

It will also help us to respond to the various property market, macro-economic, financial risks and other factors that change over time and will affect how and when, sites are taken to the market.

- 7.2.5 The release of development sites in manageable parcels is likely to prove more attractive to the private sector as well as to a wider range of developers, contractors, funders and Registered Social Landlords (RSLs). This approach will attract the best developers, the highest quality design and will facilitate development within commercially acceptable time-frames.
- 7.2.6 In order to minimise abortive expenditure on blocks which are due for demolition, we will demolish the worst blocks first and maximise the pace of change by undertaking a managed programme which will include the acquisition of existing leaseholders, the re-housing of tenants and demolition. **We will accommodate approximately 50% of existing tenants through the re-provision of homes on site;** the remainder will be accommodated off site, but given the option to return to the estate.
- 7.2.7 The phasing programme will:
- create a series of neighbourhoods, each with its own character;
 - respond to the characteristics of different parts of the site;
 - provide the flexibility to influence the form and content of the individual phases;
 - respond more effectively to the change over time;
 - manage effectively the delivery of mixed tenure housing to create a balanced community;
 - attract the best private sector developers and architects; and
 - enhance the financial viability of the project and reduce the risk.

7.3 Infrastructure funding

- 7.3.1 New routes, open spaces and community facilities will form an integral and important part of the development. In many cases these will need to be provided in conjunction with, or in advance of, the development phase to which they relate. In order to achieve this, the AAP includes a tariff scheme. This section explains our approach to the delivery of these facilities and the way the tariff will work.

Policy D2: Infrastructure funding

We will seek financial contributions, in the form of a tariff scheme, to ensure delivery of key infrastructure. In addition to the tariff, we will also seek planning obligations to secure contributions or other works where these relate fairly and reasonably to the development and are necessary for it to proceed.

REASONS

- 7.3.2 Infrastructure will be provided on site by appointed contractors or by preferred developer partners and will be paid for out of an estate-wide social and strategic infrastructure tariff. The tariff, which will be set out in an SPD, will be designed with flexibility in mind and will be updated in line with inflation and the changing needs of the regeneration of the area. This will also allow it to take account of the Community Infrastructure Levy (CIL) should this come into effect. The tariff will be a simple mechanism allowing for fairness across the different phases of the scheme. It will be charged on a standard rate per residential unit. Payments will normally be required on a phased basis and a charge will be incorporated to fund the administration and monitoring of the tariff. Further details will be set out in the SPD.

individual phases that will make up the whole scheme;

- take full advantage of the characteristics of different parts of the site;
- enable us to respond more effectively to the changes that will take place over time in the surrounding area;
- allow us to manage effectively the delivery of mixed tenure housing to create a balanced community;
- make best use of the public sector's skills and attract the best private sector developers and architects; and
- enhance the financial viability of the project and reduce the risk.

PHASING

A7.1.7 The scheme will be broken up into 4 main phases over a 20 year period and spanning several economic cycles. Detailed implementation proposals will be brought forward on a phase by phase basis. Each phase may be broken in to smaller sub-phases to meet the demands of the market. In terms of land disposal, the early public sector intervention will:

- Remove the financial barriers to the smaller more niche developers participating in the project
- Allow greater flexibility in parcelling up development opportunities and taking them to the market
- Allow greater participation for registered social landlords
- Provide the council more control and influence in partnering with the private sector and getting results that further the aims of the AAP
- Allow the council, through the land disposal, to negotiate more competitive margins from the private sector as their levels of risk exposure are lowered

- Provide greater certainty to the private sector allowing it to respond to, and take on, greater levels of risk elsewhere
- Reduce the likelihood that public and private partners will later seek to compromise the AAP objectives in order to secure continued project viability.

A7.1.8 There is a clear desire amongst residents to move ahead with the scheme as quickly as possible.

A7.1.9 In order to minimise abortive expenditure on blocks which are due for demolition, we will demolish the worst blocks first and maximise the pace of change i.e.:

- Undertake a managed acquisition of existing leaseholders, re-housing of tenants and demolition programme.
- Accommodate approximately 50% of existing tenants through the re-provision of homes on site, the remainder being accommodated off site, but given the option to return to the estate.

A7.1.10 The following table (table A7.1) indicates the anticipated phasing programme, although the actual programme will take into account the requirements for flexibility and viability referred to above.

Phase	Phase 1	Phase 2	Phase 3	Phase 4	Total
Site reference	1a, 1b, 1ci, 1cii, 7, 10	4a, 4b, 5	6, 8, 9	2a, 2b, 3a, 3b, 11, 12, 13, 14	
No. private units	582	322	224	986	2,114
No. social for rent units	592	241	169	565	1,568
No. of intermediate units	245	81	57	144	527
Total units	1,419	645	450	1,695	4,209
	34%	15%	11%	40%	100%
Construction Phase	2009-2016	2013-2018	2017-2020	2020-2027	

Table A7.1: Anticipated phasing programme