

Securing the Legacy from Partnership Regeneration:

THE SILWOOD ESTATE EXPERIENCE

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Except where stated otherwise, this Dissertation is based entirely on the author's own work

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ABSTRACT

The government's Sustainable Communities Plan 2003, is part of a bid to tackle pressing problems in deprived neighbourhoods and communities. However despite a positive policy climate and investment in regeneration much current practice in neighbourhood regeneration lacks meaningful sustainable community involvement.

This dissertation explores the key principles used in re-developing and regenerating estates and demonstrates how they are put into practice in the Silwood estate.

The methodology sets out to obtain data and information through investigation of existing literature relating to the topic and through personal experiences and perspectives gained from structured interviews with Housing and Regeneration specialists; and residents occupying the new properties.

The findings revealed that working in partnership and community involvement are equally important to successfully regenerate estates. However there are many lessons to be learnt on how both elements are practiced. The Silwood redevelopment experience demonstrated that having successfully recognised the problem, developed a vision, formed partnerships and made key changes as planned, there still remain gaps to be filled and issues surrounding community engagement post regeneration stage. Without intervention the legacy of regeneration may not be long lasting and the estate may be at risk of returning into the previous condition before regeneration took place.

Recommendations are made for the development of a pro-active role that focuses on building community engagement, increasing communication and fostering residents involvement in order to build capacity in the community. Community involvement and

consideration of provision of open and green spaces for families with young children must be a priority for partnerships at early stages of planning during regeneration programmes. It is also recommended that management of new communities consider planning of activities to suit residents' availability patterns to enable all residents to have the opportunity to participate in community activities

The process of regenerating an estate has a long time line from beginning to end. It begins with the recognition that social and physical conditions have deteriorated and there is a critical need for change. A vision is developed to determine how change should take place and this is implemented resulting in an outcome that will benefit both local residents and the surrounding local area. Once development of an estate had been achieved a bigger challenge of building the capacity of the community begins. It is the success of this that will enable the estate to have a long lasting legacy for many generations to come. Re-building estates is not just about delivering more homes, clean environment where people want to live but also about creating communities where people feel happy and secure and want to stay for the long term.

This study will attempt to examine the process of regeneration and community development and describe the legacy that current regenerated estates leave behind after re-development has taken place. Through in-depth research and structured interviews this study will attempt to identify the remaining challenges for regeneration, areas in need of improvement and make recommendations on how to improve the problem or how it can be done differently.

1.2 RATIONALE FOR TOPIC SELECTION

Re-developing an estate can be challenging, as it involves various organisations and groups working together in partnerships to achieve one goal. Across the UK, regeneration programmes, such as the Thames Gateway and the 2012 Olympics are currently at the heart of the government's agenda to deliver Sustainable Communities in areas considered to be in high demand in the UK.

The government's policy on building sustainable communities and vast investment has provided the necessary tools, support and guidance to work in delivering well designed, decent affordable homes and communities for both social housing residents and homebuyers. However, an even bigger challenge exists on how to successfully build capacity of a newly formed mixed community after a regeneration programme as taken place.

Although Community involvement has been growing within urban policy in the last 10 years, with national programmes such as the Neighbourhood Renewal Unit, which works to narrow the gap between deprived communities and ensuring communities benefit from effective public services through social inclusion, there are no simple answers to what works in facilitating community engagement (Facilitating community involvement, 2004).

This study is relevant and appropriate because it establishes that the physical aspects of estate regeneration can be achieved however there needs to be an understanding of the socialisation aspect, for example, how people behave and how to deal with them, as part of the regeneration process. It will attempt to find out how

communities in re-developed estates can be developed into sustainable communities and what measures can be used to help this happen in practice.

Due to the vast scale of regeneration projects and the complexities associated with different partnerships and building inclusive communities, a combination of specific skills and expertise are increasingly being required, for example, according to the Prime Minister Gordon Brown, "raising skills levels across the Thames Gateway will be vital to ensuring the success of the regeneration projects" (LSC press release, 2007).

This study will not only fulfil an ambition of experiencing regeneration, as an aspiring housing and property professional, but also provide the author with transferable skill and knowledge for a future career, such as, what works in estate regeneration.

This project will provide sufficient information into how different partnerships work in estate regeneration programmes, what is achieved at the end of it and lessons that can be learnt for future programmes. It is therefore of specific interest to aspiring regeneration professionals and practitioners, as well as residents and other partners living and working in Silwood estate

1.3 AIM

The main aim of this dissertation is to conduct an in-depth study of a large estate that has undergone regeneration and recommend how the legacy arising from such schemes can be fully realised.

1.4 OBJECTIVES

The following was used to ensure that the aim of the project is achieved:

1. To review Central and Local Government approaches to successfully regenerating estates.
2. To review a case study of Silwood Estate's regeneration programme, as it is held to be exemplary of the way key partnerships and strategies are used for building capacity for community involvement.
3. To analyse and evaluate findings from interviews with residents and professional bodies involved in the regeneration process at Silwood and to evaluate the impact of the re-development and legacy to the estate.
4. To outline key lessons learnt, identify areas for improvements and develop recommendations on how these can contribute to improving future estates.

1.5 METHODOLOGY

There are various ways to conduct a research study. Due to the complexities and scale involved in estate regeneration the methodology used for this dissertation has been literature research through desk study and interviews conducted face-to-face.

Central and local government and policy documents, news articles, journals, meeting minutes and text books were also consulted to validate the research

To achieve the aims and objectives information and data will be sourced through:

- An investigation of existing literature relating to the topic area;
- An in-depth analysis of an estate regeneration case study - Silwood
- Consultation and interviews with:
 - a) Project Manager
 - b) Local Authority Officer
 - c) Community development officers
 - d) Local residents

The interview questions will be structured to address as much as possible the questions posed by the objectives of this dissertation. In structuring these questions therefore, a set of key requirements were identified:

- **Simplicity:** questions should be easy to understand, transparent and ensure accountability;
- **Scope:** questions should overlap as little as possible;
- **Robustness:** questions should be unambiguous and independent of assumptions;
- **Relevance:** questions should relate to a reasonable time horizon and be relevant to the area under analysis.

Interviews were selected as the most appropriate and effective method for gaining realistic feedback on the topic area being investigated as it will provide professional perspectives as well as personal experiences of the individuals involved in the process of regenerating the environment being studied.

It is intended that one interview will be held with each participant/s but the interview questionnaire will be emailed to the participants in advance to enable them to prepare their response and feedback ahead of time. Once the interview sessions have been completed for all the participants a detailed analysis of the participants' feedback will be undertaken alongside data information sourced from the literature review and case study analysis. This will then form the basis upon which conclusion will be drawn and inferences made.

Although it is anticipated that every attempt will be made to achieve each objective set, limited information or difficulty in getting participants for interviews planned may occur. However, a time scale will be planned accordingly to allow unexpected situations to be resolved.

It is acknowledged that the focus upon one estate (Silwood) has its limitations; however, it does enable the author to examine an in-depth analysis of the process of regeneration.

1.6 SYNOPSIS

This study comprises of five chapters:

This chapter takes an introductory look at the topic highlighting the aims and objectives of the research. It explains the research methodology, literature and explains the rationale for selecting the topic.

Chapter two reviews the literature on policies, strategies developed and used by central government and local government to regenerate estates. In doing so, it outlines information on the key drivers used, and the effect and impact that regeneration is intended to have on the communities it serves.

Chapter three gives an in-depth picture of an estate that has undergone recent re-development. It outlines the aim, purpose and process of the programme and highlights partnerships that were involved.

Chapter four analyses the findings compiled from structured interviews on selected partners. It reveals the impact the regeneration programme has had on the community, the level of community involvement, and lessons learnt.

Chapter five draws conclusions to the study in its entirety and makes recommendation on measures for resolving issues raised from findings such as a new service

CHAPTER 2: SUSTAINABLE COMMUNITIES: A NEW APPROACH

2.1 INTRODUCTION

Year on year, urban policies and renewal initiatives have been developed by governments to guide the public and private sectors in regenerating housing estates that are experiencing social problems. However despite physical improvements and vast investment across the UK the challenge of sustaining and securing regenerated estates still remains pressing. Tackling these fundamental issues is a national, as well as local, challenge.

In a bid to resolve this fundamental problem, on a national as well as local scale, the government has developed the Sustainable Communities plan (2003) with principles on how to build better homes, develop and sustain communities.

Through a number of new reforms, strategies and ambitions, the government believes that its new plan will not only renew and modernise communities with decent homes and sustain stronger communities but also inject additional benefits for local residents, such as employment and education

This chapter starts with a short introduction on what regeneration is expected to achieve and reviews existing policies and strategies produced by the government to successfully regenerate declining estates.

2.2 ESTATE REGENERATION – A brief introduction

The term *Regeneration* has many meanings ranging from large scale activities that promote economic growth to neighbourhood interventions that improve quality of life for communities. The government's view is that 'regeneration is a set of activities that reverse economic, social and physical decline in areas where market forces will not do this without support from the government' (ODPM, 2006: 6)

The purpose behind key regeneration initiatives is to 'tackle multiple deprivation in the most deprived neighbourhoods in the country, giving some of the poorest communities resources to tackle their problems, including poor job prospects, high levels of crime, education under-achievement; poor health, and problems with housing and physical environment' (Neighbourhood renewal unit, 2005). The aim is to bridge the gap between these neighbourhoods and the rest of England' with specific emphasis on achieving outcomes that will bring real benefits to the people living in the most deprived neighbourhoods (Neighbourhood renewal unit, 2005).

According to the government framework for regeneration 2008, estate regeneration programmes are planned and expected to work to develop, improve and make physical, social and environmental changes to a particular area and community and also improve the lives of local people and business networks. In doing so they should:

- **secure long-term change**, by tackling barriers to growth and reducing worklessness

- **improve places** by making them more attractive to residents and investors, enabling new and existing businesses to prosper;
- **foster ambition and unlock potential** in the most deprived areas by breaking cycles of poverty; enabling **everyone in society** to gain more power in decisions made which affect them, and to take advantage of the economic opportunities that regeneration brings;
- supplement (not replace) and help to improve the flexibility and targeting of **mainstream government services** in underperforming areas;
- deliver **sustainable development** which contributes to people's satisfaction with where they live as well as wider Government goals and• open up opportunities to create more **equal communities**
- create safe environments where communities have improved crime and safety.
- provide good access to convenient and safe transportation networks

(Communities, 2008: 7)

Regeneration starts with investment interest from stakeholders, however funding from the government is required to follow it through. Existing estate programmes involve public sector funds but is only successful when private investors such as owner occupiers, make a strong commitment on an area (communities, 2008).

2.3 SUSTAINABLE COMMUNITIES AGENDA

On 5 February 2003, the Deputy Prime Minister launched the Communities Plan which set out 'a long-term action programme for delivering sustainable communities in both urban and rural areas. The aim of the plan is to tackle housing supply issues, the root causes of deprivation and raise the quality of life in parts of the UK, such as London and the South East, over a period of 10-20 years (ODPM, 2003).

According to the plan, 'housing, in the past, were built in a way that failed to put the needs of communities first and with a rapidly growing population in the UK, needs of the economy, serious housing shortages in London and the South East (ODPM, 2003) It is therefore clear that the government believed that change was imminent and this was an opportunity for it to happen.

In the Sustainable Communities plan, the Deputy Prime Minister justified the government's 'step change' to regeneration by stating that, "successive governments had failed to tackle the issues and the gap between the need for new housing and what is being provide, and as a result "too many people are not having access to decent affordable housing in decent surroundings" and "homes are in poor condition occupied by vulnerable people and there are shortages of housing stock and a lack of affordable homes for people on moderate income such as key workers" (ODPM, 2003:3).

In 2004, Kate Barker, an economist who works for the Treasury and is a member of the Bank of England Monetary Policy Committee, published a wide ranging review on housing Supply. The Barker Review called for further increase in housing growth.

The review found that "households in England are expected to increase by an average of 155,000 a year over the 1996 to 2021 period" and this had been a result of a persistent inadequate supply, over the last 30 years (Barker, pg7, 2004).

The review suggested that "a weak supply of housing contributed to macroeconomic instability and hinders labour market flexibility, constraining economic growth" and therefore this poses as a threat to the long term prosperity of the UK, if action is not taken to increase the supply of new housing' (Barker, 2004).

It was recommended that "17,000 per year increase in the provision of social and affordable houses, requiring annual investment building up to around £1.2 billion, in order to meet the flow of new needy households (Barker 2004).

The government established that re-building estates was the key to injecting prosperity to communities and wider regions by working with authorities to seek an extra 200,000 levels in London and four growth areas including Thames Gateway (ODPM, 2003). However the government alone cannot provide complete funding and have therefore designed their investment so that it is attractive to private investments to contribute and participate in regeneration programmes.

The government has also committed to increase the rate of house building from 150,000 per year today to 200,000 by 2016 by providing £40 million funds to support housing growth in areas of high demand (barker review government response summary). This includes £5bn for more affordable homes, new growth areas such as £446m for Thames Gateway, £2.8bn to bring council homes up to a decent standard on building (ODPM, 2003)

According to the Department for Communities framework for regeneration (2008), between 2007 and 2011, the government will invest over £13bn in programmes that

contribute heavily to regeneration through English Partnership (EP); the Housing Corporation (HC), (now merged as the Homes and Communities Agency (HCA) the Regional Development Agencies; and local government (ODPM,2003).

The Housing and Regeneration Bill launched in November 2007, was developed to carry out the government's plan. It established the new Homes and Communities Agency (merging the HC and EP), which focuses on delivering more affordable homes across all tenures, providing grant funding for social housing and investing in infrastructure. Following the new bill tenants are now given more choice and a voice over how their homes are managed, there are now changes to the way service providers work to give citizens and communities a bigger say. Local partners can now respond more flexibly to local needs; reduction on the amount of top-down control from central government and to enable citizens and communities to play their part (Housing and Regeneration Bill, 2008).

2.4 WORKING IN PARTNERSHIP: Public and Private Participation

The Sustainable Communities Plan (2003), states that one of the key delivery vehicles used in successfully building homes and communities is through working in partnerships between the public, private, voluntary and communities sectors (ODPM, 2003).

Working in partnerships is a concept to work towards a common goal. The government believes that it is particularly important for partnerships to have a multi-agency approach in regenerating areas that are suffering from decline because it enables the coming together and participation of different experiences and

expertises, from both local and national level. For example Local level participation enables people, such as the police and residents, who live and work in the area, to have a better understanding of the issues arising. From that perspective those stakeholders are more able to develop effective ways of dealing with issues, such as unemployment, poorly managed housing, crime and area abandonment, with the guidance of housing professionals and government bodies also plays an important role.

According to the government plan, "maintaining a good management and structure in working with stakeholders such as Local Authorities (LA), to help facilitate the speedy development of new housing" is key to delivering sustainable communities (ODPM, 2005). This is because they provide local leadership and are capable of creating or being involved in public private partnerships that unlock investment and they also have a significant direct impact on the success of the communities they serve (ODPM, 2005) In return, the LAs benefit in meeting housing delivery targets set including, "better balanced housing market could help to stem the tide of rural migration, help to increase the provision of affordable housing through funding, attract employment to the area and modernises the local stock (ODPM, 2005).

The government advises that as part of its new approach "the development and implementation of a truly corporate strategy for housing delivery should now be a priority for every authority (ODPM, 2005). It also encourages local authorities to continue to develop their strategic role in relation to housing delivery and to take ownership of housing market development in their area (Communities, 2005)

2.5 COMMUNITY INVOLVEMENT AND CAPACITY BUILDING

Alongside working in partnership, the government also suggests, in its Sustainable Communities plan that involving and engaging the community is also key to delivering to successful estate regeneration.

The sustainable communities plan explains that 'communities will be sustainable only if they are fully inclusive, particularly in declining neighbourhoods, within vulnerable communities and groups in society where basic minimum standards of public services are delivered' (ODPM, 2003). Gaining community participation and involvement right from the beginning of the regeneration process is described as key to enabling local people to gain effective benefits of regeneration activity (Carley, M et al, 2000).

According to the Statutory Guidance for the Local Government and Public Involvement in Health Act 2007, there is growing evidence, from both the UK and abroad, that involving citizens in local decision making and service provision has a number of benefits. These include:

- strengthening the democratic legitimacy of government and the civic life of the community;
 - more efficient and effective services that better reflect the needs of users and have higher levels of customer satisfaction;
 - safer communities and a more attractive built environment that meets people needs;
 - strengthening community cohesion
- (HM government, 2008)

According to a study by Joseph Rowntree Foundation: Area Regeneration Programme, 2002, involving the communities is fundamental to the success of regeneration programme because if communities are excluded at the beginning of the programme then there is a danger that the wrong issues will be prioritised and resources misdirected or wasted. As a consequence, gaining meaningful involvement at a late stage would be almost impossible because early successes are essential to maintain community involvement in the long term (Carley, M et al, 2000).

Community involvement can take many forms from relatively low levels, such as, residents being provided with information or consulted through public meetings, to higher levels, when residents are involved in the decision making process during the process of regeneration. However in order for successful regeneration to occur, local people have to be involved, through consultations and awareness right from the early stages to be equipped with the skills they need in order to have an impact (Carley, M et al, 2000)..

From a legislative perspective, *Creating, Strong, Safe and Prosperous*: statutory guidance requires that local authorities and their partners have a duty to involve around Local Area Agreements in the Local Government and Public Involvement in Health Act 2007 (HM government, 2008).

Paragraph 2.15 of the statutory guidance requires “authorities to take those steps they consider appropriate to involve representatives of local persons in the exercise of any of their functions, where they consider that it is appropriate to do so”. It specifies the three ways of involving that need to be covered in this consideration:

- **providing information** about the exercise of the particular function
- **consulting** about the exercise of the particular function
- **involving in another way**

(HM government, 2008).

The Local Government Public Involvement in Health Bill, 2007, introduced a new settlement between central and local government, and between local governments, its partners. It established that local authorities should engage their citizens, lead their communities, and find new and more effective ways to deliver high quality services with their partners (HM Government, 2008). Groups such as the Local Area Agreement (LAA) have formed in borough across England have now had the opportunity to set their own vision for their communities, while empowering local people to deliver their vision.

According to the Local Government White Paper, "the duty has enabled a new settlement between central government, local government and citizens, for example, councils and local public service partners are already working together and in partnership with local businesses, third sector organisations and local people to improve local well-being" (HM government, 2008).

Capacity building is increasingly been considered to be an important element of effective involvement. It refers to the process of developing the abilities of local people to organise themselves so that they have more influence over the process and involvement in the outcomes. This includes aspects of training, consultancy,

organisational and personal development, mentoring and support (Carley, M et al, 2000).

Local development frameworks have been designed so that local communities and stakeholders are involved much earlier in the process of preparing plans than has traditionally occurred. This will help to secure community 'buy in' to the aims and objectives of frame-works which in turn means that they are more likely to be deliverable (ODPM, 2005).

2.6 SUMMARY

This chapter addressed the objective one of this study by describing factors that lead to a the government's new approach to regeneration programmes, such as the Barker Review's calls for more affordable housing to meet increasing population. It also provided explanations to why problems had occurred. For example, problems may have increased following processes of the past, and the review confirmed that "quality of service to consumers and considerations of sustainability, design and innovation had been secondary to the desire to secure land" (Barker, 2004).

The Sustainable Communities Plan marks a 'Step Change' in how estate and communities are regenerated because revitalising urban areas is a vital component to achieving the government's aim of meeting the need for housing numbers and creating mixed communities that have a balance of homes, jobs, services, open space and leisure facilities, making places where people will enjoy living and working. The combination of a growing population, increasing demand for housing, large numbers of estate's buildings and social atmosphere as well as communities in

a state economic decline, the government and local authorities are taking forward the challenge of how to provide significant growth and development together with new community infrastructure (ODPM, 2008).

Under the government's plan, investment and participation of different organisations and local people involvement is key because it should bring a pool of different experiences and expertise to a create mixed and inclusive communities that will enjoy the additional benefits of: "increased prosperity, reduced inequalities, tackling crime and anti-social behaviour, raising standards, devolving and delegating decision-making, providing greater flexibility and choice for customers"(ODPM, 2003). In addition to these first time buyers and key workers such as nurses and police will have the opportunity to buy properties at an affordable rate.

In the July 2007 Green Paper on Housing 'Homes for the Future: more affordable, more sustainable', the Government announced a new drive to provide the homes urgently needed for this and future generations. This included plans for: more homes backed by more ambitious building targets to achieve a rate of 240,000 new homes per year by 2016 (communities, 2007). In addition to this "200,000 extra homes are planned for the four growth areas identified in the Sustainable Communities Plan". This implies house building rates increasing by approximately 20,000 extra houses in England from 2006 to 2016 (Barker, 2004).

Legislation such as The Housing and Regeneration Act 2008 implements provisions which help deliver the government's housing supply ambitions; to empower tenants; and to ensure affordable housing provision works and more effectively and efficiently (Housing and Regeneration Act, 2008)

CHAPTER 3: SILWOOD ESTATE: A PRACTICAL PRESPECTIVE OF ESTATE REGENERATION

3.1 INTRODUCTION

Chapter 2 explored Central Government's plan, to develop sustainable communities through regeneration programmes. It described the key strategies that the plan has developed to enable effective benefits, including, working in partnership and involving communities. A few of the achievements made under the Sustainable Plan were also cited, however in order to fully understand the impact that the Sustainable Communities Plan has had on estates and communities that have been re-built under regeneration, a realistic perspective and experience is required.

Having developed an understanding of the delivery vehicles and legislation used in regeneration programmes, this chapter illustrates in-depth how these mechanisms are put to practice by exploring the processes that were involved during the SRB Silwood Regeneration Programme. Silwood is a large estate that has undergone regeneration and is held to be exemplary of the way key partnerships and strategies are used for building capacity for community involvement. To provide information documentation from the parties involved, such as LB Lewisham and Southwark, are cited along with extracts from structured interviews with partners such as Project Manager and Decanting Officer. The findings of the structured interviews will be discussed more fully in chapter 4.

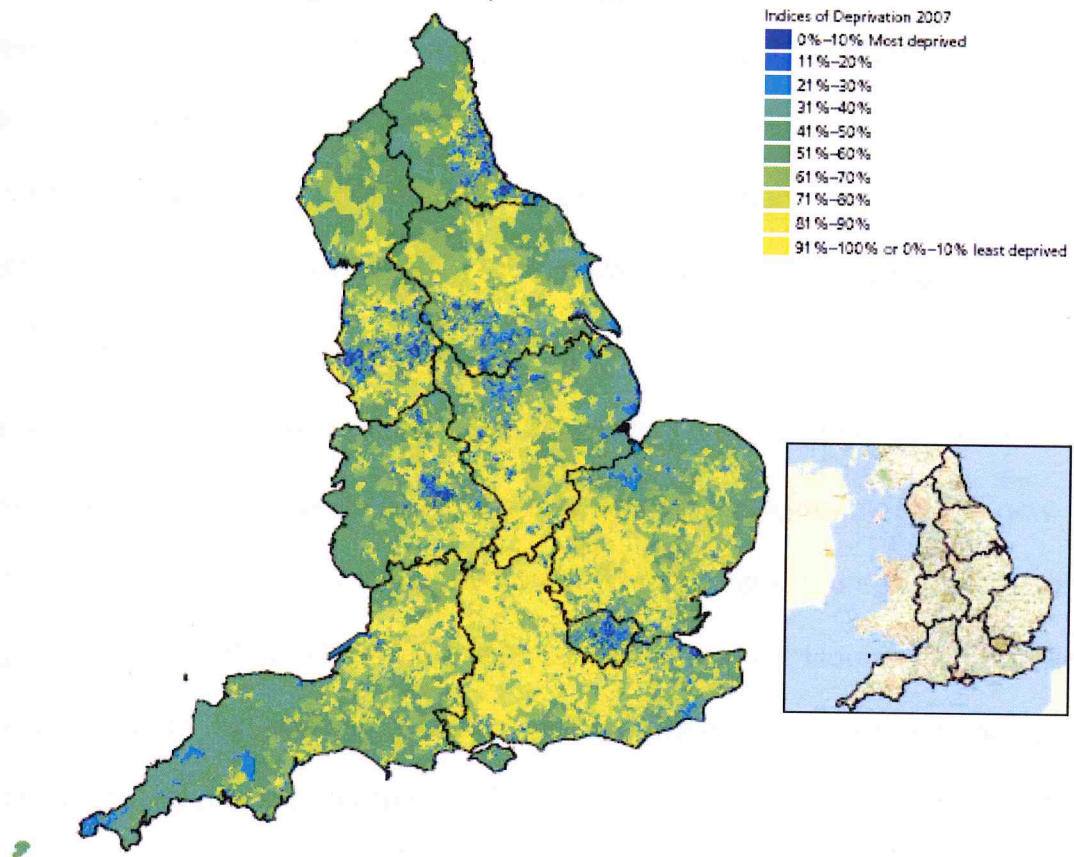
3.2 BACKGROUND

Silwood estate is situated on the boundary between the London Boroughs of Lewisham and Southwark.

The Silwood SRB is a cross borough partnership with Lewisham Council as the accountable body. The estate has been identified in Lewisham's Housing Investment Programme (HIP) Strategy Statement as a 'priority area' in need of physical, social and economic regeneration (LB Lewisham, 2006).

The borough of Lewisham, whose population is 250,000, lies in South East London. The borough is therefore part of the most culturally diverse and vibrant city in the European Union. For example, out of the population 66% are white, 23.5% are black and 3.8% are Asians (LB Lewisham, 2008). The index of Multiple Deprivation ranks Lewisham at 53 in England and 10 in London. The map below illustrates areas gradually rated as deprived and used as criteria for areas in need of regeneration (LB Lewisham, 2008).

The English Indices of Deprivation 2007



Source: *Index of Multiple Deprivation, Communities and Local Government, 2007*

Fig. 1 Map of the areas rated as deprived and used as criteria for measuring areas in need of regeneration (Lewisham, 2008)

Concept of multiple deprivations, according to the Social Disadvantage Research Centre (SDRC) at the Department of Social Policy and Social Work, is 'measured and recognised by the experiences by individual Living in an area'.

The council's aim is 'Shaping the Future' by driving the borough for change. Its strategy provides a common goal for all partnerships and partners, from the community, public, private and voluntary sectors, to work towards delivering sustainable communities in the borough by 2020 (Lewisham, 2020).

LB Lewisham highly focuses its development strategy through partnership and investment by bringing together responsibility for major physical development, capital programme management and area renewal strategy regeneration of council estates, through the Housing Corporation (HC) Annual Development Program (ADP) in 2001/02 (Lewisham, 2007).

Lewisham council's registered social landlord (RSL) partnership group is responsible for commissioning affordable housing and managing the programmes of all new housing invested through RSLs in the borough. The principle source of investment for regeneration programmes is £20 million per year, from the Housing Corporation (now H & C agency). In addition council's capital programme investment and specific regional grant pots provides further funding to support the delivery of new affordable housing (Lewisham, 2007)

To help in delivering the council's target the borough uses partnerships such as the Lewisham Strategic Partnership (LSP) comprising of public, private, voluntary and community sectors. Lewisham ensures progress of regeneration programmes by supporting partnerships and partner agencies in their Sustainable Community Strategy. There are also Local Area Agreements (LAA) which ensure that all partners progress towards achieving priorities (Lewisham, 2007).

3.3 EVIDENCE OF NEED

The old Silwood Estate was constructed in the 1960s and comprised a mixture of 11 storey high slab blocks and four and six storey maisonette blocks. Additionally there were terraced houses, a 3 storey flat block, some community facilities such as a nursery and community hall, and a small number of 1-bed flats above a row of shops. The total of properties on estate came to 902 units. The design, condition and

location of the estate were described by "Silwood online" (a website set up by the regeneration partnerships) as being poor in condition including four tower blocks, which were badly in need of repair and, in some cases, major refurbishment (silwood online).

According to the Silwood Regeneration Project Initiation, 2006, an independent baseline survey was commissioned in February 1999, to evaluate resident's views about their homes, the estate and community facilities as well as aspirations for staying or moving on. The response showed that "65% of residents preferred the option of demolishing and rebuilding the estate including the pre-provision of a nursery and community facilities" (Silwood project team, 2006: 3).

3.4 SILWOOD SRB PROGRAMME

The aim of the Silwood scheme is to "comprehensively redevelop the Silwood Estate by providing a mixture of tenure and housing options including new social housing and in addition provide a range of amenity, educational and community improvements for residents in and around the local area" (LB Lewisham, 2006).

The Scheme also planned to use physical renewal as a vehicle to improve the Silwood estate environment and tackle the high levels of deprivation and social exclusion. In doing so, it was expected that the regeneration of the estate would provide modern new homes that meet local people's needs and which make use of the most up to date ideas about design and material (silwood online)

The development of Silwood has straddled three major government policy objectives under national programmes of SRB, Neighbourhood Renewal and Sustainable Communities Plan. The emphasis throughout has been to use public funds as a catalyst to lever investment into the physical and social capital of deprived areas. The investment in Silwood meets with changing urban policy objectives over the past 10 years and also with Lewisham's objectives under the Housing Commission (LB Lewisham, 2006)

3.5 PROGRAMME FUNDING

Funding for Silwood regeneration programme was valued at £110 million (silwood online). Access to funding was key to enabling the regeneration programme to take place. Funds came from a variety of sources including the Single Regeneration Budget (SRB) under the Government's SRB Initiative and matching funding from the public and private sectors including, the Housing Corporation's housing grant such as the social housing grant, money from L&Q and PHA and money raised as private loans for a period of 7 years from 1999 to 2006 (LB Lewisham, 2006).

3.6 PARTNERS AND PARTNERSHIPS INVOLVED

The lead partners for the regeneration programme of Silwood were London Boroughs of Lewisham and Southwark because they owned and managed the existing Silwood Estate. However, to effectively regenerate the estate a combination of organisations and groups from the public, private, voluntary and the community sectors were and are involved and work closely to renew the estate. This practice,

called 'Partnering' between Registered Social; Landlords (RSLs), such as London and Quadrant Housing Trust (L&Q) and Presentation, and the LB Lewisham and Southwark working together to build and manage new homes over a 8 year programmes, has existed since the year 2000 (silwood online). This group of partners is categorised in this study as the inner partnership.

The "inner partnership" represents those who provided funding, planning, building and management in the initial stages of the regeneration process and some of which still contribute to the estate's development afterwards. Another group of partners that contributed to the regeneration of Silwood are categorised in this study as the "outer partnership". They include organisations, groups, agencies or businesses that provide a mixture of support that is aimed to benefit the residents and community.

The following briefly explains the role and purpose of the inner partnership as they are core to the regeneration process. Information of partnerships were acquired from interviews with the project manager from Bailey Garner and the Decanting Officer from LB Lewisham Council.

3.6.1 Inner and outer partnerships

Silwood SRB Team – The SRB team existed during the re-development stages of the programme from 1999 – 2004. The purpose of the team is to deliver significant improvements to the lives of some of the most disadvantaged people in the borough. The Silwood SRB team included representatives from the local area, partners involved in the regeneration and residents living at Silwood. See fig 1. 3 illustrating this partnership as the core partners. The role of the SRB team was to manage and run the project, for example, moving residents from the old estate into new homes

and monitoring the organisations and providing funding for community initiatives and services. The team's office was based in the estate and enabled the project to run on a local level.

London and Quadrant (L & Q) - Registered Social Landlord organisation (non-profit regulated by the Housing Corporation) was key in the regeneration process because it was responsible for building a majority of new homes on the estate. L&Q now manages and works in the wider community to help renew the neighbourhood by, for example, providing repairs and maintenance service to social housing tenants. In addition to this they provide part of their properties for sale in partnership with Tower Homes (which specialises in low-cost homeownership and starter homes).

Presentation Housing Association (PHA): Presentation is a black minority ethnic (BME) led housing association and also a RSL. It works closely with L&Q and other partners to manage the regeneration of the local area.

Higgins Construction PLC - This construction company that specialises in public sector housing schemes, particularly estate regeneration and new build schemes was contracted to demolish and rebuild new homes on the new estate. The construction team involved in the redevelopment programme were based in the estate. Apart from its main duty it also set up community training and local employment initiatives for local people in the area (Higgins, 2009).

Bailey Garner – This organisation comprising architects, building and quantity surveyors, health and safety advisors and project managers, acted as the project managers for the programme. Their role included, supervising the demolition of the existing buildings and the construction of the replacement units on behalf of the two housing associations, working closely with Higgins Construction.

Housing Corporation (now Homes and Communities Agency) The Housing Corporation is key to regeneration activities at Silwood as considerable government funding comes from this source

Silwood Residents Forum - existed during the building of the homes and the estate. The purpose of the Forum was to ensure the wider community had a voice and was able to respond to consultation during the project. The Forum held open meetings every month so that residents can hear about what's happening and make suggestions.

To confirm their partnership, commitment and consensus on one goal, the partners signed a vision statement. See attached appendix 1 for Vision Statement Document.

The outer partnerships represent groups and organisations that work to support the regeneration process such as re-building and engaging the community, for example the local police who provide security and surveillance and give residents a sense of reassurance that they are safe. Diagram 1 also shows outer partners involved in the new estate.

3.6.2 The process of re-building the estate

The regeneration programme was planned between the years 2000 to 2008. See appendix xx showing a detailed timetable of the process of re-development. The table also give details of the number of existing and new build properties involved and the key stages of the development including re-housing, demolition, new build and refurbishment

Re-developing of homes in Silwood was sectioned into 4 phases as shown in the map below. According to Silwood newsletter, this allowed better control of the buildings and reduced the potential for hazardous risks and disruption.

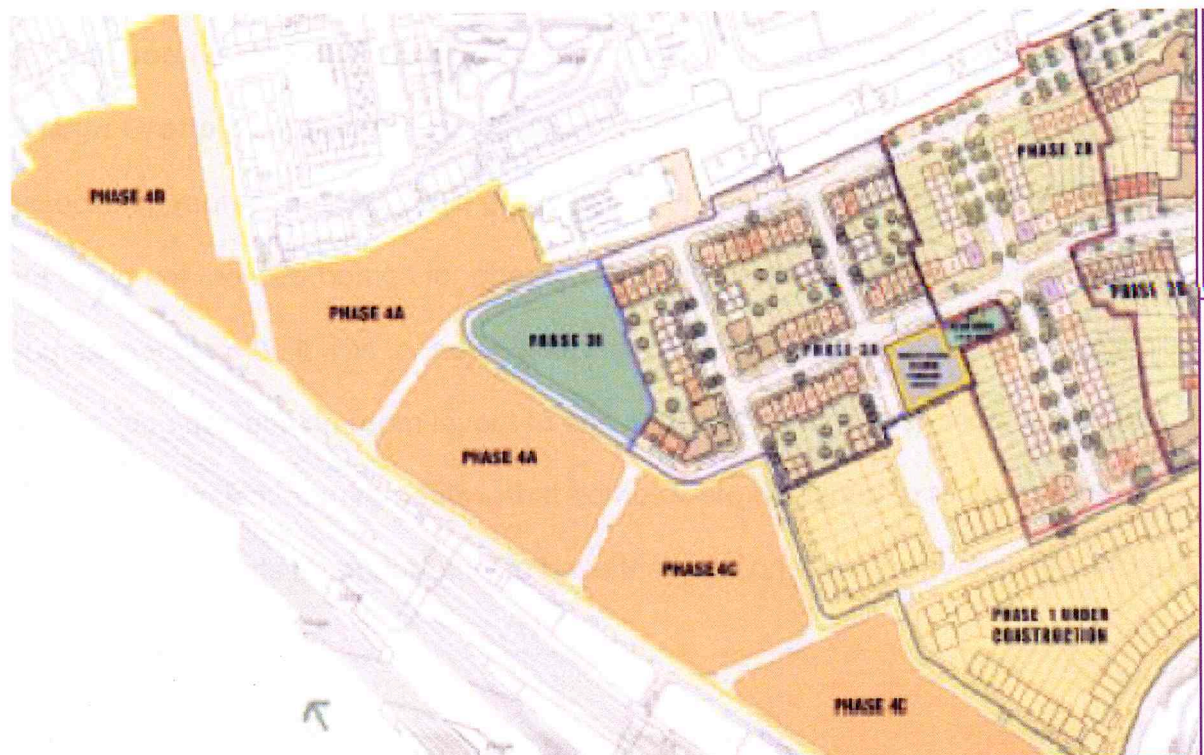


Fig 1.2 Map of phases for building in the Silwood programme (silwood online 2009)

The strategy used in demolishing and rebuilding was gradually phase by phase. According to the Silwood newsletter dated 24th July 2004, 'the 'nibbling' method

allows greater control and removes the potential risk of damage to the surrounding homes' (LB Lewisham, 2004)

Community consultation and involvement played an integral part during the life of the project. According to Silwood online : Silwood SRB team, L&Q and Presentation recognised that talking and listening to residents is an important part of making the project a success and they have been consulted at every stage" (silwood online). It also states that "part of the money to improve the estate has funded projects for local residents to support and developed the estate to a more sustainable community" (silwood online). Some of the activities that took place to give residents moving into the estate an opportunity to be informed and engage included the establishment of the **Silwood Residents Forum** (discussed above). Another key group was **The Design Group** comprising of residents, architects, the council and housing association representatives. This group worked in partnership with the SRB team, on the design of the new homes for phase one of the programme so as to ensure that homes that were built was to the satisfaction of the local residents. The group looked at emerging designs on room layout to ensure that they corresponded with the 'Secure by Design' requirements – that homes were designed to reduce crime. It also gave residents an opportunity to have their say on what they would like include in the design:

3.7 SUMMARY

This chapter has examined the process of regeneration on Silwood Estate by providing in-depth information on the key elements that were involved. The aim of the programme was established to be one that provided a new development

incorporating a sustainable mixture of affordable and private housing, avoiding the creation of 'exclusive' and divided communities, with an addition of innovative services and facilities that would benefit the residents and community as a whole.

It has also established that the reason for re-development of the estate was as a result of previous housing stock not meeting with the 'decent home' standard. Newly built homes, using the latest sustainable building techniques and urban design, with an addition to affordable housing stock were therefore justified as the most appropriate means of rebuilding and revitalising the estate, its community and the surrounding area.

As required under government regulations, the development of Silwood Estate programme was underpinned and complied with government policy objectives under national programmes of SRB, Neighbourhood Renewal and Sustainable Communities Plan. In doing so it also contributes to the need for more affordable housing supply in London and the South East

The process for regeneration was taken by a combination of different partners and partnerships who provided funding, expertise, management and support. They were categorised in this report as 2 groups, the inner partnership (provided funding and management during the early stages of regeneration and the outer partnership, which provides continuous support to help in building the community. The result of this has been a total of 343 homes, 239 of which are for outright sale and 104 other homes comprising of a mixture of flats and houses with around 30% offered under shared ownership (LB Southwark, 2009). This has provided modern decent homes

for social housing tenants as well as opportunities for key workers such as nurses, first time buyers to buy at affordable rates.

According to LB Southwark "the scheme interacts physically and aesthetically with the surrounding area creating a new urban grain that opens up the area and its people to new aspirations and opportunities". This includes rail arches to be developed as part of the east London line extension, the new City Academy (secondary school) which is within approximately 10 minutes walk of the site and the close proximity to local transport links (LB Southwark, 2009).

The council states that, the new dwellings will not only provide more modern and comfortable homes, but will also be more thermally efficient and more secure and will comply with the 'Secured by Design' standards set by Metropolitan Police to reduce crime and the fear of crime, for example, approach lights will be fitted to houses, and the new traditional street layout will improve visibility dramatically, thus helping to reduce burglary. It is therefore anticipated that the new development will have a large positive impact on crime and disorder on the estate and on all residents' lives (Southwark, 2009).

CHAPTER 4: EVALUATION / DATA ANALYSIS

4.1 INTRODUCTION

This chapter reveals the findings from the structured interviews that were conducted on selected individuals involved in the regeneration of Silwood SRB programme. It describes the steps taken by the author to acquire information from participants and summarises the findings.

Participants that were selected included residents of the new estate who have lived on the estate for 10 years and over, a Local Authority Officer, the Project Manager for the programme, the Tenants Residents Association Chair and the residents' representative to the Silwood Regeneration Forum.

Interviews were conducted to give an-in-depth perspective based on interviewees' extensive and direct experience of working and living on the estate, during and after the programme.

It is anticipated that the questions set for the interview and the information provided from participants will fulfil the objective 4 of this study, which is to analyse and evaluate findings from residents and professional bodies involved in the regeneration process and evaluate the impact of the re-development and reveal the lessons learnt.

4.2 MEETINGS AND INTERVIEWEE SELECTION

During the research process the author attended a number of meetings such as the Silwood Community Forum on the 4th of February (see appendix 2 for minutes) and the Community Open day held on the 1st of April 2009, at the Lewington Centre in Silwood Estate. This enabled the author to meet and engage with partners involved in the regeneration of Silwood SRB. It also helped in selecting and consulting interviewees and also deciding on the structure of the interview questions. The Meetings raised questions about the level of community involvement in the new estate, as a very few residents were present.

4.3 STRUCTURED INTERVIEWS AND FINDINGS

Building better housing and environments is often said to help improve both immediate and longer term circumstances of residents. In order to gain a realistic view and perspective of how partnerships worked together as well as what residents experience during a regeneration programme, 9 selected participants were consulted and approached, by face-to-face contact as well as electronic emailing, to take part in a structured interview. Others were consulted for information about the estate.

Table 1.1 below shows a list and details of participants who confirmed to taking part and were subsequently interviewed on separate occasions.

Job Title	Organisation Representing	Date of interview
Silwood Resident 1	London & Quadrant Housing Association	22/03/09
Silwood Resident 2	London & Quadrant Housing Association	23/03/09
Silwood Resident 3	Presentation Housing Association	26/03/09
Silwood Resident 4	Presentation Housing Association	27/03/09
Chair	Tenant Resident Association (TRA)	28/03/09
Resident Representative	Silwood Regeneration Forum (SRF)	28/04/09
Community Centre Manager	London & Quadrant Housing Association	01/04/09
Project Manager	Bailey Garner (Consultants)	02/04/09
Silwood Video Group Manager	Spectacle (Multi-media company)	07/04/09
Decanting Officer	London Borough of Lewisham	08/04/09

Table 1.1 List of contacts for interviews and information on Silwood

4.3.1 How Partnerships Worked

The Project Manager (Bailey Garner) for the Silwood SRB programme and the Decanting Officer (LB Lewisham) participated in an interview following correspondence with the author. The two partners were selected because they had extensive experience having worked on the Silwood programme from the beginning. For example the project manager led the Silwood Regeneration Forum and the Decanting officer allocated residents to the new estate and has had continuous consultation with residents in the pre and post development stages.

Following individuals' consent, a sample of the questionnaire was sent to both partners to view pending arrangement of an interview date. It was however agreed

between both participants and the author that it would be appropriate to complete the questionnaire and return by electronic email. This followed a number of failed attempts to arrange a suitable day to meet as a result of the participants busy workload. A summary of the findings from the completed questionnaires (see appendices 3-7 for full interviews of Project Manager, Decanting Officer, Community Developer (TRA and resident representative at the Silwood Regeneration Forum and 2 residents) are as follows:

- LB Lewisham and Southwark were found to be most challenging to negotiate planning issues according to the Project Manager.
- Legal issues concerning removing of illegal occupiers, such as squatters, in the first phase proved challenging but it forced partnerships to work closer and learn lesson for future phases.
- The partnership team was driven by funding strict time scales and financial targets by the Housing Corporation requiring hard work
- The vision for the Silwood regeneration programme was agreed to have been achieved by all partners involved and this was marked by attending a close out workshop where the Vision was reviewed.
- The regeneration programme was challenging to start with as it was a new concept for many however it became easier as the project continued and its successes became obvious.

4.3.2 Level of Community Involvement in the New Estate

The former Chair person to the Tenants Resident Association (TRA) and former resident representative to the Silwood Regeneration Forum, who also lives on the new estate, participated in an interview.

The participant was selected because they had not only represented the residents of Silwood for many years but had also been involved during the process of regeneration. Selected residents who previously lived in the old estate were also interviewed to find out their level of involvement in the new estate. Residents were interviewed in their new homes on separate occasions.

The questions were set to find out what level of community involvement existed in the new estate compared to the old one and also what strategies were currently being developed or used. See appendices 3-7 for full details of interview. A summary of the interviews are as follows:

Professional perspective

- Housing Associations and partners managing the new estate have been supportive and invested in developing community involvement initiatives.
- Strategies that focus on engaging residents and making them aware of the function of the TRA in the new estate are needed as the level of resident involvement has fallen in the new estate compared to the old one
- Current community activities, such as, the Community Forum, attended by the police, Housing Association representatives, to get residents involved. The

purpose of the meeting is to give local residents an opportunity to voice their concerns. However attendance is low at present.

- Newsletters containing information about the community activities are sent to residents on monthly bases to keep them updated.
- The new community centre offers free activities for the youth, young children and educational courses however compared to the old estate attendance is poor.
- According to the former Chair person to the TRA, the new centre has been privatised because residents have to pay expensive hourly rates combined with strict rules on time of usage and no-alcohol policy. This has made residents are reluctant to use it.
- Concerns raised by residents on the new estate has been regarding building structure and lack of open outdoor green space
- There is no TRA. It was stressed by the former Chair person that this is a disadvantage as the function of the TRA is to represent the community as its voice and keep the residents empowered and informed. The problem with sustaining continuity of the TRA has been due to Past members lack of commitment resulting.

Residents' perspective

- Residents confirmed to receiving information on community activities through leaflets, newsletters and word of mouth amongst other local residents
- Residents were aware of meetings but could not attend because it was unsuitable to their daily schedule

- Residents were generally unaware of the full capacity of services and facilities provided and the management at the new community centre.
- Residents were not aware of an established and running TRA in their community.
- There was a consensus on a lack of community spirit in the new estate compared to the old one.
- The need for more focus on community involvement initiatives, such as family trips, cooking and gardening courses, were raised (Resident 3, 26/03/09)

4.3.3 The Impact of Regeneration on the Community

The following is a summary of findings from a combination of all participants of the interview:

- Residents agreed that the old estate was in need of regeneration however there was a positive community spirit existed.
- Residents and professional partners raised a serious concern about the lack of outdoor open space available in the new estate
- Residents generally very happy and feel safe in the new estate and stressed that it had had a positive impact on their lives
- Residents agreed that the new estate has provided them with better access to their homes, private gardens for their children to play and well designed modern homes with car parks.
- Professional partners agreed that the new estate has introduced a mixed tenure, has improved personal security for the residents and the environment. According to the project manager "Anecdotal evidence suggests that the level

of crime has been reduced – there is little sign of the frequent cars being burnt out but I am aware that there are still issues with anti social behaviour”

(Project Manager, 02/04/09)

- Residents raised concerns about young people starting to gather around the estate, playing football on the streets, vandalising trees and the pocket park which has resulted in it been boarded and no longer in use. Residents reported that there was a community warden; however they have not been seen for many months.

4.3.4 New Services and Facilities

The **Lewington Community centre** located at the heart of the estate provides a new focus for the community with a range of facilities including a soft play area, meeting room, an office and computer suite, main hall and landscaped garden. A majority of the services are free and opened from 9am – 5pm for residents and people living in the estate to drop in. Some of the facilities and services offered in the centre include;

- **The Silwood Cyber Centre** which includes a computer room with 12 computers, a dedicated PC Technician's suite and a small studio with apple mac and PC computers. The centre offers training in computer and technology activity centre based in the local community centre. There are full time staff on the premises ready to give advice on suitable courses or just give a hand to those who come to a drop in session.

- **The 'Silwood On-line' website** was designed and developed by residents volunteers who use the Cyber centre. The centre represents Silwood has been put together and designed to represent and serve the community with the estate information and updates and activities and share opinions and ideas of what is happening in the local community. The purpose of the site is to encourage residents to get involved.

Project manager at L&Q, Maggie Gebbett stated that 'L&Q Cyber centre project shows a partnership approach at Silwood that adds an extra dimension to a community undergoing extensive regeneration' (silwood.online).

4.3.5 Lessons Learnt

The following is a summary of participant's views on how the redevelopment of Silwood could have been done differently and what lessons were learnt:

Professional perspective

- Engage all stakeholders early on in the process. Actively manage project risks. Communicate effectively with all partners to avoid prolonged misunderstanding.
- Greater resident involvement at the initial stages of planning to avoid designing of facilities that may lead to non-usage such the pocket park and to better understand what residents want.

- Community Facilities should have been re-provided much earlier on in the process. More thought needed to be given to longer-term funding for projects – many struggled to survive once SRB funding ended. Regeneration is a stressful and exhausting time for local residents (Project Manager, 02/04/09)
- More thought needed to be given to usage of the few remaining open spaces such as the Pocket Park and a small green area on Somerfield Street.

It could have had a better mix of tenures – social housing has been clustered in the early phases of the estate, private housing in the later phases.

Residents' perspective

- Residents would like planners to first ask the community what they would like before they design and build. According to resident 2 “The Housing Associations and Local Authorities have done well in managing the estate’s redevelopment and now they must work building interest of the new residents to get involved and be aware of the facilities and services offered to them” (Resident 2, 23/03/09)
- According to resident 3 “The developers and planners need to think ahead and consider the needs of families with children that move into estates such as for outdoor play space. The government is always talking about kids getting obese but then again they are not helping the problem and providing a space where kids can keep fit, away from the TV and computers. The garden is not enough because the kids like to play out and socialise with their friends” (Resident 3, 26/03/09).

4.3.6 SUMMARY

The findings from the structured interview revealed that the re-development of new modern and decent homes which are intended to have a positive impact on local residents' lives has been achieved. According to partners experiences, the vision and working of partnerships, although was challenging at the initial phase, worked well as the project continued. This was proven by partnership workshops and the Project Manager's quarterly evaluation exercises which summarised the scoring of partners. According to a current graph, attached in appendix 8, there was a steady continuous increase over the regeneration period.

However it was noted that many lessons were learnt by partners. According to the Decanting Officer "it was quite difficult to start with as it was a new concept for many"(Decanting Officer, 08/04/09). This illustrates that although partners may have had expertises in their own fields they may not have had sufficient experience in regenerating an existing large estate and therefore did not always use the appropriate steps to involve and engage residents. This would have avoided some of the problems highlighted from interviews such as lack of open and green space and non usage of the pocket park.

The interviews also revealed current issues that need addressing, such as a lack of community involvement in the new estate compared to the old estate and need for control of young people. It was noted that in the previous estate there was a strong TRA which is no longer running. The problem exists with the lack of continuity due to previous members not been committed to maintain their roles. The result of this has been lack of interest and awareness of the vast investment made from the Housing

Association (HA) to create a modern well designed community centre that offers a number of services that will benefit all residents.

Indeed the estate is a new one and is in the process of growing. Steps are being taken by the community Centre Manager to involve the residents, for example, a community open day event held on the 1st of April was attended by partners of the programme and there was a successful turn out by the residents.

It was noted on the community open day, that there are community developers representatives from the HA but no community centred worker on the estate site.

Evidence of a good turn out and interactions between residents (both adults and young people) shows that there is hope in building a new community; however this will work only if action is taken to build trust, respect and reassurance of the local residents and the community. Only through this method can a new community be formed that will secure the future and legacy of Silwood estate. It should not be just a case of speaking or smiling only to "who you know" as stated by a resident who was interviewed (Resident 3, 26/03/09)

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

The quality of housing affects the look and feel of a local area. It makes a major contribution to the physical and mental well-being of its residents. Good quality housing provides much more than a shelter. It empowers people, providing them with a home, a connection to their local area and the basis for their own and their family's success (LB Lewisham, 2008).

This study has looked across the strategies used by Central and local government to regenerate communities. It explains that they have a duty by legislation to implement working in partnerships and community involvement as important elements in regenerating communities. Experts and residents alike welcome and have used regeneration programmes to repair and renew declining and deprived estates for many years.

Indeed the Sustainable Community's plan 2003 has enabled additional benefits of regeneration from training and employment opportunity to improvements in infrastructure, however this study has illustrated through the Silwood experience that when the principle are applied in practice it is difficult to achieve. There are outstanding issues about what comes after a regeneration programme.

By looking across the redevelopment of Silwood SRB, it was found working in partnerships and community involvement in practice enables a pooling of expertise, investment and experience that work to benefit the residents and the community.

However it also reinforced lessons to be learnt for future regeneration programmes. For example, it was found through personal experiences of partners that it is highly important to establish good communication and community involvement at the early stages of planning to avoid problems occurring after completion a regeneration programme.

The study found that as a result of the regeneration programme, a previously neglected and declining Silwood estate has not only been transformed through the provision of 21st century homes and improved the living conditions for local residents but has also enabled a creation of a mixed community by placing people from various backgrounds and status in one estate (both social housing tenants and homebuyers). It has also created opportunities for local residents to buy low cost home ownership through shared ownership schemes, improved security by reducing crime. Regeneration has also brought additional community facilities such as training and employment opportunities, improvements on infrastructure and services provided by a community centre and a local nursery. The regeneration programme has injected prosperity and a sense of pride for the residents and local people living and working in the area.

Apart from the benefits for residents, the programme was also recognised and awarded for its achievements in its design and services. Some of these include:

- The Cyber Centre named "Best UK Online centre" for London this week on 27th of July 2002 (Silwood online)
- The design and planning of the estate was amongst the extraordinary regeneration programmes featured by architecture experts in the Inside

housing Journal. It states that the design of the estate “shows the increasing importance of the public realm, of public living, of environmental and low-energy concerns affecting design” (Kilpatrick, 2008)

- The project also received Housing Forum Demonstration Project status in March 2003 (higgins), and was featured in the constructing excellence – Demonstration Project Programme annual report 2007, reporting for demonstrating best practice in construction, good partnership working with local residents and skilled gaps training provided by the contractors Higgins (Construction excellence, 2007).

According to a Higgins Manager, who manages the Silwood project- "The unemployment rate at Silwood is known to be twice the national average", "If unemployed residents want to make a fresh start in construction, here is the right training virtually on their doorsteps" (Higgins, 2009).

What clearly stands out from this study is that although the physical redevelopment has been achieved there is still an agenda that remains to be tackled. The interviews on residents and community developers highlighted the lack of community engagement and a tendency towards anti-social behaviour by the youth within the new estate.

During interviews it was found that all proactive forms of network that encourage residents involvement such as the TRA were non-existent. According to the former Chair to Residents Tenant Association the group had suffered issues concerning commitment of participants, however whilst it was running residents were kept informed and updated about local activities.

Indeed working in partnerships is an important element for the first 2 stages of regeneration, such as developing a vision and carrying out the changes (see fig 1.4 for stages of regeneration). This has been achieved in the Silwood programme. However the outcome afterwards in terms of the legacy, for long lasting positive effect that comes afterwards is the final stage and this is yet to be achieved at Silwood. It is the intervention and success of this (building capacity and community involvement) that enables the legacy arising from the scheme to be fully realised.

Silwood is a newly re-built community, and although it currently lacks in community involvement this can be resolved by intervention. There needs to be a people centred pro-active role that will be focused on building trust, reassurance and which will enable local people to get advice and help. It will also enable better control and monitoring of activities happening on the estate e.g. deal with issues of vandalism and maintenance of the estate. According to findings from this study the estate has a vast mixture of people from different backgrounds. It is important that all feel equal and part of the community to achieve social inclusion. Such a role will help in combating isolation, and provide social network for residents. It can be used as a tool to bring communities together to discuss local concerns and collectively resolve problems.

Estates like Silwood are an important asset. It is important that long lasting benefits are secured. This can be done through continuity of services and initiatives to build stronger and inclusive communities, encourage respect amongst residents and empower residents. Lessons must be learnt from failures such as Luton Marsh Farm where it has been reported that following a successful regeneration programme

there are issues surrounding trust of how management uses funds received from the government for community involvement initiatives (BBC, 2007).

Regeneration is more than just rebuilding. It's about keeping the heart of the community beating and renewing the neighbourhood. Lessons can also be learnt from successes such as the Luton experience. This programme adopted carefully planned strategies that were clearly emphasised by 6 objectives. They incorporated partnership working and community involvement all at the very start. This enabled transparency of plans, effective use of resources. This helped partnerships deal with areas of need and residents involved and informed of the process making the programme more effective (LB Luton, 2004)

Future regeneration programmes should be defined by the outcomes they achieve, rather than a focus on the process they follows. This will signal a move towards the under lying sustainable outcomes that really matter for the long-term regeneration of communities (ODPM, 2008)

5.2 RECOMMENDATIONS

This dissertation recommends the following:

1. A Community worker/Concierge role is important for estates like Silwood which are emerging from physical regeneration, as this person / role / officer can lead on capacity building and community involvement initiatives. The role is at present non-existent in most estates, however, there is evidence that some Housing Associations are recruiting as part of the 'Place Making' agenda, to build capacity and stronger communities. Due to the combination
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of services required by the role, (see attached appendix 10 for a job description showing the specification and skills the role will require), there will be a need for training. There are people with practical skills such as organising community events, however, there is a skills gap in 'socialisation' – understanding and responding to people effectively in the regeneration sector. For example, the interviews on residents provided evidence that on Silwood estate there are community developers and a community centre manager however residents claim they not seen or met them.

2. It is recommended that the new Homes & Community agency champions the training and development of the community role. This is It is important to be aware there may be limitations to taking on this role due to funding issues. However it is recommended the role is adopted as it is needed and could be refined to adapt to the strategy of management teams and the needs of the community. There may be other limitation issues concerning residents' attitudes however this should be addressed by the Officer who undertakes duties as well as management. Incentives and rewards such as community trips can be used to encourage residents to participate.
3. Local government and partnerships involved in regeneration programmes should carefully consider during planning stage, the provision of open play areas and green space for all residents, particularly where families with children are placed on an estate. Future regeneration projects need to be more transparent between partners. Residents involved should be involved in stages of the decisions and plans that will affect them in the long term, such as in designing of their homes and environment. Residents should be given

the opportunity to negotiate on decisions which will affect their estate.

Partners should not make promises that they will not keep, for example presenting plans such as open spaces which are subsequently not provided.

- 4 Partnerships involved in regeneration programmes should consider community development issues such as building capacity before placing residents on an estate. It is recommended that selected old estate residents are used to kick start forming of community groups with some form of training programme with financial rewards
- 5 Management of housing estates, such as Housing Association and resident community groups should consider the suitability of time arrangements for activities, such as community meetings, so that it fits in with residents who work. This will enable more residents to attend and participate in community activities.

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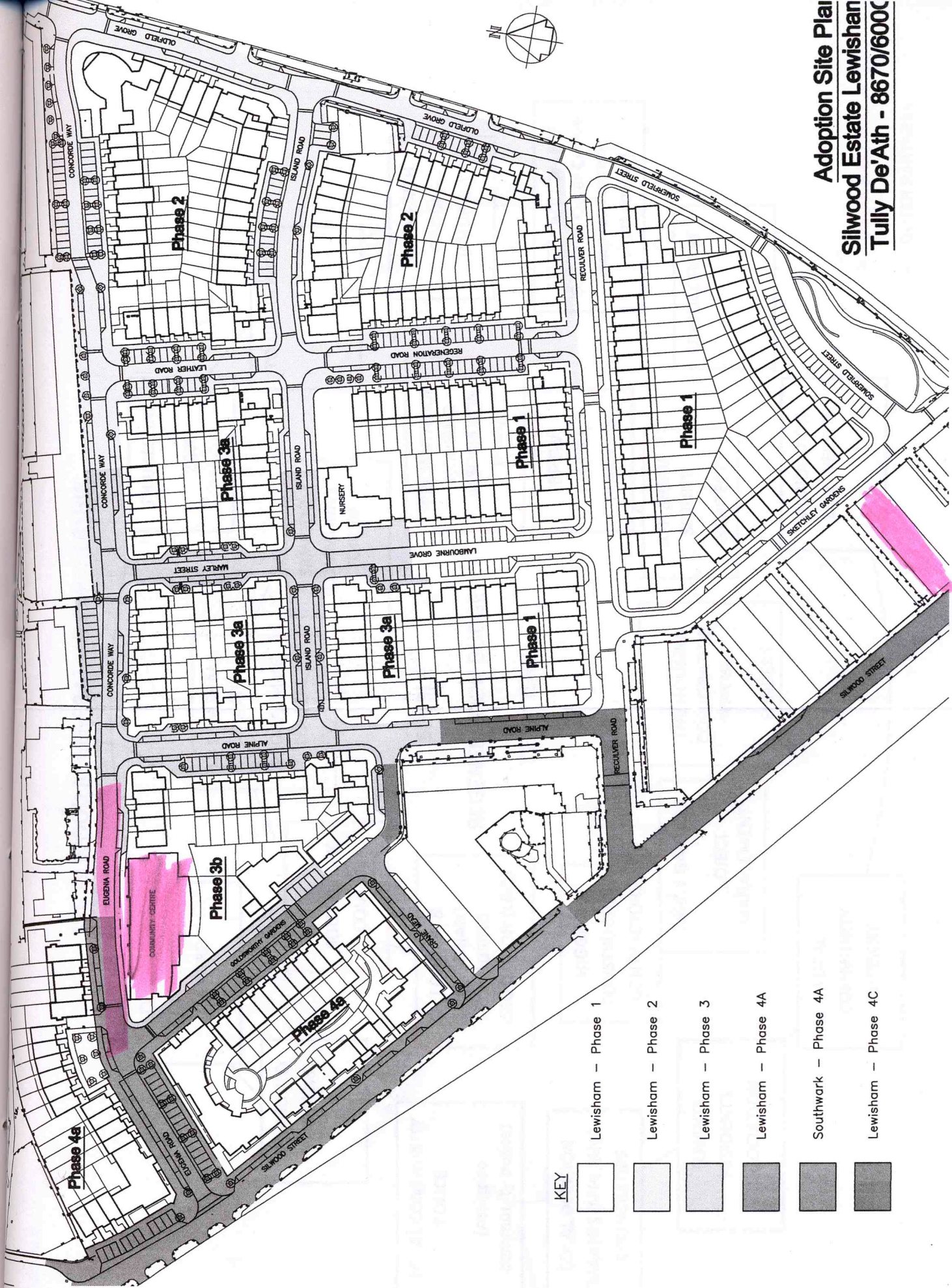
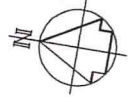
London Borough of Luton (12 July 2007) 'A Matter of Trust',
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<http://www.luton.gov.uk/Media%20Library/Pdf/Environment%20&%20regeneration/Reneration/Business%20team/Reg%20Strat%20PDF%20for%20Web.pdf>

Learning and Skills, press release (2007)
<http://readingroom.lsc.gov.uk/lsc/London/070029PMThamesGateway30.11.07.pdf>

Silwood regeneration newsletter, issue 14, 24th July 2004

Adoption Site Plan
Silwood Estate Lewisham
Tully De'Ath - 8670/6000

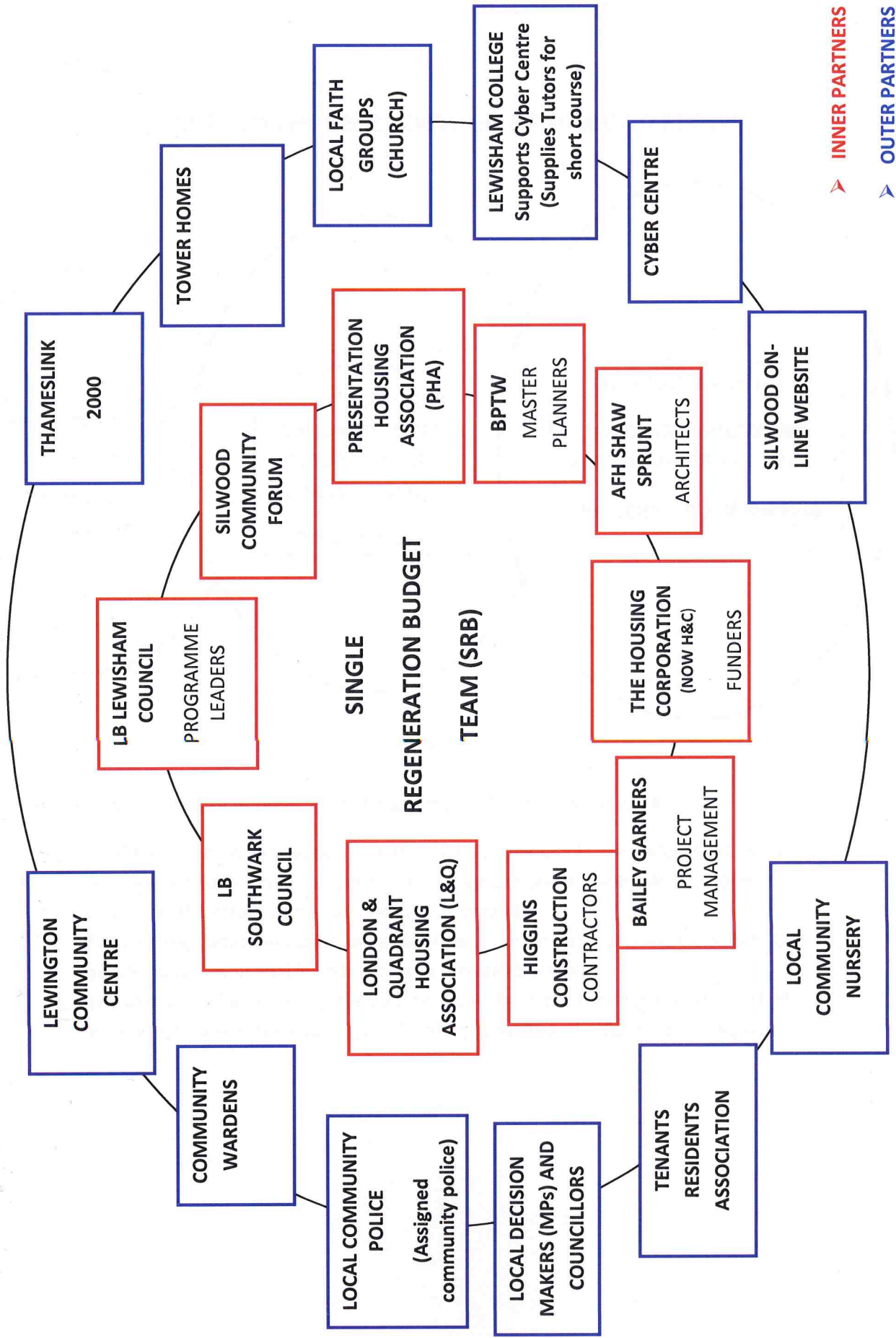


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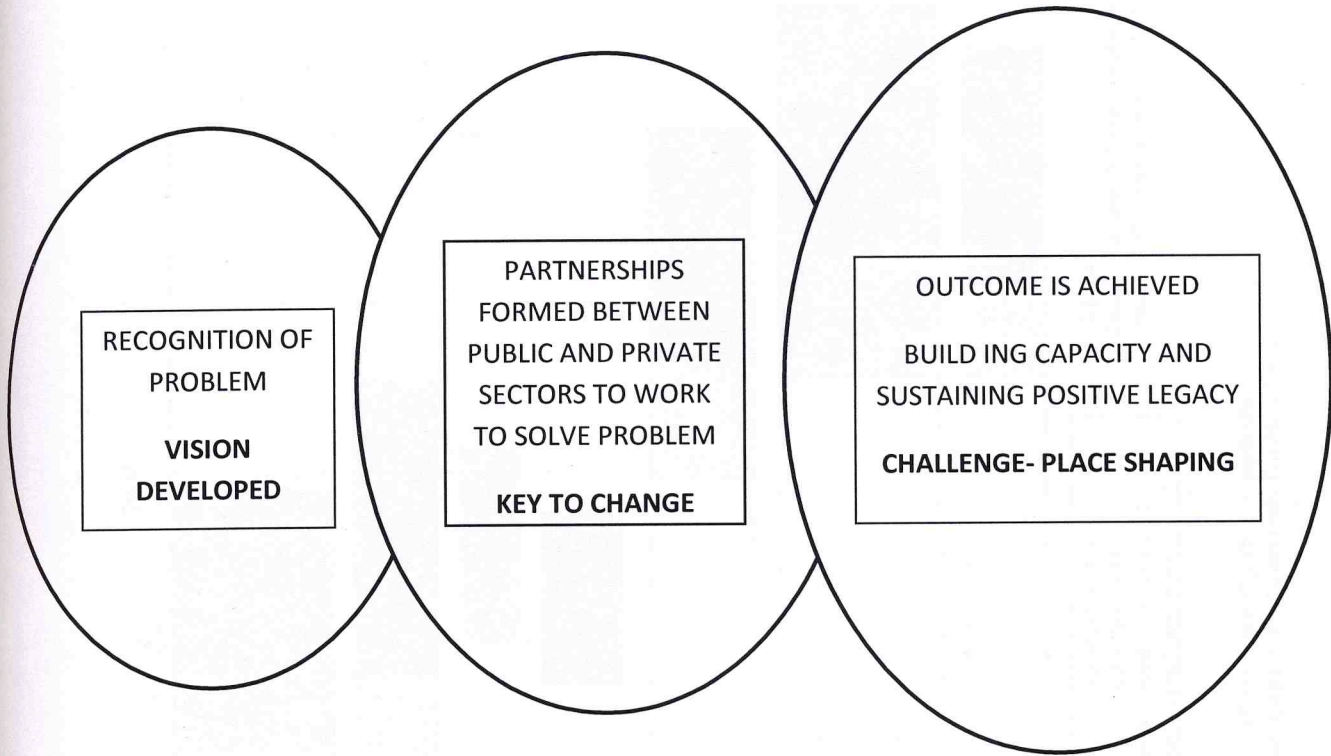
[Lightest Grey Box]	Lewisham - Phase 1
[Light Grey Box]	Lewisham - Phase 2
[Medium-Light Grey Box]	Lewisham - Phase 3
[Medium Grey Box]	Lewisham - Phase 4A
[Dark Grey Box]	Southwark - Phase 4A
[Darkest Grey Box]	Lewisham - Phase 4C

FIGURE 1.3

SRB SILWOOD REGENERATION PARTNERSHIP



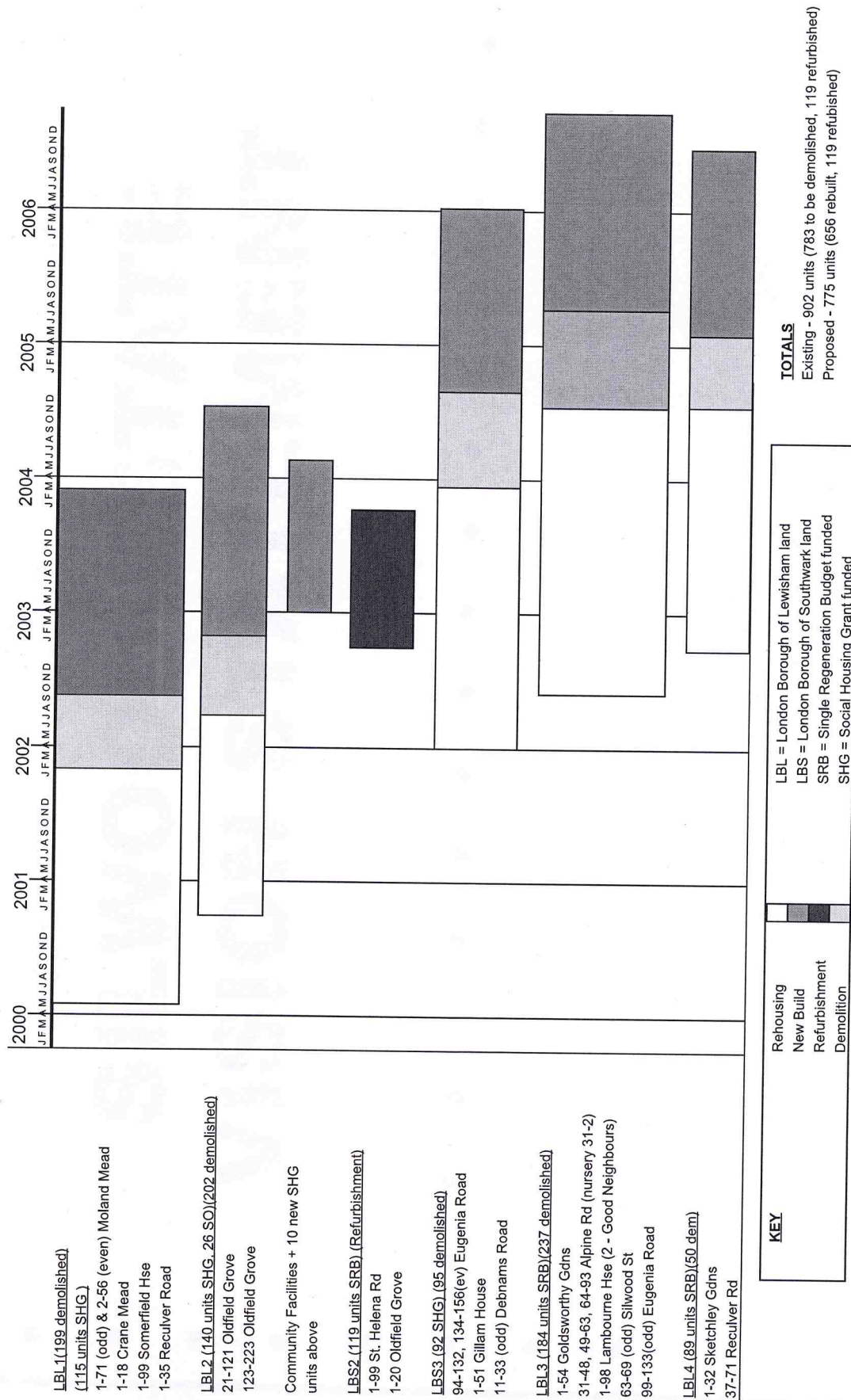
3 KEY STAGES TO THE REGENERATION OF SILWOOD ESTATE



This diagram illustrates the timeline of the project in 3 key stages including:

1. A problem of high deprivation and decay of building blocks were identified, need for regeneration in order to rectify was recognised and a vision was developed to transform the estate into a 'sustainable community'.
2. Partnering of both the public and private sector organisations worked together to achieve a common goal in order to carry forward the vision.
3. The outcome of a newly regenerated estate with decent housing, was successfully achieved, however the challenge of building capacity and place shaping begins.

SILWOOD SRB - PHASING OF THE BUILDING PROGRAMME (Updated 12.2.02)



Please note 2002/3 is a Review Year, and the programmes for the LBS3 refurbishment, and Community Facilities in particular, are subject to review as regards programme and resources, with the Urban Design Review linked to the Community Facilities Plan.

SILWOOD ESTATE VISION STATEMENT

SILWOOD ESTATE COMMUNITY REGENERATION

VISION STATEMENT

“WORKING TOGETHER TO BUILD NEW HOMES FOR
SILWOOD AND IMPROVE THE PHYSICAL, SOCIAL AND
ECONOMIC ENVIRONMENT TO MEET THE NEEDS AND
ASPIRATIONS OF THE SILWOOD COMMUNITY”

This will be achieved through a partnership approach, applying the
most effective and appropriate solutions to achieve sustainability, with
the most appropriate form of investment

SILWOOD ESTATE COMMUNITY REGENERATION

VISION STATEMENT


London Borough of Lewisham



London & Quadrant Housing Trust



Presentation Housing Association Limited



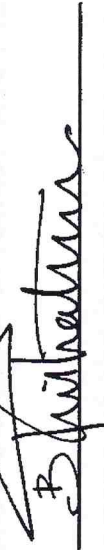
Higgins Construction Plc



AFH Shaw Sprunt



PRP Architects



BPTW Architects



Groundwork Thames Gateway London South



Pinnacle Service Consultants

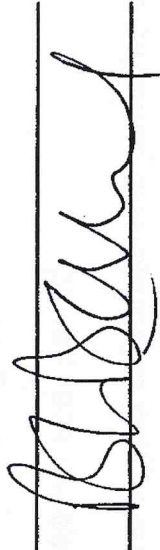


Tully De'Ath



Tenant Representative

^



Bally Garner

VISION STATEMENT

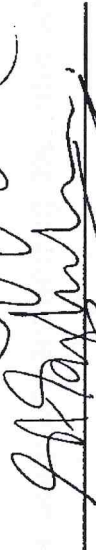
London Borough of Lewisham



London & Quadrant Housing Trust



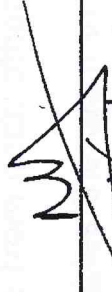
Presentation Housing Association Limited



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AFH Shaw Sprunt



PRP Architects



BPTW Architects



Groundwork Thames Gateway London South



Pinnacle Service Consultants



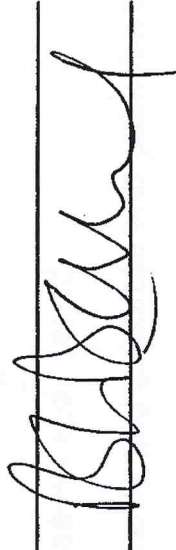
Tully De'Ath



Tenant Representative



Bally Garner



PROJECT CHARTER

We the undersigned commit to a Partnering arrangement to achieve our shared vision and successfully deliver this project in line with the mutually agreed objectives:-

1. To communicate effectively and act as one team understanding the roles and responsibilities of other members of the team.
2. Involve all partners actively in the process to build relationships to develop an openness, trust, enjoyment and satisfaction and learn from each other to provide positive feedback.
3. Develop a partnership framework that enables the team to reduce and manage risk, make decisions effectively in line with the vision.
4. Out perform financial budgets with involvement of the supply chain to enhance efficiency and establish incentives for the partnership.
5. To set and achieve measurable targets.
6. Embrace and make time for continuous improvement by learning from mistakes and from what works.
7. Minimise defects.
8. Achieve a reasonable economic return within the budget set.
9. Spend the money available wisely within a seven year period.
10. Do things differently by going for joint awards and celebrate and publicise achievements.

SILWOOD ESTATE COMMUNITY REGENERATION

Regeneration PID
**REGENERATION
PROJECT INITIATION DOCUMENT**

PROJECT TITLE AND ADDRESS

PROJECT TITLE: Silwood Community Facility

ADDRESS: Silwood Estate, London

PROJECT VALUE: £5,279,753

PROGRAMME/FUNDING:	Section 106 Fund:	£2,089,478
	SRB capital:	£2,240,000
	L&Q Private finance:	£ 950,275
	Total	£5,279,753

PROJECT MANAGER: Gavin Plaškitt, SRB Project Manager

PID VERSION

VERSION NO.: 1

DATE: 15 February 2006

DATE OF PREVIOUS VERSION: N/A

ITEM(S) CHANGED FROM PREVIOUS VERSION: N/A

THE PROJECT

(This should give a brief description of the proposed project, its objective/scope)

As part of the regeneration of the Silwood Estate a number of community facilities had to be demolished to allow the construction of new housing units. To mitigate this, the Phase 1 land transfer required the RSLs to pay a total of £3,334,000 towards the cost of re-providing community facilities through the S106 agreement. Approval is being sought to spend £2,089,478 of that total sum for the following use:

£1,964,728 for the build costs of the new community facility
£124,750 for capacity building to support community involvement and management of the new facility

London & Quadrant Housing Trust have worked in partnership with the local authority, community and service providers to develop plans for a new community facility that will continue providing services on Silwood after the end of SRB. The new facility will house many of those projects that have been in temporary accommodation throughout the regeneration process. In order to ensure that the facility remains viable in the long term the SRB and L&Q are investing in the construction of 25 intermediate rent flats for key workers above the community centre. These flats will provide a revenue stream that will help support the running costs of the facility in perpetuity. The community facility and associated flats received planning permission in December 2005, and plans are attached as Appendix 1 to this document.

THE BUSINESS CASE

(This should give in detail any historical background to the project, evidence of need, how the proposed project will improve the area or asset)

Background

A complete physical redevelopment of the Silwood Estate in partnership with L.B. Southwark was approved as part of an SRB bid in 1999.

The redevelopment scheme involves the demolition of 783 properties, refurbishment of 119 properties in Southwark and the building of 539 rented and shared ownership homes and 398 new homes for sale, built in a traditional street pattern.

The new homes reflect 21st century housing requirements and reflect current housing needs, with a mix of bed sizes and tenure to create a sustainable community. To this end we will build a mix of properties with the emphasis on high quality family homes. All properties will be 'secure by design' and energy efficient.

London and Quadrant and Presentation Housing Associations were chosen in 2000 as the RSL partners, in collaboration with the Housing Corporation as part of our joint commissioning process. The original bid also highlighted an option to draw in a private developer if appropriate.

In addition the bid also dealt with the re-provision of a new high quality sustainable community facility and a nursery, which could effectively serve the need of the diverse local community.

In 2002/3, a major review of the building programme was carried out, taking into account changes in national policy and an unprecedented rise in building costs. The result of the review looked at making stronger links to the emerging national policy for new housing provision and resolving the funding gap identified in the building programme. The result of the review was that a revised funding programme was identified from a range of sources including London Development Agency (LDA), London Borough of Lewisham (LBL), London Borough of Southwark (LBS), The Housing Corporation and the RSLs. The review was discussed and approved by the LDA in November 2002.

The approved and revised programme covered changes in outputs, increased investment and introduced the potential of private units for sale. The abolition of Local Authority Social Housing Grant (LASHG) in early 2003 necessitated a further review and led to slight changes to the Phase 3 proposals.

The boundary of Phase 3 was extended to include the land originally put aside for the re-provision of community facilities and phase 3 was split into two distinct parts 3a and 3b. The provision of the community facilities has been transferred to phase 3b and is dealt with by this application; the nursery site stands in the heart of the estate nearby.

The new community facility will be owned and managed by London & Quadrant Housing Trust, the flats above will be managed by Tower Homes (a division of London & Quadrant) to provide a revenue stream for the facility. L&Q will procure the construction of the new facility and have produced detailed designs and costings. Higgins Construction are the contractors that will be appointed to construct the building and their

Regeneration PID

cost proposals have been independently assessed by Baily Garner (the Council's and L&Q's) employers agent for the regeneration of Silwood.

Evidence of need

An independent baseline survey was commissioned to make sure that the problems and opportunities highlighted in the bid were addressed to the satisfaction of Lewisham and Southwark residents. The survey presented an opportunity to evaluate resident's views about their homes and the estate in general as well as aspirations for staying or moving on. It also examined the use of and further need for social and community facilities. The fieldwork was carried out between the 1st and 22nd February 1999 by a team of 6 field workers and was a 100% sample of the 902 properties involved.

The response to this exercise showed that 65% of residents preferred the option of demolishing and rebuilding the estate including the re-provision of the nursery and community facilities.

As the regeneration of Silwood has progressed, local services have been maintained in temporary accommodation until new premises can be constructed. The new community facility will provide a permanent home to local projects such as the Silwood Tenants and Residents Association, Good Neighbours, Youth Service, Soft Play and the Silwood Cybercentre. The new facility will replace their previous accommodation, which was scattered throughout the Silwood area. A new nursery is being provided separately on a nearby site to accommodate 5 Steps Nursery.

How the proposed project will improve the area

The provision of the facility is one of the agreed outputs of the SRB programme and is a requirement of funding from the London Development Agency (LDA). The facility (together with nursery) will act as the hub of community activity in the area and will help ensure that social development and community cohesion continues once the SRB has finished. The facility will enable people to access local education, training, leisure and health opportunities and will also allow them to access housing management representatives from the two housing associations on the estate. The facility will be an important venue to deliver youth services from, as a significant proportion of the Silwood population (c.50%) is in the 18 years or younger category.

LINKS TO OTHER REGENERATION SCHEMES

(Do any other associated schemes have an impact on the project, if so state what and how)

The approved SRB bid proposes the comprehensive redevelopment of Silwood and development of the Deepway site and an associated programme of educational, community and amenity improvements. The scheme proposes to use the physical renewal as a vehicle to improve the environment and tackle the high levels of deprivation and social exclusion.

The provision of new community facilities will generate income and will also offer opportunities to extend links with Lewisham College, the Primary Care Trust and other local service providers. There are a number of government funded schemes operating in the vicinity:

Regeneration PID

- Evelyn Neighbourhood Management Scheme. A 7-year scheme running 2002 – 2009
- South Bermondsey and North Livesey Neighbourhood Management Pathfinder Scheme. A 7-year scheme running 2004 – 2011
- New Cross Gate New Deals for Communities. A 10-year scheme running 2001 – 2011
- Sure Start Evelyn (Round 5 programme)
- Sure Start Grinling Gibbons (Round 5 programme)
- Sure Start Rotherhithe (Round 5 programme)

These schemes should also have a positive impact for voluntary and community organisations, and on the way mainstream services are delivered in the SRB area. The Silwood Community Facility will also have the potential to support delivery of these schemes.

MANAGEMENT REPORT

(How will this project be reported? Please state any internal monitoring procedures that will apply and the frequency)

Progress of the project will be monitored on a 6 monthly basis by the Section 106 Steering Group, co-ordinated by corporate finance, it will also report to Corporate Project Board on a bi-monthly basis.

This project forms an integral part of the overall SRB scheme, and performance will also be monitored on a 6 monthly basis by the London Development Agency.

PROJECT TEAM – ROLES & RESPONSIBILITIES

NAME	ROLE	CONTACT NO.
Dave Baptiste	Overall strategic responsibility	x49131
Gavin Plaskitt	Project Manager	x46398
Andy Rowland	L&Q Development Manager	0208 557 2870
Rob Farahar	Employer's Agent	0208 294 1000
Higgins Construction	Construction Contractor	n/a

PROJECT COSTS AND FUNDING**FUNDING PROFILE***(Please list the different funding sources)***SOURCE****AMOUNT**
£

1	Section 106 Fund:	2,089,478
2	SRB capital:	2,240,000
3	L&Q Private finance:	950,275
TOTAL		5,279,753

DATE OF MAYOR & CABINET APPROVALS

DATE 18/07/01	AMOUNT £3,334,000 S106 included in disposal report
DATE 20/02/02	AMOUNT £3,334,000 S106 included in land price – delegated authority to agree land price
DATE 16/03/05	AMOUNT £2,240,000 SRB agreed in Year 7/8 Building Programme

EXPENDITURE PROFILE

SOURCE	2005/2006	2006/2007	2007/2008	2008/2009	RETENTION RELEASE DATE & AMOUNT <i>(please include this amount in the year programme column)</i>
1 - S106	£0	£1,025,864	£1,035,464	£28,150	01/08/08 in the amount of £154,650 (3%)
2 - SRB	£1,120,000	£1,120,000	£0	£0	
3 - L&Q	£0	£ 150,275	£645,350	£154,650	
TOTAL	1,120,000	2,296,139	1,706,589	£182,800	Grand Total £5,279,753

ANY OTHER COMMENTS ON EXPENDITURE

(Project Officers please note: Written confirmation from the funding body for any additional funding attributed to the project eg. LDA, SRB, TfL, English Heritage ect will need to be attached to the PID failure to do so will delay the issuing of a code)

PROJECT MILESTONES

(The list below is only an indication of what should be included within the project milestones the highlighted steps should be included in all cases)

DESCRIPTION	DATE	
	START	FINISH
1. Production of Brief		
2. Initial consultation process		
3. Planning approval/Building Control	1/7/2005	1/12/2005
4. Leaseholder consultation		
5. Out to tender	n/a	
6. Return of tender	n/a	
7. Contract award	01/02/2006	30/03/2006
8. Detailed design period	01/12/2005	27/01/2006
9. Start on site	30/03/2006	
10. Practical completion	31/07/2007	
11. Defects liability period	01/08/2007	31/07/2008
12. Release of retention	01/08/2008	

RISK ASSESSMENT

(Please complete and attach the risk register and list below the main risks)

The principal risk is:

Cost increase – the potential for unforeseen costs has been minimised, as the current budget is based on detailed design and pricing carried out by a suitably qualified Quantity Surveyor. Inflation over the build period has also been factored into the build cost with an allowance to cover any requirements arising from the changes in Building Regulations in April 2006. More minor risks are detailed in the attached risk register.

MONITORING & CONTROL

(indicate how the project will be monitored/controlled and what are the quality indicators)

As well as the procedures outlined in the 'Management Report' section on page 4, the project will be controlled and monitored via a monthly project team meeting, where the project team members including employers agent and contractor will provide an update on progress.

Quality indicators throughout construction of the facility are completion to time and cost with minimal disturbance to the surrounding residents. On completion, tenants satisfaction will be the key measure of success.

ENVIRONMENTAL IMPACT

(Have any potential positive or negative effects been considered? If so what will be done to minimise any negative effects?)

As with all construction projects there is a negative affect on the environment, due to the production of new building materials, trade waste, transportation and the actual construction process. These negative effects will be managed by the contractor appointed and where possible kept to a minimum. The use of one principal contractor for construction of the surrounding housing and the new community facility will minimise duplication and should result in greater efficiencies.

The new building will be designed to modern standards with a high standard of thermal insulation and good use of natural light. These efficiencies should reduce electricity and gas consumption and the consumption of fossil fuels.

EQUALITY IMPACT ASSESSMENT

Consider whether the project could impact differently on different groups in society. If it will have a positive impact on any or all equalities groups, explain what that will be. If it could have an adverse impact on any group, explain what that will be and how you will mitigate the effects of that impact. You will also need to check that any potential adverse impact is legal.

Address these 2 key questions:

(Could this project – and the way we currently deliver it affect some groups in society differently? Will /can this project – and the way we deliver it – promote equal opportunities?)

The project involves the re-provision of temporary community facilities with a new purpose built centre that will house a number of different projects. The projects housed in the new facility all operate an equal opportunities policy and aim to benefit the diverse community that makes up the Silwood Estate. Many of the projects housed in the new facility have been supported by the SRB in previous years for the work they carry out to improve social cohesion, health, educational attainment, and employment opportunities for people in the surrounding area.

Regeneration PID

The facility will not have a negative impact on any particular group. It lies at the heart of a relatively diverse housing estate where approximately 40% of residents have identified themselves as being from BME groups. The services offered by the facility will be open to all, with obvious exceptions around activities specifically aimed at children and young people or elders groups.

A facilities management committee will be established with significant local resident representation, and we will seek to ensure that the committee is representative of the wider Silwood population in terms of age, gender and ethnicity.

In the lead up to the development period, and when works are on site, the main issue of concern is the disruption caused during building works – contractor's equipment, temporary loss of services, disruption of walkways/road surfaces etc, would have a greater impact on people with mobility problems and the visually impaired.

OUTLINE EXIT STRATEGY

(indicate any planned activity to measure customer satisfaction, official hand-over, how the project will be maintained' e.g. is there a revenue budget available, etc.)

London & Quadrant have worked up a business plan for the new facility (Appendix 2), in consultation with the local community, voluntary/community sector groups, LBL's Community Sector Unit and Development team. The business plan has considered several options for centre management and development and proposes a model that is both financially viable and also integrates community capacity building, so that it continues the SRB momentum of building social capital among residents on the Silwood estate.

It is proposed that the freehold for the whole of Phase 3b land will be transferred to L&Q. They will thereafter be under an obligation to construct the community centre and flats above to the agreed specification using SRB, S106 and private finance as outlined above.

L&Q will be under an obligation to pay an annual sum from rental income of the flats above as revenue funding for the community facility from completion of the build, in perpetuity, in line with SRB rules. Any changes to this arrangement will only be possible with the express permission of London Borough of Lewisham and the London Development Agency.

L&Q will be responsible for the management of the facility and ensuring community involvement in the decision making process associated with the centre. Depending on how this community development role progresses management responsibilities for the community centre itself (not the flats above) may transfer to a community based organisation with the appropriate skills. Such a transfer would require the approval of LBL and may involve the granting of a lease at reasonable terms to the community organisation. In such an event the revenue stream provided by the flats above would be transferred to the new organisation responsible for management of the centre.

A Community Use Agreement is being prepared by Legal Services which will cover the obligations of L&Q to the management of the community facility. It will cover potential difficulties that may occur, resulting in centre closure and will detail financial penalties and

Capacity building

Latest most recent minutes
Lynch Estate Agents

from SCF meeting

Lynch

Housing Market Survey
by RICS



Minutes	Silwood Community Forum
Date	Wednesday 4 th February 2009 @ 6.30pm
Location	Lewington Centre
Attendees	Monica Majumder (Chair & minute taker), L Bayne, A Bayne, S Chohan, Marian Farrugia, J Forr, Melanie Banton-Hanchard, Karen Westbrook, Anabela Lewis, Richard Lewis, David McClinton, Carol Ngoma, Doreen Dower, Mark Saunders, Catarina Acha, Pilar Rodrigues, E Martin, PCSO Zoe Lucas, PCSO Dave Sims, Patricia Okonkwo and Sadelle Agyeku.
Apologies	Southwark Wardens, Joan Fuller and Jenny Biggs

Agenda No.	Headlines	Action
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1.	<p>Introductions</p> <p>Minutes of previous meeting agreed.</p>	
2.	<p>Matters arising/updates</p> <p><i>Dog foul</i> With regards to dog fouling there were no updates from Sharon Smith at Southwark Council. Issues were raised about the gate on St. Helena as residents felt it was not high enough or secure to prevent dogs from running in. It was suggested that the gates be made secure.</p> <p><i>Parking enforcement</i> It was noted that as a result of a resident consultation the roads will not be adopted by Lewisham.</p> <p><i>Lewington Centre rates for hire</i> It was noted that the rates are now available on the notice board. Mark Saunders made several comments about the business plan and the Section 106. It was requested both items be discussed at a future meeting.</p> <p><i>Pocket park</i> A consultation was carried out on the pocket park and as a result the park will be turned into an under five's play area, subject to planning. It was suggested a "friends of the park" be convened so that people take responsibility and CCTV may address safety issues.</p>	Sharon Smith

3.

Canada Water action plan

The Council are carrying out public consultation on the Canada Water regeneration programme. There are plans to improve transport links, the shopping centre and offer affordable housing. Residents are being asked to select one regeneration option from the two. The final date for completing a survey is the 20th of February and it can be done online.

Mr Chohan from Southwark Council confirmed that if funds are available the leisure facilities will be improved however there will be no new facilities for children expect for what exists already.

Some residents felt the regeneration programme will only destroy local heritage and cause more congestion.

4.

Open Forum

1. Skips and waste disposal lorries can be heard from 4am; Southwark Council need to address this as this is disturbing several residents. Marian Farrugia
2. Residents would like to know who is responsible for gritting the roads when it snows. Karen Westbrook and Melanie Banton to obtain a list of roads for Southwark and Lewisham, and to confirm who does the gritting where. Karen Westbrook
Melanie Banton
3. There were concerns about fly-tipping and roads not being swept. Residents suggested a lock for the bin shed. It was reported that the lift bin is not working and some residents had concerns about a particular Presentation tenant. Melanie Banton
4. Residents expressed concerns about the level of support they receive from Presentation officers.
5. A tree which falls in the Southwark boundary has damaged the pavements in Lewisham; it was noted that L&Q would not be responsible for repairing the pavement. Marian to ask Southwark highway officers. Monica to obtain a boundary map. Marian Farrugia
Lewisham Council
Monica Majumder
6. It was reported that some of the pavement lights on Old Field Grove have been out for some time now. Lewisham Council
Southwark Council
7. The lights in the communal area keep going off; this could be due to rats. Melanie Banton
8. Dog bins still damaged. Melanie Banton
9. There are concerns about pavement parking as several people do this.
10. Karen Westbrook and Melanie Banton will be doing an

b) What was the common vision that the partners shared for the SRB Silwood Estate? A vision statement was produced – see attached.

c) Do you believe that the vision of Silwood was achieved? Yes – and this was confirmed when all partners attended a close out workshop and the Vision was reviewed.

d) What were the funding streams and were there any onerous conditions attached to these sources of income? Funding was from Lewisham SRB, Housing Corporation and the City of London. The Housing Corporation and SRB has strict timescales for entering into the building contract and the handover of completed properties.

4. OUTCOMES

a) From your perspective, what impact has the re-development of the new Silwood had on the local community and surrounding environment compared with the old one? There is not as much `green open space` because all the houses have their own rear gardens and the ground floor flats have individual gardens. The open space previously was not well maintained and was subject to vandalism and dog fouling. The new accommodation is built to a higher standard than the existing accommodation – this should result in lower energy bills.

b) From your experience, what lessons were learnt? Engage all stakeholders early on in the process. Actively manage project risks. Communicate effectively.

c) If you could do it all again, which issues would you tackle differently given the benefit of hindsight? Silwood is still `locked` within the existing road structure. There was the opportunity of greater cooperation between the two London Boroughs to `open up` the estate by this was not grasped.

When we first started work on the estate in 1999, the sustainability agenda was not as prominent as it is now. We did review using the local South East Combined Heat and Power (SECHiP) plant and utilise the excess energy (heat) to power and heat the local homes. This was rejected because residents thought SELCiP was bad neighbour and that this would limit choice of supplier. There were no/little grants available at the time and the infrastructure was very expensive. In hindsight, this would have been a great sustainable investment.

There is an eight storey, circular, shared ownership block. At the time 8 storeys was pushing the limits. The vision was a make a landmark building – in the local content now, this building is dwarfed and we could have gone a lot higher.

Greater resident involvement although they were involved in the Value Management exercises we undertook. The `pocket park` did not work well.

d) What do you feel has been the main achievements on the Estate? Introducing mixed tenure. Improving personal security and the environment. Providing good quality accommodation and with improving designs as the project went from phase to phase. Anecdotal evidence suggests that the level of crime has been reduced – there is little sign of the frequent cars being burnt out but I am aware that there are still issues with anti social behaviour.

e) Do you believe the Silwood Estate now corresponds to the Government's ideal of a `Sustainable Community`? What leads you to your conclusion? The estate now has a mixture of rented, market rent, shared ownership and for sale properties. The transport links are in the process of being improved. The Lewington Centre and Nursery are fantastic facilities to be utilised by the community. There are however no retail businesses on the estate.

QUALITATIVE INTERVIEW QUESTIONS

DECANTING OFFICER: EXPERIENCE AND PERSPECTIVE OF THE SILWOOD PROJECT

1. BACKGROUND

- a) Which organisation do you work for? LB Lewisham.
- b) What is your role in the organisation? Decant Officer/Project Officer.
- c) What role did you play in the SRB Silwood regeneration project? Mainly decanting of residents.

2. PARTNERSHIPS

a) Who were the partners involved in the regeneration of Silwood Estate? Residents, LBL, LB Southwark, London & Quadrant, Presentation, Tower Homes, Higgins Construction, Bailey Garner consultants were the main partners on the Project.

Also on the Partnership Board were representatives from the N Lewisham Primary Healthcare Group, Network Rail, and the Met Police. I cannot comment on their input as I did not attend Board meetings.

b) Which ones did you find challenging to deal with? No one particular organisation was consistently difficult to deal with, although of course during the course of the scheme all sorts of issues arose.

c) Please give an example of the kind of challenging issues which arose in the context of partnership working and how they were dealt with. Higgins and the RSLs had construction deadlines to meet and wanted to increase the hours of noisy site working. This was discussed thoroughly at Project meetings and a compromise arrived at, so that some additional hours could be worked but without causing unacceptable noise to residents.

d) Did the partnership approach live up to its expectation? Yes, it was quite difficult to start with as it was a new concept for many. However, it became easier as the project continued and its successes became obvious. I think it was also helped by a relatively low turnover of key staff throughout the project.

3. IMPLEMENTATION

a) Was there a Delivery Plan or strategy document for Silwood which you were working to and what was it called? Yes, there was the initial bid document then 6 delivery plans for years 2-7.

b) What was the common vision that the partners shared for the SRB Silwood Estate? The physical regeneration of the Silwood Estate

The estate and the wider surroundings area becoming a place where people aspire to live and work as a result of the SRB supporting social, educational, economic and environmental projects.

c) Do you believe that the vision of Silwood was achieved?
Probably the first more successfully than the second

d) What were the funding streams and were there any onerous conditions attached to these sources of income? The largest single funding streams were SRB funding and other public sector funding. These were more than 75% of the scheme funding.

Initially we had to report on 68 output measures each year, although this was later reduced to 56. The project was monitored closely by the LDA and by the 2 boroughs concerned to ensure it was working effectively.

4) OUTCOMES

a) From your perspective, what impact has the re-development of the new Silwood had on the local community and surrounding environment compared with the old one? My impression is that most people feel that their own housing has improved and they are happy with the properties and especially if they have private gardens. However, there is concern about loss of open space for older children to play. The Community Centre has only just opened and is yet to be running to full capacity. Issues of anti-social behaviour such as low-level crime, dog fouling and fly-tipping are still reported regularly, although my personal feeling is that the general environment is better than it used to be – certainly there are not so many burnt out cars or graffiti. Other projects such as the East London Line extension and the work to the archways on Silwood St are currently impacting on the environment – hopefully once these are complete it will be an improvement.

b) From your experience, what lessons were learnt? Community Facilities should have been re-provided much earlier on in the process. More thought needed to be given to longer-term funding for projects – many struggled to survive once SRB funding ended. Regeneration is a stressful and exhausting time for local residents.

c) If you could do it all again, which issues would you tackle differently given the benefit of hindsight?

See above.

Also more thought needed to be given to usage of the few remaining open spaces – the Pocket Park and the green in Somerfield Street. Better mix of tenures – social housing has been clustered in the early phases of the estate, private housing in the later phases.

d) What do you feel has been the main achievements on the Estate? The physical regeneration of the housing. The new community Centre building is a wonderful building – hopefully this will mature into a fantastic community asset.

e) Do you believe the Silwood Estate now corresponds to the Government's ideal of a 'Sustainable Community'? What leads you to your conclusion? I think it has moved towards being a more sustainable community, in that the housing is modern with a better mix of tenures. The overall environment has improved. The wider area is well served by shops, transport, healthcare etc, although the location of the estate itself is rather cut off. There is a lot of regeneration going on in the wider area such as the East London Line extension, which will add to the area's attraction.

QUALITATIVE INTERVIEW QUESTIONS

COMMUNITY DEVELOPER: EXPERIENCE AND PERSPECTIVE OF THE SILWOOD PROJECT

1. BACKGROUND

- a) Which organisation do you work for? Silwood Regeneration Form (SRF) and Tenants Resident Association (TRA)
- b) What is your role in the organisation? Former Chair in SRF (5 years) and TRA (3 years recently resigned)
- c) What role did you play in the SRB Silwood regeneration project? Tenants resident representative with the SRB board

2. COMMUNITY INVOLVEMENT IMPACT

- a) How has the residents responded to your presence in the community? Residents didn't usually understand my role so it was a case of trying to establish my role. Getting them to come to meeting in the new estate is hard
- b) Are local residents aware of the services the Lewington Centre offers and are they using them? They must be aware by now otherwise something needs to be done to make them aware. The focus has been on youth but there are other groups of people. The intercultural community is still divided.
- c) What types of community activities are currently running? The Community Forum which is attended by the police, Housing Association representatives and community. It gives local people a chance to voice their concerns. There are also a number of youth activities offered at the community centre. However residents don't want to use the hall as you have to pay hourly up to 9pm only and no alcohol is allowed.
- d) What capacity building techniques do you use to get residents involved? When I was in the SRF and TRA we knocked at doors and spoke to people face-to-face. It was also by word of mouth. A big launch day was also planned but that was cancelled. However I am aware that they are planning one at the community centre.
- e) How do you keep tenants informed of local activities such as events and meetings? Same as above
- f) Has there been a good turn out to events /meetings? Not really. It has been quite poor in the new estate compared with the old one. People from the old estate who were involved in meetings have left. But when I speak to people in the new estate they express many concerns and have also of views. It is a matter of getting them to come and participate.
- g) What are the concerns raised by the residents at meetings and what measures are you putting in place to resolve them? Building structure issues (e.g. mould and condensation on windows), Lack of green space, dog fouling, noisy neighbours and anti-social behaviour.

3. COMMUNITY INVOLVEMENT STRATEGIES AND MEASURES

a) Do you feel the Housing Associations and other partners have supported community involvement? Please explain how they do this? Yes they have been supportive in investing money for innovative initiatives such as for the youth etc. However, lack of continuity of support to the community is the disadvantage.

b) Do you think there is a feel of community spirit amongst locals? If so, in what way? No not in the new estate but I believe it is there and is bubbling to come out.

c) If not what measures are you taking to improve this? The TRA needs to be set up properly because through this we will be able to get people together and involved. We need to target the young people in the estate through pro-active measures such as out door activities to keep them busy after school and during school breaks and also conciliation measure to deal with conflicts so that they don not get out of hand.

d) Please name the capacity building activities currently running and how often they take place? At the moment its about establishing a TRA and working on getting residents together and involved. TRA is the key

e) From you experience, what has been the response of local residents to strategies used to get them involved? Ones that attend meetings are usually positive and keen expressing lots of interest. But there has been a problem with sustaining long term commitment from people who take on responsibility in the TRA and other representation role. This has been the down fall for the TRA and therefore has not been established properly.

f) Who provides funding for the general running of the community centre and activities? TRA funding is provided by the Housing Association L&Q. Once a TRA is established the team has to raise funding from other organisations such as the Local Authority, to keep it running.

4. COMMUNITY INVOLVEMENT – NOW AND FUTURE

a) What ambitions and plans do you have for the future i.e. forth coming community involvement activities and groups? Plans to elect a TRA and hope that they are committed to stay on for longer. Create awareness and encourage residents to make more use of the new community centre. Propose to set up a group such as the previous 'Good Neighbours' scheme that will be used to provide support to groups such as the vulnerable, young people and general residents. Also organise trips and outings for families during school breaks. This will be a positive aspect to living on the estate and help bring people together.

b) How do you picture the future of Silwood Estate? What is the 'Legacy' for Silwood? As it stands now I want to be positive and think that improvements will be made in time. I would like to think that people can learn from each other. I believe the key is to keep interactions between the youth because they are the future generation.

d) Do you feel Silwood to be exemplary of sustainable development? If so what factors lead you to this conclusion? Are there transferable lessons which can be used in future for other estates undergoing renewal like Silwood? I believe lessons can be learnt. But as a model not sure yet – as it stand. Because some transition is good and there were good parts but there are issues and concerns of future sustainability of the building and the community. Even though the old

QUALITATIVE INTERVIEW QUESTIONS

RESIDENT: EXPERIENCE AND PERSPECTIVE OF THE SILWOOD PROJECT

1. BACKGROUND

- a) Approximately how long have you lived on the estate? About 20 years
- b) What type of property and size do you occupy? 3 bedroom house
- c) What type of tenure and occupier are you? Tenant
- d) What is your household composition? I.e. do you live alone or with other members of your family? Family with 2 children

2. Old Estate

- a) What was the condition of the old estate? In 1989 when I first moved in the estate was in good condition. There were CCTV, regular visit from the council and the fire brigade. But as people started to move out and new people moved in the estate started to gradually decline. There was no interest from the council to maintain the building like they use to and residents started to neglect their surroundings so there were consistent problems with pests (mice), dirty lifts with needles lying around etc.
- b) Was there a community spirit on the old estate? It was a case of who you know really. For us we kept to ourselves because we did not like the groups that were forming around the estate.
- c) Were you involved in any community activities on the old estate? If so, what were they? We attended a few meetings but we gradually stopped because we had young children. Our children also attended the community nursery
- d) Do you believe the estate was in need of regeneration? Absolutely yes. If it had not been regenerated we would have certainly moved on. The old estate was not good for bringing up children. Safety was an issue because there was always some type of crime happening and we could not leave our children to play around. Our car was broken into 3 times.

3) New Estate

- a) Are you happy with the property you were allocated and the estate in general? Yes we are happy, however we have seen kids starting to destroy trees. They seem to have a lack of respect and sometimes run around late at night. We think the intention for the estate is good and the appearance is nice too.
- b) What have been the main improvements on the estate following its regeneration? The estate looks beautiful now and there is a sense of pride amongst residents we know. The garden is also an additional bonus for us and its great for our children to

play. There is now better security and openness. We are impressed with the way the re-development was planned in phases.

c) Would you have liked to see the estate redeveloped differently? If so, in what way? Not really. It was well done. They did well to cater for families but more space for the children to play would be good. They need to sort out the Pocket park.

d) What impact has moving into the new estate had on you/or you and your family's lives? It has kept us in the estate.

e) Would you like to see further improvements made on the estate? If yes, please state what those improvements should be. We don't think there needs to be any specific improvements on the building but definitely focus needs to be on the people that live on the estate, particularly on the young people. There needs to be better monitoring and support. Young people need to be educated on social skill – learning to respect their surroundings and the community. They need to be kept busy so that they don't get bored.

f) If you are a housing association tenant or leaseholder, are you satisfied with the service provided by your housing association? Not so far but we would like the housing association to fit wooden fences between gardens for privacy.

4) COMMUNITY INVOLVEMENT AND INCLUSION IN THE NEW ESTATE

a) Before you moved into the new estate how were you consulted? Meetings to advise us of the regeneration were held at the community hall and letters were sent to keep us informed. The Lewisham regeneration team also came and spoke to us in our flat.

b) What activities and events did you take part in during the process of re-development? We attended a community outing to the science museum. We also went to view the properties when they were first built.

c) Are you aware of the new community centre and the services that it provides? Yes, but we have not attended any because it seems they only cater for people who do not work. A majority of their courses are at foundation level.

d) Do you know who your new community developer or TRA representative is? No we have not seen or met her.

e) How are you made aware of activities such as meetings and events that happen on the estate? We get leaflets and news letters every now and again.

f) Do you attend any estate related activities? If yes, please state what they are. If no, please state why? Something needs to be done to kick start an awareness. There is a mix of people in the community. They need to target people carefully. There are residents with mixed skills.

g) In your opinion, is there generally a community spirit on the estate? Its beginning slowly but there needs to be intervention to encourage it.

H) Do you/and your family feel secure and as part of the community? Yes, we feel secure. Its more opened now and a close net neighbourhood due to the design of the houses.

I) If you have children, do they attend community activities? If yes please state which ones? No

J) Would you recommend any actions that need to be taken to improve community involvement? Door to door knocking to introduce themselves and encourage interest and, advertise events and activities at central points like local GP. At the moment our interest is virtually 0. We even forget sometimes that there is a community centre around. We tend to take our children outside the community for activities.

5) Future of the Estate

a) What lessons do you think can be learnt from the regeneration of Silwood estate which can be transferred to the regeneration of other estates? It would be advisable for planners to first ask the community what they would like before they design and build. The Housing Associations and Local Authorities have done well in managing the estate's redevelopment and now they must work building interest of the new residents to get involved and be aware of the facilities and services offered to them

b) How do you see the future for Silwood Estate? It would be nice to have a bigger clinic where most residents attend near by the estate. This could also be used as a point for advertising and keeping residents informed of community activities etc. Meetings should also be arranged at times that suit most resident's lives. Its hard to attend meetings because it is held during the time that we are just coming in from work and settling our children. Also we would like to see more activities provided at the community centre, such as music lessons. We would not mind to pay for activities.

QUALITATIVE INTERVIEW QUESTIONS

RESIDENT: EXPERIENCE AND PERSPECTIVE OF THE SILWOOD PROJECT

1. BACKGROUND

- a) Approximately how long have you lived on the estate? I have live on the estate since 1995. Altogether for 14 years
- b) What type of property and size do you occupy? 3 bedroom house
- c) What type of tenure and occupier are you? Tenant
- d) What is your household composition? I.e. do you live alone or with other members of your family? 7 people (5 children and 2 adults)

2. Old Estate

- a) What was the condition of the old estate? The Old estate was tired and in need change. The flat we lived in felt cold and not homely. However the estate was generally kept clean and tidy by the care taker.
- b) Was there a community spirit on the old estate? Yes. When you come out you always see people gathered and say hello. They were friendly.
- c) Were you involved in any community activities on the old estate? If so, what where they? No but I got advice and support from the Good Neighbours project. They arranged for me to attend college and paid for my childcare expenses.
- d) Do believe the estate was in need of regeneration? Yes, particularly for families with children. There were no where for children to play because our block were flats. It was not a child friendly place to raise children.

3) New Estate

- a) Are you happy with the property you were allocated and the estate in general? I am very happy with my home and generally happy with the estate.
- b) What have been the main improvements on the estate following its regeneration? The main improvements are houses with gardens, new nursery and community centre.
- c) Would you have liked to see the estate redeveloped differently? If so in what way? Definitely an outdoor open play area for children, such as an Astroturf for football. The lack of this has been a big problem for the parents, especially during school breaks.
- d) What impact has moving into the new estate had on you/or you and your family's lives? Kids now have the freedom to play in their gardens and are not enclosed

anymore. There is now easy access to car par and my home door .e.g. for pushchairs etc. Before I either had to take the lift or climb long stairs.

e) Would you like to see further improvements made on the estate? If yes, please state what those improvements should be. There certainly needs to be more facilities and actives for young people. There is a youth club but its only for 8 years and over. And there is a soft play area for under 5s. But nothing for children between the ages of 5 and 8 years. A convenient shop nearby would also be appropriate to save us from always having to go all the way to Tesco at the Surry Quays Shopping Centre

f) If you are a housing association tenant or leaseholder, are you satisfied with the service provided by your housing association? Yes like repairs are done on time . I have not had any problems

4) COMMUNITY INVOLVEMENT AND INCLUSION IN THE NEW ESTATE

a) Before you moved into the new estate how where you consulted? Lewisham council sent letters telling us of their plans and also through meeting in the community centre. I attended a meeting where architects and the housing association explained the designs of what they where going to build and options we as residents had on staying or moving.

b) What activities and events did you take part in during the process of re-development? There were activities but I was unable to attend as I was busy raising a young family.

c) Are you aware of the new community centre and the services that it provides? If yes, please state them. Yes I am aware of it. I know of their youth club and soft play group.

d) Do you know who your new community developer or TRA representative is? No

e) How are you made aware of activities such as meetings and events that happen on the estate? Yes. I see the leaflets when they come through the post hole. But I haven't been able to attend any yet. Just don't have the time and no one to look after the kids if I was to attend.

f) Do you attend any estate related activities? If yes, please state what they are. If no, please state why. None are actually happening at the moment

g) In your opinion, is there generally a community spirit on the estate? No I don't really think there is a community spirit in this community. People keep to themselves and usually just come in and out of their houses. People don't hold their head high and smile like they did in the old estate. When I come out I greet the people I know who are from the old estate.

H) Do you/and your family feel secure and as part of the community? Yes, we feel safer now. There are no burnt cars or vandalism like there use to in the old estate.

I) If you have children, do they attend community activities? If yes please state which ones? My 10 year old daughter has attended the youth club a few times. Daughter – we did computer activities and we talked about emotions. It was for 2 hours and once a week.

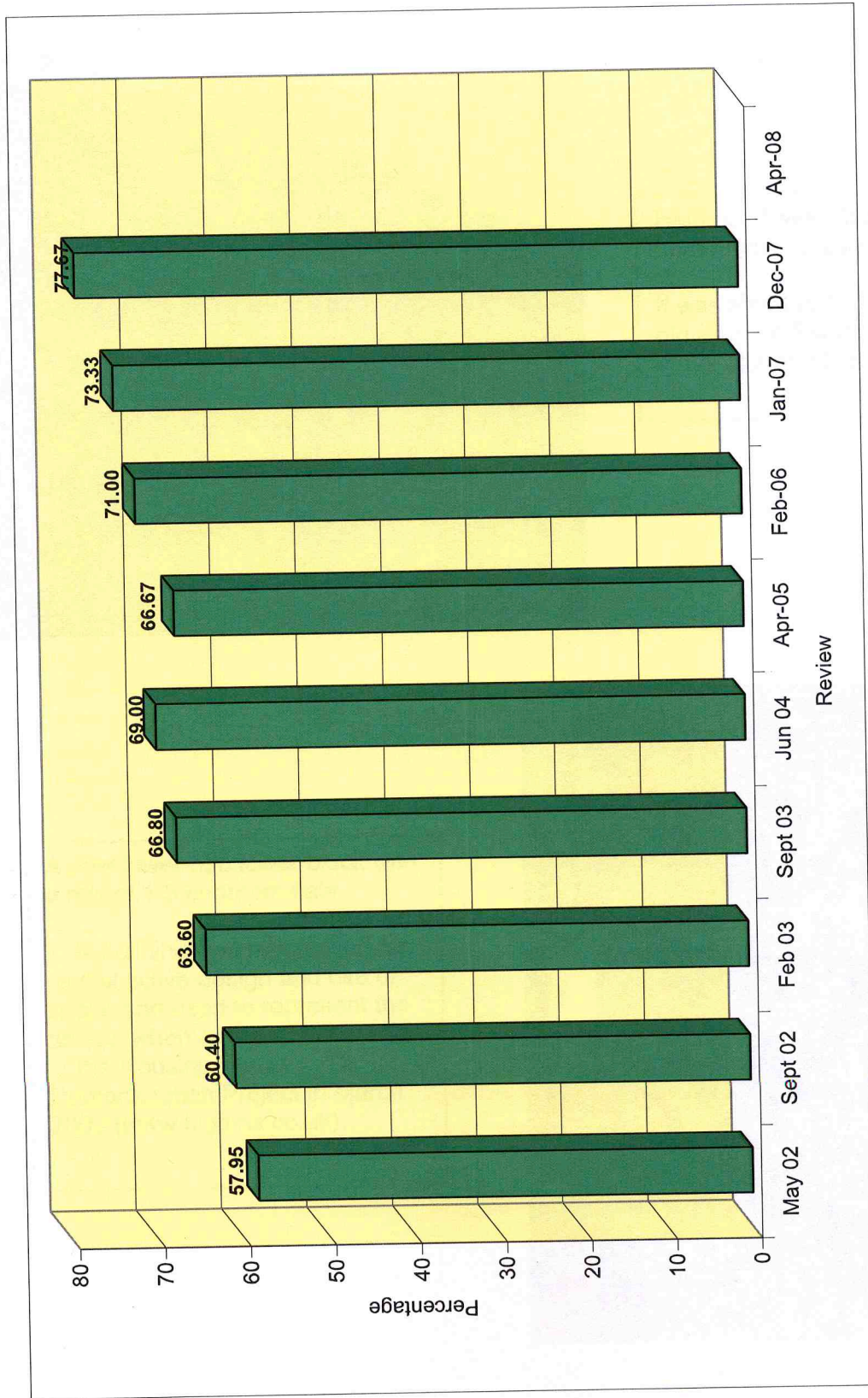
J) Would you recommend any actions that need to be taken to improve community involvement? If yes, please state what needs to be done. More advertising maybe have a notice board somewhere in the estate that has information so we can know what is happening. The community workers should also make themselves familiar to us so we know who is who. Also it would be nice if they can arrange activities that families can participate, like healthy cooking or gardening maintenance.

5) Future of the Estate

a) What lessons do you think can be learnt from the regeneration of Silwood estate which can be transferred to the regeneration of other estates? The developers and planners need to think ahead and consider the needs of families with children that move into estates such as for outdoor play space. The government is always talking about kids getting obese but then again they are not helping the problem and providing a space where kids can keep fit, away from the TV and computers. The garden is not enough because the kids like to play out and socialise with their friends.

b) How do you see the future for Silwood Estate? When we first moved in there were always community wardens patrolling but we have not seen them for a while now. And there are a bunch of kids starting to gather round and looking intimidating in some streets. I think if the housing association doesn't take control then this new estate will end up like the old one – where kids caused damage to the estate buildings, and residents' possessions.

SILWOOD ESTATE COMMUNITY REGENERATION
SUMMARY OF TEAM AVERAGE SCORES



BEFORE AND AFTER REGENERATION - IMAGES OF SILWOOD ESTATE



High rise tower block –
Lambourne House

It was situated at the heart of the old Silwood Estate. It comprised a mix of 2 and 3 bedroom flats

A new lower rise tower block with a mix of 1-3 bedroom flats.

This building was recognised for its distinctive design and use of space and used to represent the project when awarded the status at the Housing Forum Demonstration Project in March 2003 (www.higgins.co.uk).



Spectacle media production, 'Silwood Video Group' www.spectacle.co.uk.

Spectacle is an independent television production company specialising in documentary and community-led investigative journalism, which has been conducting projects on Silwood starting in 2001 to present.

APPENDIX 9

BEFORE AND AFTER REGENERATION - IMAGES OF SILWOOD ESTATE



View of a mix of tower blocks and town houses on the old Silwood Estate

The surrounding area was covered by large green space and trees

The newly built properties comprise a mixture of 2 & 3 bedroom houses with private gardening.

The surrounding area has open space, easy access to the properties and car parks.



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APPENDIX 9

BEFORE AND AFTER REGENERATION - IMAGES OF SILWOOD ESTATE



The old estate was old and tired suffering from declining from neglect

The regeneration programme has enabled modern low rise buildings in a clean environment



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APPENDIX 9

BEFORE AND AFTER REGENERATION - IMAGES OF SILWOOD ESTATE



- Compared to the old Silwood Estate the new one has provided around 785 new homes for local people and the refurbishment of 119 existing homes.
- A new estate with a new layout, landscaping and facilities for residents and local people.
- A milestone of 7 years of community projects and initiatives aimed at improving and increasing opportunities for residents at Silwood and people living locally (silwood online).



Spectacle media production, 'Silwood Video Group' www.spectacle.co.uk.

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IMAGES OF COMMUNITY FACILITIES ON THE NEW SILWOOD ESTATE



The Community Centre which offers services for local residents including:

- Cyber Centre
- Computer courses
- Soft Play Area for under 5's year olds
- Youth club 8-15 year olds

Tenants would like Practical Courses on

- Cooking
- Gardening
- Health
- Job search sessions

Pocket - developed as part of the regeneration programme. It is a small space and not being used.

It needs to be child friendly e.g. a mini area with swings and slides.



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JOB DESCRIPTION FOR A COMMUNITY WORKER/CONCEIGE PERSON

A Community Worker who will provide a new service to the residents and community at Silwood Estate. This role should be paid with benefits of a mobile phone for easy referrals when residents need help. There could be an additional benefit of accommodation for the person who is taken on, in the estate. Living on the estate will enable the advantage of getting to know the residents and the surrounding area.

The successful applicant will be working in partnership with the housing association team of other community developers and other voluntary sector groups, local businesses and public/private bodies, in a way that will support the whole community to have a sense of ownership and develop respect amongst the youth their surroundings. However their main and duties will be to lead, coordinate and act as a community liaison to residents of Silwood.

Training courses such as Neighbourhood Renewal (given broader understanding of housing legislation and how it affects the way work is done in the regeneration sector) should be offered to update their knowledge on local and national strategies on regeneration and shaping places. The successful applicant should build a team of volunteers who will support their work and duties on the estate.

AIM

The aim of the role will be to bring the community together physically and socially. The role will also work to benefit the environment and work to achieve the objectives.

Purpose of the role

- work to build community engagement, involvement and community spirit amongst residents
- They will work to promote social inclusion and combat isolation amongst vulnerable residents.
- To create and build mix and community spirit in the new community
- To enable continuity and effective use of services

The main objectives of the role will be to deal with;

- Form good relationships with and amongst residents to encourage building of trust, reassurance and trust
- Motivating residents to use community centre facilities

- Create and boost awareness and advise residents of services and facilities on offer at the community centre
- Make referral on behalf of residents to housing departments and other agencies
- Deal with moral issues amongst residents such as Respect for homes and the environment
- To develop communities activities and workshops in partnership with volunteers and housing management such as cooking, gardening courses

They will be leading and co-ordinating community engagement activities in partnership with the Community Centre Manager and Neighbourhood Investment Co-ordinator

Person Specification

A forward thinker, good listener and good communicator, approachable, conscious, good interpersonal skills, be able to plan and carry out community activities, good organiser, flexible, committed to the importance of locality working, experience, and vision for the following:

- Community empowerment,
- Community development and
- Community engagement.
- Political awareness and member support.
- Community leadership.
- Partnership working.

Community working is a brand new service

The Community Working service is an essential means of listening to communities and will play a strong part in meeting the duty to involve local people in local services and policies

Residents have concerns, and it is crucial to listen and hear them rather than simply dictate to them what is going to happen next. Residents need reassurance that they are being taken seriously in order to build good relationship, trust and respect.

APPENDIX 11

PROJECT WORK PLAN AND TIME LINE RECORD

Activity	Planned and completed	Comments
1. Identify a topic	29/10/08	Read through Inside Housing, newspapers, live radio talks to get info and be inspired. Chose estate development
2. Undertake background research	30/10/08	Look at topics on estate regeneration using university library database & electronic info resources.
3. Identify working title	11/11/08	Issues on Sustainable community and community involvement identified. Chose to use Silwood Estate Think of titles
4. Meeting with supervisor	14/11/09	Short discussion on working titles
5. Prepare dissertation proposal	19/11/08	Look at Dissertation research & writing for construction student's book.
6. Proposal approved by dissertation	03/12/08	Proposal presentation successfully done, approved and marked by Mark Daley
7. Undertake literature review	15/12/08	Internet search on Swetswise, communities website and through inside housing journal
8. Meeting with supervisor (research literature stage)	06/1/09	Discussion on ideas and government documents found.
9. Build up literature file and develop proposed structure of report	13/01/09	Saved and printed relevant government docs and info on Silwood Built a story and picture of report
10. Meeting with supervisor (structuring stage)	27/01/09	Presented a structure and discussed contents and titles headings
11. Select interviewees	4/02/09	-Decided partners of the project to interview -Research and collect contact details -Attended Community Forum meeting at the Lewington Community Centre
12. Prepare interview questions	23/02/09	Developed questions that associate with objectives
13. Meeting with supervisor (preparation for interviews stage)	27/02/09	Presented draft of questions for interviews. It was advised that different questions for different interviewees
12. Arrange and conduct interviews	22/03/09 - 1/04/09	Successfully conducted face-face interviews on selected partners.
13. Analysis interview results		
14. Meeting with supervisor	30/03/09	Discussion of progress so far and

APPENDIX 11

		issues found on the Silwood estate
15. Chapter 1 – write up	31/03/09	
16. Chapter 2 – write up	06/04/09	
17. Chapter 3 – write up	10/04/09	
18. Chapter 4 - write up	15/04/09	
19. Chapter 5 – write up	16/04/09	
21. Write list of references and acknowledgements	Same as above	
22. Write abstract	16/04/09	
23. Final draft to critical reader for proof reading	17/04/09	Check and returned
24. Final draft to supervisor for final comments and feedback	17/04/09	Checked and returned
26. Insert appendices, list of tables and figure	20/04/09	
27. Send for binding	21/04/09	
28. Submit	24/04/09	Completed