent and 40 discount market rent. Resident buy in at High Lane continues to demonstrate high levels of satisfaction for our schemes where we had no replies to the letter sent out to all residents confirming that after 18 months of consultation officers, would be recommending to Cabinet that the estate should be completely redeveloped and they should write in if they opposed the scheme.

**New Build Partnership** - Following a competitive tender, Ealing entered into a sales and development agreement with Hills Partnership. Hills will develop 24 sites suitable for residential development, the majority of which are small unused garage sites. The essence of this Agreement is for the transfer of a variety of small sites to Hill’s in return for the delivery of approximately 214 mixed tenure homes; the cost of delivering the 87 affordable homes will be covered by cross-subsidy generated from the private sale homes.

Upon completion, each of the 87 affordable/intermediate homes will be transferred to the ownership of LBE without debt; with the 32 intermediate homes to subsequently be transferred to the ownership of LBE’s wholly owned subsidiary, Broadway Living. This meets LBE’s objectives to deliver mixed sustainable communities and generate income for the Council. The option of the intermediate homes remaining in the HRA was considered, but discounted, as within Broadway Living the properties can remain intermediate housing long term, thereby contributing to meeting local demand for this tenure and generating long term revenue income stream for LBE. The transfer also increases the asset base for the new company and allows the capital growth of the properties to benefit the company and LBE as the sole shareholder and equity partner.

**Modular Homes** - These are being developed in response to the Council’s difficulties in securing good standards of temporary accommodation for homeless applicants. Working closely with the winning tenderer, an engineering company normally working in the ship building industry, we have created stylish and comfortable accommodation. The area will have some external space for the inhabitants use and provides a better standard of accommodation than the usual B&Bs and hostels. The main construction work is off site so is less disruptive to neighbours than traditional construction, and we have also worked closely with colleagues in Building Control to find innovative ways to ensure that these buildings are compliant with building regulations. The buildings can easily be dismantled if not necessary or moved to different locations.