

Regina Road Estate Engagement Strategy

June 2023 – December 2024



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1 | Introduction

Purpose of this strategy

- 1.1.** Croydon Council has identified the regeneration of Regina Road Estate as a priority due to the poor housing conditions across the estate. This led to a ballot, which was undertaken in the Spring of 2023 resulting in a "yes" vote from the estate supporting the Council's proposals to progress a regeneration scheme and the associated landlord offer.
- 1.2.** The purpose of this strategy is to provide the Council's approach to engagement activities across the Regina Road Estate associated with:
 - Post ballot resident engagement
 - Tenant moves and the right to return
 - Resident engagement on design development and planning application scheme
 - Wider South Norwood community and stakeholder engagement
 - Post submission engagement on planning application.
- 1.3.** The strategy sets out key activities leading up to submission of a planning application in May 2024.

About the estate

- 1.4.** Regina Road Estate comprises of 191 existing homes in South Norwood Ward, Regina Road Estate within the red line area (fig 1), hereon in referred to as 'the estate' is characterised by:
 - 3x eleven storey Large Panel System (LPS) blocks
 - 2x medium rise blocks (18 maisonettes)
 - 1x low rise block (6 flats)
 - 3x three bedroom houses.
 - Sunny Bank (24 flats), medium rise, all in scope
 - Portland Bill Pre-School
- 1.5.** The estate has been identified as an opportunity for regeneration and redevelopment to provide up to 450 homes.

Table 1: Tenure breakdown - as at June 2023

Regina Road	Tenants			L/H*	Void	Totals
Tower Blocks	Secure	TA	5 Year Flexi (Secure)			
1 - 87 (1 bed flats)	24	5	0	1	14	44
2 - 56A (2 bed flats)	31	4	2	2	5	44
58 - 108A (2 bed flats)	29	2	6	0	7	44
Tower Block Totals	84	11	8	3	26	132
89 - 123 Regina Road	10	0	0	8	0	18
1 - 8 Sunny Bank	10	1	1	9	3	24
110A Regina Road	7	0	0	1	0	8
112 - 128 Regina Road	4	0	1	4	0	9
Low/Medium Rise Totals	31	1	2	22	3	59
Grand Totals	115	12	10	25	29	191

Engagement to date

- 1.6.** On 22 March 2023, Croydon Council’s Cabinet (“Cabinet”) agreed that a ballot of eligible residents as defined by the Greater London Authority (GLA) could be conducted for those residents living within the red-line area (fig 1) of the Regina Road Estate (hereon in referred to as ‘the estate’).
- 1.7.** Residents were asked “**Are you in favour of the proposal to demolish and rebuild homes as shown within the red line boundary on the Regina Road Estate?**”
- 1.8.** Voting across the estate closed on 22 May 2023 at 5pm, voting response was as follows:

Table 1: Voting summary

Result	No. votes	% of valid vote
Yes	118	88.1%
No	16	11.9%
Voter turnout	81.7%	

- 1.9.** Residents have been informed of the outcome of voting via text message and a newsletter hand delivered to the estate on 24 May 2023. Residents were also invited to attend a public meeting with the Regina Road Project Team on 31 May 2023.
- 1.10.** In the early phases of engagement, a Resident Working Group (RWG) has been established with the support of the Independent Tenant and Leaseholder Advisers (ITLAs).
- 1.11.** Initial engagement with the estate was through discussion sessions, held between August 2022 and October 2022.
- 1.12.** Between November 2022 and January 2023, a team of resident engagement experts targeted the 162 occupied households for a face-to-face discussion and survey on the estate and gained 128 responses representing a 79% response rate.
- 1.13.** Engagement during the statutory consultation is outlined in the table below:

Engagement	Overall number of households	% of possible households on the estate
Survey (online)	33	21% ¹
ITLA meetings	13	8%
Group Consultation Sessions	20	13%
Total Response (via Survey, ITLA attendance and face to face)	49	31%²

¹Four anonymous responses have been disregarded to for this count

²Excluding double counting households that completed more than one engagement method

1.14. In the period up to ballot 12 consultation sessions were offered to the estate, and during the ballot period four drop-in sessions with the project team were held for residents.

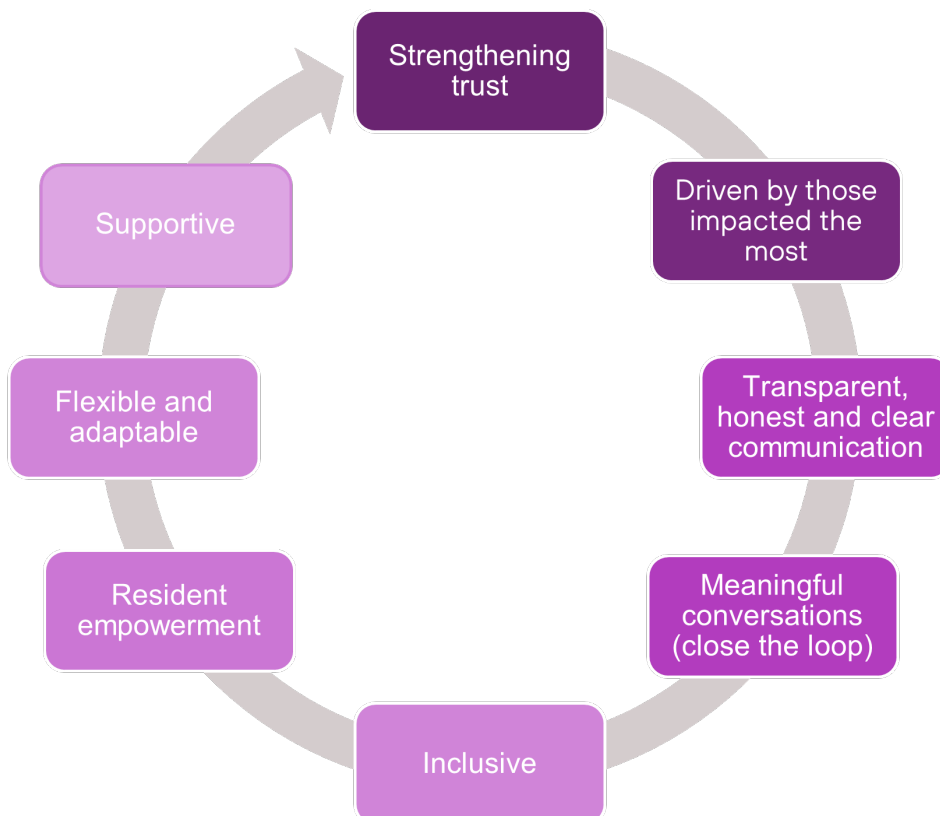
Fig 1: The red line boundary of the Regina Road Estate ('the estate')



2 | Engagement principles

2.1. We've designed a set of engagement principles based on our knowledge of the Regina Road Estate and with the engagement of the Resident Working Group (RWG).

Fig 2: Our Engagement Principles



Strengthening the relationship of trust

2.2. We acknowledge during the process of the statutory consultation and ballot that the Council has improved the relationship with residents living across the estate and improved trust across the estate. In our further engagement with residents, we want to continue to strengthen the relationship of trust and this will be the foundation of our approach.

Driven by those experiencing the most impact

2.3. We know that it is vital that those who experience the most impact from the proposed regeneration should have the strongest say and we will do so by continually assessing resident and stakeholder impact, be that the impact on specific geographical areas of the estate or specific tenures.

Transparent, honest and clear communication

- 2.4.** We know that the developed relationship of trust has been built by the Council's ability to be transparent about the process, its preferred options and being honest about what the Council can and cannot deliver. We will continue to be transparent and honest about the progress of the project.

Meaningful conversations (closing the loop)

- 2.5.** We have had many meaningful conversations with residents, stakeholders and elected members which have been the basis of the masterplan, the Landlord Offer and how we've communicated about the project. We want to continue having meaningful conversations, recording the outcomes of these conversations and providing feedback in a way that is accessible and understandable.

Inclusivity

- 2.6.** In the early phases of this project, we've sought to offer many, varied ways to be involved and have a say. We will continue to ensure that a variety of involvement mechanisms is made available to residents and stakeholders. We will continually review whether our approach is having its intended reach and if there are missing voices in our conversations.

Resident empowerment

- 2.7.** We are committed to empowering residents throughout the regeneration process, and we will provide opportunities for community members to develop skills, knowledge and confidence through the engagement process through training and workshops. The Resident Working Group is supported by Independent Tenant and Leaseholder Advisors.

Flexibility and adaptability

- 2.8.** We know that our strategy may well need to change over time, be that in response to feedback, good practice learnings or unforeseen changes in the project.

Supportive

- 2.9.** In discussions with the RWG, they've suggested the inclusion of 'supportive' into the engagement strategy principles and this includes the provision of support throughout the regeneration project, including mental health support for those effected by disruption on the estate during the rebuilding and decant processes.

3 | Our Residents' Charter

- 3.1.** Our Residents' Charter has been developed in conjunction with members of the Tenant and Leaseholder Panel, Tenant Participation Advisory Services (TPAS) standards and the National Housing Federation.
- 3.2.** We remain committed to our Residents' Charter for all residents living in Croydon Council properties, including those living on the Regina Road Estate.

Residents' Charter	
Treat residents with respect	<ul style="list-style-type: none"> • Being respectful and polite when communicating with residents, using appropriate language and tone • Be empathetic to residents and demonstrate good listening • Consider residents' availability when booking appointments • Keep residents informed of any changes that affect service delivery or response times • Provide residents with appropriate contact details for housing staff
Respond quickly and efficiently to complaints and learn from problems that lead to complaints	<ul style="list-style-type: none"> • Use feedback from residents to improve housing services • Simple and easy ways to raise issues and make complaints • Timely advice and support when things go wrong • Progress updates on how we are rectifying the issue
Be clear and transparent with our residents about how we are performing	<ul style="list-style-type: none"> • Regularly share how we are performing • Performance reports are jargon free and easy to understand • Engage residents in monitoring our performance
Provide safe homes and a clean environment which residents are proud to live in	<ul style="list-style-type: none"> • Properties that are well maintained and safe to live in • Timely estate cleaning • Well maintained grounds on estates • Regular inspections of estates
Give residents a voice and encourage meaningful decision-making	<ul style="list-style-type: none"> • Encourage residents to get involved and make it easy for them to do so • Conduct meaningful consultation before decisions are made • Obtain residents' views on changes to service delivery which impact on their lives and well-being
Communication is clear and easy to understand	<ul style="list-style-type: none"> • Information we provide is clear and easy to understand • Our website is easy to navigate and information is easy to find • We use a variety of ways to communicate with residents (both digital and non-digital) • Taking account of their communication needs • Always be honest even if it's a difficult message

4 | The Role of the Resident Working Group

- 4.1.** The Resident Working Group (RWG) was established during the statutory consultation period. The RWG is made up of 9 residents living in the red line area of the estate; 4 leaseholders and 5 tenants. One freeholder living opposite the estate also attends the meetings.
- 4.2.** The opportunity to join the RWG has been offered to all residents of the estate during the outreach period, in written communications and at face to face sessions with the goal of reaching as many different groups as possible. The ITLA service has also offered membership to those accessing their support. The RWG remains open to those living across the estate, however, we are aware that an optimum number should be about 12 members.
- 4.3.** The purpose of the RWG is as follows:
- Represent the residents and ensure there is a resident focused approach in the delivery of the regeneration programme.
 - Work in partnership with Croydon Council and other partners to ensure the regeneration plans for the estate meet residents' needs and aspirations.
 - Provide an independent check, scrutiny, and if required, challenge the delivery of the program.
 - Support Regina Road residents and the surrounding community allowing them to be informed, involved and have influence on the regeneration programme.
 - Promote a sense of community and common purpose and unite all residents, existing and new, living on the estate to create a proactive and resilient community.
 - Develop a core group of key residents that have a variety of abilities that can effectively represent the wider Regina Road community over the lifetime of the regeneration.
- 4.4.** The key activities of the RWG are:
- Representing Regina Road residents
 - Involvement in the regeneration (i.e. feeding into design process)
 - Involvement in future estate management arrangements.
- 4.5.** The RWG will be the primary group for engagement for the project and the RWG will provide a steer for key design and logistical matters ahead of wider estate engagement.
- 4.6.** We aim for the RWG to be representative of residents living across the estate in respect of leaseholders and council tenants and strong representation across the low and high rise accommodation within the red line area. As the RWG matures and the relationship with the Council progresses, analysis will be made of members personal characteristics against the personal characteristics across the estate in line with the data gathered during the outreach period.

Resident Working Group – next steps

- 4.7.** We recognise that the RWG is a relatively new group, and we are committed to supporting the group to develop through the support of the Independent Tenant and Leaseholder Advisors (ITLAs). This is a key priority for the next stages of the project; we are in the process of planning a regeneration project visit within London for the RWG members.
- 4.8.** The architects will actively work with the RWG to inform the design process for comment. The RWG will have a schedule of areas to be covered and discussed (e.g. externals, property layouts etc). Scheduling will ensure that the RWG are able to actively work with the architect at key project milestones.
- 4.9.** Training and support will be provided to the RWG to strengthen their knowledge of regeneration schemes and better challenge the project team and the architects. The following topics have been identified at an early stage, training needs will continue to be revisited throughout the working relationship with the RWG:
- Planning process
 - Viability and funding
 - The purpose of surveys
 - Building site management
 - Housing management.

Indicative dates for this can be found in Appendix 1 - Project plan.

- 4.10.** For consistency and optimum attendance, RWG meetings will be held twice a month and it is intended that one meeting per month to be focused on design development and one meeting per month to be focused on logistical matters.

Design related topics will include:

- Masterplan development
- Property layouts
- External
- Landscaping.

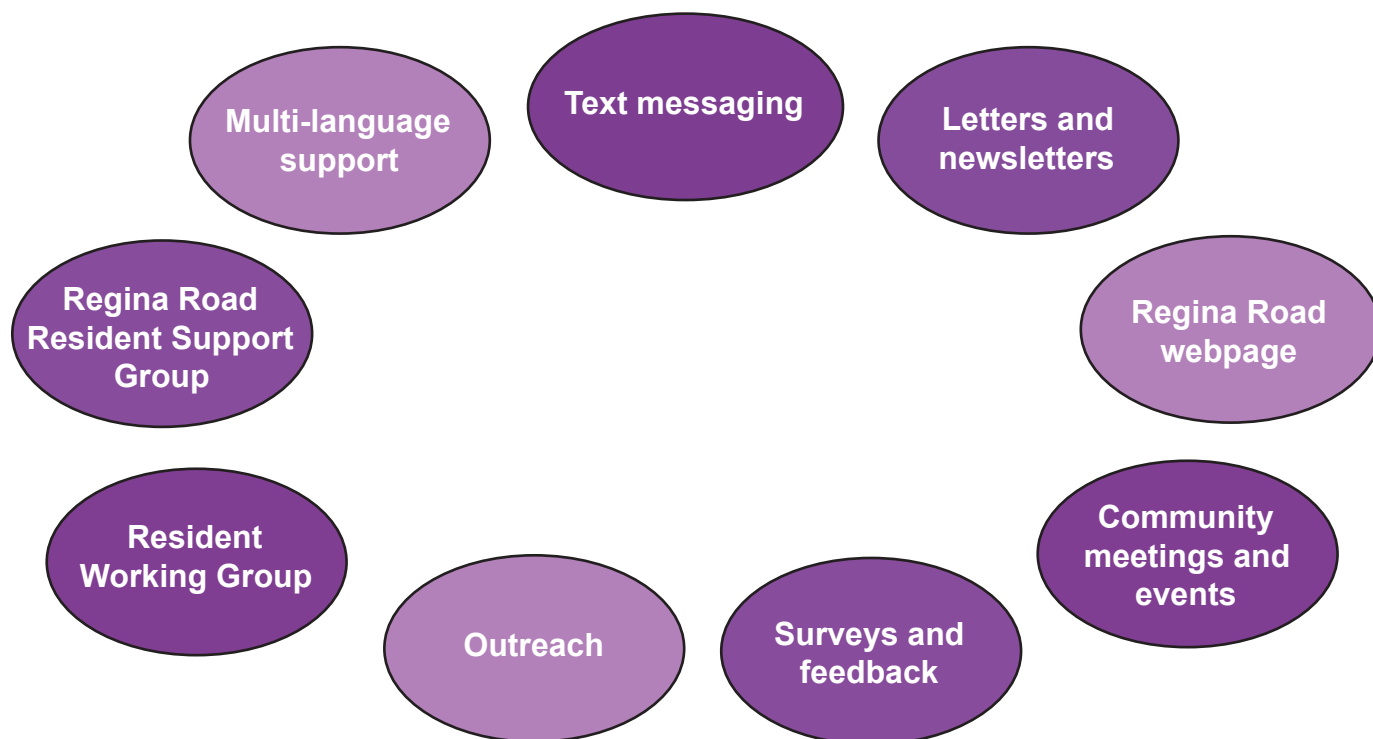
Logistical related topics will include:

- Decant management
- Procurement of contractors
- Changes resulting from the planning process
- Logistics planning
- Investment targeting.

- 4.11.** We aim to continue the relationship with the RWG beyond the planning process and be a lasting positive legacy of the project for both the delivery and implementation of new homes. We see that the RWG has an integral voice beyond the planning application into options within the development and post-delivery.

5 | Our estate communication approach

Fig 3: Our estate communication approach



Method	Commentary
Text messaging	Text messaging was found to have the strongest reach during the ballot period. We will use text messaging to advertise community meetings and events
Letters and newsletters	Letters and newsletters have been used throughout our engagement with the estate and usually hand-delivered by our teams present on the estate
Regina Road web page www.croydon.gov.uk/reginaroad	The Regina Road web page, hosted on Croydon Council’s website is a hub of information such as copies of reports, dates of community events and meetings and the progress of the project. The web page will provide responses to frequently asked questions (FAQs) and a ‘you said, we did’ section, covering positive actions as well as clear feedback, where the Council is unable to deliver in response to residents’ suggestions. The web page will be developed so residents and stakeholders can submit comments through a comments box.
Community meetings and events	We will use a variety of different methods for community meetings, including holding sessions at different times of the day, locations and with varied approaches. We aim to hold face-to-face sessions and online sessions to achieve maximum reach, estate-wide events are planned prior to the design freeze. Following the attendance at events such as those supported by PlayPlace (our play provider) in the early phases of this project, we will develop fun and community building activities (i.e., barbeques, theatre-based activities, community walks) which we will develop reach to differing groups and build an environment where conversation and discussion naturally occurs.

Method	Commentary
Surveys and feedback	Surveys will be used at key points in the project to obtain estate-wide feedback on the approach and monitor the delivery of the project.
Outreach	One of the most successful engagement methods used at the early stages of this project was outreach - i.e. 121 personal discussions or meetings, both arranged and ad-hoc. We will deploy outreach, when it is required, especially to discuss individuals personal circumstances in detail.
Resident Working Group	As outlined above, we see the Resident Working Group as the go-to group of residents to drive the regeneration project. As a group, they will have the closest working relationship with the project team and architects.
Regina Road Resident Support Group (RRRSG)	The RRRSG is a separate entity to the Council supported by an outside organisation that acts as a campaign group to further residents' interests. We recognise that many residents have a strong link with the RRRSG and we will continue to work closely with the RRRSG on a regular basis as well as offering attendance by the ITLAs at their meetings. The Council responds to the representations of the RRRSG.
Multi-language support	Regina Road is a diverse estate; we have put in place multi-language support throughout the project, and this will continue to be offered on written communication to the estate.

Independent Tenant and Leaseholder Advisers (ITLAs)

- 5.1.** The ITLAs have been appointed by the RWG to provide independent advice to tenants, leaseholders and freeholders across the estate. The ITLAs provide the following services:
- Regular face to face surgeries on the estate
 - Telephone and email advice
- 5.2.** The ITLA's have developed a strong relationship with individuals across the estate as well as the resident-led group Regina Road Resident Support Group (RRRSG). All written communication in relation to the project includes the direct contact details for the ITLA team.

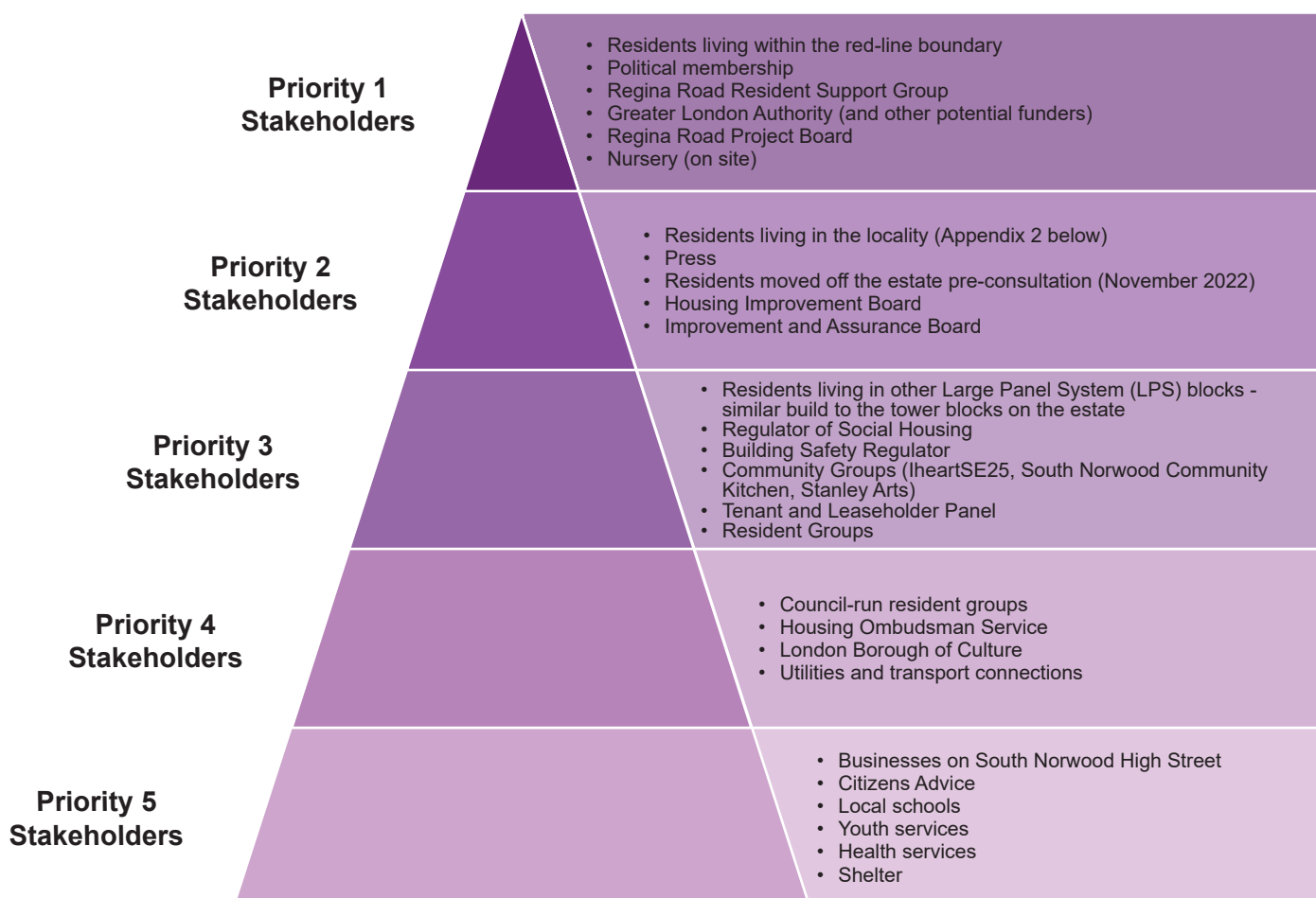
Estate management

- 5.3.** There is a dedicated team of officers for the red-line area of the estate, a tenancy officer, resident involvement officer and repairs officer. Tenancy surgeries are offered to the estate two days per week and held in Flat 62 Regina Road, London SE25 4TT, which has been adapted to be used by the Council as an estate hub for those who are living within the red-line area of the estate. We expect this support to become more focused on alternative housing options and the right to return as the project progresses.

6 | Stakeholder engagement

6.1. Stakeholders have been mapped by priority, with those with the highest priority being informed the most and having the highest say and those with the lowest priority being informed about the project, akin to the ladder of engagement. Residents living across the estate will remain those most engaged in the process.

Fig 4: Stakeholder priority diagram



This list is subject to change and is not exhaustive.

6.2. Different stakeholders will need to be engaged at differing stages throughout this project. The project team has conducted comprehensive mapping of stakeholders by relationship, importance and key points for engagement.

6.3. We intend to consult beyond the estate red line boundary, including South Norwood community and stakeholders.

6.4. It is anticipated that there may be points in the process (such as the consideration of a controlled parking zone) where stakeholder priority may change and there is a commitment to revisit the approach for stakeholders, depending on the changes within the project on a regular basis.

Methods of stakeholder engagement

6.5. We plan to align our approach to stakeholder engagement to the approach to resident engagement and deploy the following methods:

Method	Commentary
Letters and newsletters	Letters and newsletters will be issued to all stakeholders on a quarterly basis offering a project update and key decisions made.
Regina Road web page	The Regina Road web page is available to stakeholders to review, we intend to include a frequently asked questions (FAQs) section, which includes general information for stakeholders (in the main aimed at those living and working in the vicinity).
Community meetings and events	We intend on offering community meetings and events to stakeholders to understand the progress of the project. Activities will be held to involve stakeholder groups for the purpose of building stronger community links as the project progresses.
Surveys and feedback	We intend to use surveys and feedback when required and see this being important for matters such as parking and use of outdoor facilities (play area etc) during the planning process and understanding potential disruption to local residents as the project progresses.
Regina Road Resident Support Group (RRRSG)	We recognise that many residents and local stakeholders have a strong link with the RRRSG and we will continue to work closely with the RRRSG on a regular basis, as well as offering attendance by the ITLAs at their meetings.
Availability for drop-in sessions	We will advertise drop-in sessions with the housing team to stakeholders, so they may drop in to the flat (62 Regina Road) used by the Council as a hub to view and comment on the design exhibition and raise any concerns they may have.

Political engagement

6.6. The established approach for political engagement will be applied for the entirety of the project; including the provision of key communications, required Croydon Council Cabinet approvals and political attendance at key community meetings.

Methods of political engagement

6.7. We intend to engage members in the same way as other stakeholders as well as applying a bespoke approach as follows:

- Mayor – the provision of Mayoral Briefings
- Ward members – direct engagement from an early stage
- Planning committee members – through the pre-application process

7 | Will the proposed activities meet our objectives?

7.1. At key intervals throughout the project, we will take stock of our activities through the following:

- Seeking feedback from the Resident Working Group
- Seeking feedback from the ITLAs (the ITLAs also form part of our internal communications group, to continue to challenge our approach)
- Seeking feedback from the estate through surveys and during consultation sessions
- Accepting representations and challenge from the Regina Road Resident Support Group and other lobbying groups (if they arise).
- Feeding back comments and response to engagement activities and workshops to the principal design team and consultants to inform the design development of the proposals up to submission of the planning application.
- Feeding back comments to the local planning authority (LPA) and Greater London Authority (GLA) as part of formal pre-application discussions.
- Monitoring comments and providing updates on the proposals and key project milestones such as the application submission to residents via the methods identified in Section 4.

This approach is structured to actively gather comprehensive and diverse feedback from various stakeholders to inform the design and redevelopment of the estate.

Fig 5: Community Event, Regina Road, May 2023



Appendix 1 - Project Plan

Proposed Engagement Programme

Regular activities

- ITLA sessions
- Newsletters
- Drop-ins
- Housing assessment and advice

Key

- Logistic sessions with the RWG
*A final schedule of issues & training will be agreed with the group
- Design sessions with the RWG, estate and surrounding residents, plus local stakeholders
- Sessions with an appointed demolition contractor

		Resident Working Group* Meetings	Stakeholder and Estate Activities	
2023	July	<ul style="list-style-type: none"> • Introduction to design with architects 		
	August	<ul style="list-style-type: none"> • Terms of reference for the RWG 		
	September	<ul style="list-style-type: none"> • Indicative design for the whole estate – Masterplan • Design standards • Parking issues – to be revisited 		
	October	<ul style="list-style-type: none"> • Overview of the buy-back scheme • Delivery options 		
	November	<ul style="list-style-type: none"> • Consultation on current design & landscape proposals 	<ul style="list-style-type: none"> • Planning process • Viability testing 	<ul style="list-style-type: none"> • Consultation on current design and landscape proposals • Parking issues – to be revisited
2024	December	<ul style="list-style-type: none"> • The purpose of surveys 		
	January	<ul style="list-style-type: none"> • Review of changes to design 	<ul style="list-style-type: none"> • Contractor procurement demo • Building site management demo 	<ul style="list-style-type: none"> • Review of changes to design prior to submission to planning
	February	<ul style="list-style-type: none"> • Meet the demolition contractor 		
	March	<ul style="list-style-type: none"> • Demolition contractor drop-in 		
	April	<ul style="list-style-type: none"> • Final Design – pre-planning submission 	<ul style="list-style-type: none"> • The role of Statutory Consultation • Community Infrastructure Levy and Section 106 • Approval process • Judicial review 	<ul style="list-style-type: none"> • Final design – pre-planning exhibition
	May	<ul style="list-style-type: none"> • Statutory consultation on the design – Planning requirement 		
	Dates to be agreed	<ul style="list-style-type: none"> • Procurement – practical skills • Building site management • Housing management 		

Appendix 2 - Mapping 'immediate locality'



Appendix 3 - Stakeholder list

Political membership	
Political opposition	
Resident groups	<ul style="list-style-type: none"> • Residents living within the red-line boundary • Residents in the locality • Former Regina Road residents • Resident Working Group • Tenant and Leaseholder Panel • Regina Road Resident Support Group • Resident Reference Group
Council boards, groups and panels	<ul style="list-style-type: none"> • Regina Road Project Board • Improvement and Assurance Panel • Housing Scrutiny Panel • Transformation Board
Funders	<ul style="list-style-type: none"> • Greater London Authority • Housing associations • Private investors
Regulatory bodies	<ul style="list-style-type: none"> • Regulator of Social Housing • Building Safety Regulator • Housing Ombudsman Service
Local businesses	<ul style="list-style-type: none"> • Pre-schools • Older persons accommodation • Other local businesses
Charity and Third Sector Organisations	<ul style="list-style-type: none"> • Stanley Arts • Socco Cheta (South Norwood Community Kitchen) • Croydon Neighbourhood Care Association • National Charities (Shelter, Age UK and MIND)
Education, health and social care stakeholders	<ul style="list-style-type: none"> • Schools • GP surgeries and other healthcare providers • Social care services • Youth services
Utilities	<ul style="list-style-type: none"> • Transport, utilities and telecoms. (i.e., TfL, Network Rail, Thames Water, UKPN)
Press	<ul style="list-style-type: none"> • Local and national press