Wards Affected:
All Wards

ITEM 9

CABINET

21 DECEMBER 2015

REGENERATIONMK PROCUREMENT OF A PARTNER

Responsible Cabinet Member:	Councillor O'Neill (Cabinet Member for Housing and Regeneration)
Report Sponsor:	Jane Reed (Service Director, Housing and Community) Tel: 01908 253553
Report Authors:	David Gleeson (Regeneration Programme Director) & Kathryn Eames (Head of Regeneration) Tel: 01908 252320

Executive Summary

The Government's Index of Multiple Deprivation (2015) assessed 11 estates in Milton Keynes as being in the top 15% most deprived nationally, with a local life expectancy differential of 12 years for men, and 9 years for women in the most deprived estates compared with their more affluent neighbours. The declining condition of the council owned housing in 7 of these 11 areas means that the living standards for many residents on the lowest incomes is unacceptable, and the escalating cost of maintenance for the Council, unsustainable.

The existence of inequalities impacts adversely on the whole of Milton Keynes, ranging from an increased demand and spend on health and support services, to a reduced qualified resource pool for local businesses. Poverty is a cost we cannot afford.

In July 2015, the RegenerationMK 2030 Strategy[1] was approved detailing priorities for People, Place and Prosperity. The established Neighbourhood Employment and Community Partnership programmes are already enabling the delivery of priorities for People and Prosperity, however, delivering the strategic priority for Place (the priority areas for investment) cannot be realised without developing a new mechanism to provide both expertise and the opportunity to secure significant funding.

The Cabinet decisions in 2010/12/13/14[2] provide the roadmap to this paper, and demonstrate consistent cross political party commitment to community led regeneration across Milton Keynes.

In June 2014 the Council embarked on the procurement of a commercial partner with whom to deliver this regeneration programme across priority areas underpinned by a total asset management approach to council owned stock. Solutions have been refined through a Competitive Dialogue exercise supported by specialist advisors, which has resulted in the proposed selection of Mears Group Plc.

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[1] http://www.milton-keynes.gov.uk/housing/regenerationmk-strategy-2030

[2] http://milton-keynes.cmis.uk.com/milton-keynes/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/572/id/1009/Default.aspx

This report outlines the key elements to the agreement which Cabinet is asked to authorise, supported by a series of annexes providing more detail about the process and how the agreement will work.

1. Recommendation(s)

1.1 That the selection of Mears Group Plc (Mears) to form a joint venture Partnership with Milton Keynes Council be approved to deliver the following range of activities:

a) Regeneration activities in the priority areas;

b) Total asset management of all Council owned housing stock; and

c) Development opportunities on Council owned sites in non-priority regeneration areas.

1.2 That the Corporate Director – Place, in consultation with the Leader of the Council and the Cabinet member for Housing and Regeneration be authorised, in respect of the contract documentation to:

a) Make any minor amendments to reflect the proposal; and,

b) Sign on behalf of the Council.

1.3 That the Repairs and Maintenance contracts for reactive and planned investment works be awarded to Mears, to be managed by the Partnership.

1.4 That the proposed governance structure and the establishment of a committee as set out in paragraph 4.6 of this report be approved.

1.5 That the Council use its statutory powers to support the delivery of the regeneration proposals.

1.6 That the use of Housing land, including potential disposal, be delegated to the Partnership, noting the retained controls over best consideration.

2. Context

2.1 There are great opportunities in Milton Keynes. It is the top city in the country for job creation (Cities Outlook 2015) and is one of the fastest growing places in the country. However this success is not experienced by everyone.

2.2 The Index of Multiple Deprivation (IMD) compiled by the Department of Communities and Local Government stated in 2010 that seven estates in Milton Keynes were within the 15% most deprived nationally. The latest IMD 2015 reports that a further four areas are now regarded as within the 15% most deprived nationally, with income, employment, health and education being the factors most significantly affecting that assessment. Locally, the differential in life expectancy (2011) between the most and least affluent wards is 12 years for men and 9 years for women.

2.3 As at 31 March 2015 Milton Keynes Council owned 11,289 social rented and 1,565 shared ownership properties spread over 70 locations, with approximately 25% of these properties situated in just 7 areas, mirroring those estates highlighted by the IMD. There is a significant need for investment in the Council owned stock to bring homes up to an acceptable standard. Furthermore, about 50% of properties in the priority areas are now in private ownership. Many are suffering from poor physical condition due to lack of investment, exacerbated by suppressed property values.

2.4 Informed by both the national IMD statistics and Council owned property conditions, the regeneration activity proposed in this report is therefore focused on the 7 priority areas. These are Beanhill, North Bradville, Coffee Hall, Fullers Slade, Lakes Estate, Netherfield and Tinkers Bridge.

Rationale and Financial Constraints

2.5 Through the undertaking of the investment programme on the Lakes Estate where all Council owned properties have been improved, it is clear that whilst benefits have been realised for council tenants in terms of energy efficiency and improved living conditions, the impact on private owners and the community as a whole has been far less positive. Despite a £20 million investment in this area by the Council and improved housing for some, the factors widely believed to be critical to improve life chances (tenure mix, quality of public realm, unemployment, poverty and social sustainability) are largely unchanged by this investment.

2.6 Based on our experience of the Lakes Estate project and evidence from elsewhere, improving only Council owned properties will not deliver the outcomes necessary to reverse the decline of our priority areas and generate sustainable change for communities.

2.7 The Council manages its housing stock through the Housing Revenue Account (HRA) which is a ‘ring fenced’ account to be used for the benefit of council tenants only, thereby preventing our ability to deliver wider regeneration through this means.

2.8 The HRA has finite funds available within it and its ability to borrow is limited through the imposition of a cap on debt. The Housing and Planning Bill currently going through Parliament will also require the Council to cut rents for tenants by 1% each year for four years from April 2016. This results in a loss of income that could otherwise have been available to invest in stock and regenerate areas (over a 30 year Business Plan the difference in net income is around £444m). The current drain of high maintenance costs and projected investment need for the properties in the priority areas, if left unchecked, is unsustainable.

2.9 The funding within the HRA is not sufficient to undertake an effective regeneration programme. General Fund resources cannot by law be used to fund council house regeneration. Hence, the Council cannot directly deliver the work required to regenerate the priority areas.

2.10 Accordingly we needed to develop a mechanism to bring forward regeneration proposals and the funding to deliver them.

2.11 In addition to the defined regeneration need, the Council's current approach to the maintenance of all its properties is no longer viable; with a disproportionate amount spent on reactive repairs, particularly on the ageing non-traditionally constructed properties in the priority areas. Without a new mechanism to continue the appropriate maintenance of our properties any approach to regenerating the priority areas is undermined and non-priority areas would be at risk of decline.

Proposal

2.12 To resolve these issues and enable regeneration of the seven priority areas a partnership is proposed between the Council, the private sector and the community, to bring forward successful, financially viable regeneration schemes. To ensure the Council can properly maintain its stock in the future the Partnership would use a total asset management approach. Utilising accurate up to date stock condition information to inform investment strategies will reduce reactive repair expenditure and increase the level of planned investment, thereby enhancing value for money. An explanation of this approach is set out in Annex A.

2.13 On this basis work has been undertaken to procure such a regeneration Partnership underpinned by a total asset management approach.

3. Procurement Objectives and Process

3.1 In July 2015, the RegenerationMK 2030 Strategy[3] was approved. With a focus on People, Place and Prosperity, it outlines the actions needed to achieve the vision of a Milton Keynes where all people are empowered to take ownership of their future, where their surroundings make their lives better, and where barriers are removed between people and jobs, and ambitions can be realised.

3.2 The frameworks to enable the achievement of the priorities for People and Prosperity are already in place with:

a) RegenerationMK's Community Partnership team supporting community engagement and development across the priority areas;

b) RegenerationMK's Neighbourhood Employment Programme addressing the issue of low skills and unemployment across priority areas and groups in Milton Keynes.

3.3 The strategic priority for Place states that 'we will deliver transformational changes across the city focusing on priority neighbourhoods for investment. We will support and deliver ambitious schemes of mixed tenure development, providing high quality living opportunities for existing

[3] http://www.milton-keynes.gov.uk/housing/regenerationmk-strategy-2030

and new residents and in doing so seek to create vibrant, welcoming and safe places to live and work. We will seek to deliver a befitting legacy for current and future communities that is desirable, affordable and sustainable, and we will remove the postcode stigma.' This cannot be realised without the establishment of a partnership providing both expertise and significant funding.

3.4 The procurement of a commercial partner was initiated through an Opportunity Prospectus which detailed the objectives of the programme as follows:

a) Combine the expertise and experience of public and private sectors to establish a long term asset management approach for retained housing that will allow investment to be targeted more effectively (and allowing finite budgets to increasingly focus on planned rather than reactive works).

b) Ensure that the management and maintenance of MKC's stock is delivered to achieve very high levels of resident satisfaction.

c) Jointly develop a robust methodology to determine those properties that are no longer economically sustainable or fit for purpose, and effectively integrate these into a wider regeneration programme.

d) Create an environment where public and private sectors can work jointly or independently to identify, develop and subsequently deliver regeneration activities in the most effective manner. Such opportunities are expected to range from small infill sites to substantial neighbourhood remodelling opportunities.

e) Use the scope of activities within the RegenerationMK programme to advance social and economic regeneration with a specific focus on the neighbourhoods themselves.

3.5 The procurement exercise was designed to explore and encourage different approaches and possible solutions on how to best utilise available funding and resources that maximise the long term benefits to MKC (see Annex A for an overview of the procurement process and the MEAT evaluation). Central to the discussions, and the future operations of the proposed Partnership, are the principles contained within the RegenerationMK 2030 Strategy. These provide the framework for all future regeneration delivery; leadership, social partnership, co-production, equity, local benefit, quality and innovation.

4. The Partnership

4.1 The Partnership will be responsible for:

a) Regeneration of the priority areas; and,

b) Managing the total asset management contracts on behalf of the Council.

Regeneration of the Priority Areas

4.2 To regenerate the priority areas the Partnership will:

a) Adopt a community led approach to regeneration across the city, focusing investment in priority neighbourhoods;

b) Build the skills, knowledge and confidence of residents and community groups to enable them to be active partners in the regeneration of their neighbourhoods;

c) Deliver improved access to employment;

d) Support, procure, finance and deliver ambitious schemes of mixed tenure development ensuring no net loss of social housing across the programme; and,

e) Create vibrant, welcoming and safe places to live and work.

It will do this by:

a) Working with communities to develop masterplans that are commercially feasible and logistically deliverable;

b) Building on the existing RegenerationMK communications and community engagement approach, engage residents and other key stakeholders in the consultation process, enhanced through local political involvement in initial and subsequent engagement. (See Annex C for an overview of the community led approach to regeneration);

c) Supporting and building on the Neighbourhood Employment Programme, targeting its recruitment locally and reinvesting in the local economy where appropriate;

d) Analysing, recommending and implementing financing strategies;

e) Acting as a Development Management partner providing the management expertise to commission, procure and deliver housing led regeneration; and,

f) Ensuring value for money, risk management and financial management across the range of development activity and determining the best use of land to release resources.

Total Asset Management

4.3 To manage the total asset management contracts on the behalf of the Partnership will:

   a) Put in place a robust total asset management strategy identifying priorities for investment;

   b) Make recommendations on the future of stock based on whole life and cost benefit analysis;

   c) Determine the maximum required expenditure on day to day maintenance to optimise available expenditure on planned investment; and,

   d) Deliver high levels of resident satisfaction.

It will do this by:

   a) Putting in place appropriate arrangements that ensure the ongoing management of asset management / maintenance programmes and contracts;

   b) Capturing detailed asset condition data, and analysing that to inform the investment decisions within the Business Plan;

   c) Ensuring investment and divestment decisions are based on robust and accurate data that will be regularly reviewed and updated to ensure the best investment decisions are made;

   d) Monitoring expenditure profiles on reactive repairs to address unwarranted expenditure; and,

   e) Ensuring value for money is achieved across all asset management activities.

Partnership Structure and Governance

4.4 The Partnership will be established on a 50:50 ownership basis between the Council and Mears, and this Partnership will be formed as a Limited Liability Company. This will be a separate entity to the Council and will be independent of the Council.

4.5 The Partnership, once formed, will operate under a Members' Agreement that will contractually frame the operational requirements and limitations of the Partnership.

4.6 Governance will be provided through a Main Board. It is proposed that the Council reserve the power to recruit and appoint to the Main Board, and delegate this to a committee. It is also recommended that the business plan and strategy relating to the regeneration proposal is added to the reserved list of plans. This will then become a reserved council decision which can be delegated to a committee.

A committee of the Council can then be established which is politically balanced and will:

a) Recruit qualified individuals to represent the Council on the Main Board;

b) Have the power to remove its representatives from the Board for poor performance or misconduct;

c) Have oversight of the annual Business Plan review process; and,

d) Report (at least annually) to Cabinet and Council on the performance against Business Plan.

(See Annex B for an overview of the Partnership governance).

4.7 On an annual basis, the Leader of the Council and the Cabinet member for Housing and Regeneration will meet with the Main Board to formally present the Council's objectives for the coming year. This will be to ensure the Partnership Business Plan is aligned with the Council's objectives.

<u>Core Partnership Documentation</u>

4.8 Underpinning the delivery ambitions outlined above there are a number of core documents that detail how in practice the Partnership will operate.

4.9 Framework Agreement

This is the overarching agreement which sets out the parties' aims and aspirations for the programme as a whole. It provides a mechanism for the parties to enter into other contract documents to ensure the delivery of the different elements of the programme. These are: the Members' Agreement, the Partnering Agreement, the Repairs and Maintenance Contract and the Planned Works contract. It also provides for the development of the funding solution for the regeneration programme.

4.10 Members' Agreement

This is the legal agreement that forms the Limited Liability Partnership. It will be signed by the Council, Mears and by the Partnership. It refers to the business function of the Partnership, board membership, management of business affairs, budgeting, business planning, reserve matters and financial matters.

An overview is available at Annex D.

4.11 Partnering Agreement

This is the legal agreement between the Council and the Partnership that specifically captures how the Partnership will operate contractually, how it will be managed and how it will be held to account (an overview is available at Annex D). A suite of documents that frame how the business will operate are annexed to the agreement. Once finalised by the Partnership, these will be contractually binding on the Partnership. These documents are:

a) Year 1 Business Plan

This details what is to be achieved in the first year of the Partnership that justifies the level of investment made. It shows how the Partnership will generate income to contribute to financing its operations. The Year 1 Business Plan for the Partnership has been agreed between the Council and Mears, but will be revisited based on future input from the Partnership and any feedback from the committee with powers to advise.

An overview is available at Annex E.

b) Year 2-6 Business Plan

This will frame the major objectives for the Partnership. It will clearly identify those areas where community led regeneration and stock investment programmes will commence in that period. Proposed expenditure profiles and funding arrangements will be included. It will be a fluid document that will be forward looking beyond the 5 year framework due to the scale and nature of some of the schemes.

This document will be developed by the Partnership in Q3-Q4 of 2016. It will be subject to annual review and timed to align with the Council's budget setting process. The Council's proposed Regeneration committee process will also be aligned to inform this decision making process.

c) Strategic Key Performance Indicators (KPI's)

These measures will be used to measure and verify the success of the Partnership. They will be reported annually and will be aligned to the annual Business Plan update process. It is these that will be used to specifically hold the Partnership to account for its performance.

These strategic KPI's will also be informed and supported by operational KPI's delivered through contractual arrangements managed by the Partnership.

A summary is available at Annex F.

d) Development Strategy

This document sets out the overall approach to the management of development activity, and the processes and information which would inform the decisions on development activity. It includes options appraisals, consultation and engagement strategies, key objectives, procurement, value for money, acquisition strategies, land valuations, release of land under licence and Compulsory Purchase Order referrals to the Council.

The strategy will be reviewed on an ongoing basis to ensure that it remains fit for purpose and reflects requirements as the programme evolves.

An overview is available at Annex G.

e) Value for Money Protocol

This applies to construction activity, repairs and maintenance costs, supply contracts, professional services and financing costs. There are various ways that testing of value for money can be demonstrated including competitive tendering, benchmarking and open book. The best option will be selected based on the complexity of the selected scheme.

An overview is available at Annex G.

f) Development Business Case

This is a template to assess and determine the development approach. It will be used for a range of development opportunities. The Partnership will be expected to exercise its professional judgement in terms of the level of detail that is provided, commensurate with the scale and complexity of the proposed scheme.

An overview is available at Annex G.

g) Project Approval Process

This document sets out the mandatory milestones at which any individual Development Project and/or Investment Project must be considered and endorsed by the Partnership Board, and the expected maturity at each milestone.

An overview is available at Annex G.

4.12 Repairs and Maintenance Contract

This is the contract between the Council and Mears to deliver day to day reactive repairs, works to void properties, gas servicing and safety.

An overview is available at Annex D.

4.13 Planned Works Contract

This is the contract between the Council and Mears to deliver stock investment work to council owned properties.

An overview is available at Annex D.

5. Partnership Resources

5.1 The new Partnership will be formed using a selection of MKC and Mears staff while external recruitment takes place to fill certain posts. Specifically the existing Regeneration Service will be seconded to the Partnership. The funding of the service and its programmes will contain as now with the Council funding this work. In addition the Council will fund the client function from the HRA.

5.2 The Council is committing to a one off contribution of £500k to the funding of the Regeneration aspect of the Partnership. This funding is being provided from the HRA, and has been allocated in the draft HRA 2016/17 budget and MTFP. This will be match funded by Mears. This funding will enable the Partnership to fill its new posts and commence work. The Partnership will need to become self-financing through the revenue returns from development activity. The Council will also continue to fund, as contributions to the Partnership, the seconded Regeneration Service and the client function.

5.3 No decisions have been made in terms of the financing of the regeneration activity. Each individual Development Business Case will be prepared alongside the Development Strategy and Project Approval Process. The financing of the development will be explored at this time and any proposed financing solutions will have to be tested and verified as representing value for money. Decisions on financing will be made by the Main Board, considering the risk appetite and proposals at the time. The Cabinet would need to decide if any additional Council financing is to be committed (as would Mears).

5.4 The Council is not required to fund any development proposals as part of the Partnership. However it is envisaged that the Council will want to consider funding some schemes for a return. Such decisions will be the responsibility of the Cabinet.

5.5 No decisions on financing options are being made at this time however some funding options that could be considered are:

a) Raise development finance to fund particular activity;

b) Raise finance in the capital markets through an instrument such as a financial bond;

c) Through the Council’s prudential borrowing powers, raise funding through the Public Works Loan Board. This would require the further agreement of the Council; and,

d) Use of HRA resources to fund certain activity, although as previously noted HRA funds can only be expended on costs relating to the council housing element of the programme. Again this would require the further agreement of the Council.

Additionally the Council could, of course, choose to become a commercial funder of any scheme.

5.6 Total Asset Management

The recommendation of the report is that Mears are appointed as the Council's contractor for the total asset management of council housing, for a 5 year period with the option to extend by 5 years, as having submitted the most economically advantageous tender in the procurement process.

Based on this recommendation, the draft HRA budget for 2016/17 and Medium Term Financial Plan include savings of £1.5m per annum, in line with the tender. Additional savings on responsive repairs and planned maintenance will be sought in the operation of the contracts. These savings will provide additional capacity for HRA contributions toward the costs of the regeneration of council housing within the regeneration areas.

5.7 Council Housing Assets in Non-Regeneration Areas

The Council, through working with the Partnership, will continue to invest in council housing outside the regeneration areas, in order to maintain and improve the non-regeneration stock in the interests of sound asset management and of tenants' welfare.

The HRA Business Plan will continue to be used as a tool to ensure that the investment needs of the non-regeneration stock can be met, alongside demands for resources for the regeneration programme and the need to ensure the HRA remains in a sustainable position.

5.8 Treatment of Council Land

It will, through agreed delegation, use any Council owned land that is made available to it under licence to undertake regeneration activity agreed with communities. This will be subject to strict controls to ensure that it is used for the purpose intended where the specific agreement is reached to develop/redevelop sites, and will be aligned to the business planning process. Individual regeneration proposals may require land to be transferred, for example land for private development could be transferred to the developer of this housing or to the purchasers of the individual units.

If land is to be transferred this will be at independently assessed market value, ensuring the Council receives best consideration. This means that any land in the designated areas can be used to either finance or deliver regeneration objectives. See Annex H for designated regeneration areas.

An overview is available at Annex D.

5.9 Dividend Policy

Although the Dividend Policy allows for distribution of dividends (profits), it is not anticipated that the programme will generate surpluses which could be used for distribution. Where there are individual developments which make a surplus, it is anticipated that this will remain in the Partnership to contribute to the costs of future developments, in order that the entire programme is deliverable. This is supported through the Dividend Policy which stipulates that any distribution of surplus would need to be agreed by both parties.

An overview is available at Annex D.

5.10 Client Function

The client function will largely be fulfilled by the Partnership to enhance value for money by minimising costs. This will be done through performance measurement and management. In addition the Council may choose to commission independently verifiable audits.

6. Options

6.1 Do nothing

The IMD has shown that over the past 5 years the social and economic conditions in priority areas are worsening, and in these same areas there is a significant need for investment in the Council owned stock, with privately owned properties in a similar or worse condition.

In addition if the Partnership was not established there would be a substantial amount of work needed to stabilise the current position for the Repairs and Maintenance of Council stock though an emergency procurement or the extension of the current contract. This would not represent value for money. Doing nothing is therefore not the recommended option.

6.2 Deliver regeneration without establishing a partnership

This paper has clearly shown that the Council does not have the resources, particularly finance, to carry out regeneration on its own. Consequently this is not a realistic option and it is not recommended.

6.3 Establish the Regeneration Partnership

The proposed Partnership with Mears represents the best solution to enabling the delivery of large scale regeneration on priority estates and driving quality and efficiency throughout the asset management of our housing stock. This proposal has been brought to the Council after extensive market testing and a lengthy procurement exercise supported by a team of specialist advisors. Officers believe that it represents the best overall solution for achieving social, physical and economic regeneration across Milton Keynes. **This is the recommended option.**

7. Implications

7.1 Policy

The RegenerationMK programme will complement the Core Strategy, Plan:MK, the Local Investment Plan, Regeneration Strategy and the Economic Development Strategy. The successful delivery of the Regeneration programme will positively contribute to a range of the above.

7.2 Resources and Risk

The financial implications are set out in section 5 of this document.

A draft cashflow projection is incorporated at Annex I. This sets out the costs and funding for the Partnership for the first two years of operation. The financial modelling includes a development management fee, arising from using the Partnership to deliver the additional Council housing growth. However, it should be noted that business cases for this work will need to be developed and show that this would be a value for money approach to delivery before this is confirmed.

The cashflow also shows assumed costs of planning regeneration and a potential financing payment. These items are all likely to change when the detailed programme and schemes are developed. The overall cashflow shows that schemes will need to be identified and progressed in year 1, to enable appropriate financing and development to take place in year two, to ensure the Partnership is financially sustainable.

The main risks to the Council of entering into the Partnership are:

a) The Partnership fails to deliver its objectives for regeneration and total asset management.
This has been controlled by the development of robust contract documentation and supporting suites of KPIs. This will be mitigated by the development of detailed Business Plans, recruitment of a strong, skilled Main Board and staff, and the establishment of the Council committee.

b) The Partnership fails to deliver value for money.
This has been controlled through the incorporation of value for money requirements into the contract documentation. This will be mitigated by future ongoing testing and evidencing of value for money by the Partnership.

Y	Capital	Y	Revenue	N	Accommodation
N	IT	Y	Medium Term Plan	Y	Asset Management

7.3 Carbon and Energy Management

Refurbished and newly constructed properties will produce less carbon over their lifetime. It is also envisaged that options to further reduce carbon emissions will be fully explored as the programme evolves by incorporating enhanced and renewable technologies.

7.4 Legal

The procurement process has been undertaken in compliance with European Union Procurement Law, Public Contract regulations, Public Services (Social Value) 2012, and Leasehold Reform Regulations 1993.

Specialist legal and procurement advice has been provided by external consultants as MKC's advisors to the procurement process.

In compliance with the Landlord and Tenant Act Section 20 (Notice of Intent) notifications will be completed and served on all Council leaseholders across Milton Keynes who will be affected by these proposals

7.5 Other Implications

As a community led programme of regeneration a wide range of stakeholders will be consulted to develop and help shape commercially framed regeneration proposals. This process will be ongoing and will evolve with each project or work strand thereby ensuring that the proposals are inclusive and reflective of the changing needs of each community. This will also add to compliance with the Equalities Act, and the Council's undertakings in this regard.

An Equality Impact Assessment was completed (http://j.mp/EqIA2015-31), looking at the principles that were relevant for equality. This assessment recommends that:

- People with a disability are considered in the planning and design stage of projects;
- The quality of engagement is maintained; and
- The programme is used to increase the numbers of wheelchair standard housing.

Y	Equalities/Diversity	Y	Sustainability	N	Human Rights
N	E-Government	Y	Stakeholders	N	Crime and Disorder

Supplementary Papers

A. Procurement process overview
B. Partnership governance overview
C. Community led approach overview
D. Core Partnership documentation overview
E. Business Plan overview
F. Key Performance Indicator overview
G. Development Strategy overview
H. Designated Regeneration Areas
I. Draft Cashflow Projection