

Hayes Regeneration: Options Appraisal Report APPENDIX 2

Hayes Regeneration Estates Options Appraisal for Avondale Drive

1 Introduction

- 1.1 Savills (UK) Ltd has been appointed by London Borough of Hillingdon (“the Council”) to undertake an options appraisal exercise to support decision making on the future of the Avondale Drive estate.
- 1.2 The purpose of this report is to inform the Council’s decision making process by presenting an assessment of how different options for the future of the estate might deliver against a number of key priorities.
- 1.3 This report will support a decision by the Council to move forward with developing a preferred option for the estate. Any decision to move forward with a preferred option will be subject to a wider set of considerations including statutory considerations, continued feedback from residents, availability of funding and overall deliverability. Any preferred option will need to be developed in greater detail.
- 1.4 This report has been prepared with Icen Projects (resident engagement) and PTE (architects).

2 The Estate

- 2.1 The Avondale Estate is approximately 0.4 miles east of Hayes Town Centre. Hayes & Harlington station is approximately 1 mile to the south, with direct services to London Paddington, Heathrow Airport and Reading. It is also going to be a station on the Elizabeth Line as a part of the Crossrail development; with the full route, 10 trains an hour will make direct travel to Essex and southeast London possible too.

- 2.2` The Estate is situated approximately 0.2 miles west of the A312, which connects to the A40 and the M4, both of which provide access to the M25. Semi-detached residential housing mostly surrounds the Estate, with the Minet Junior School directly to the west and Minet Country Park to the east, on the other side of the A312.

- 2.2` The Estate consists of three 12-storey blocks of flats, each containing 48 flats, all of which are two-bedroom. The blocks were constructed in the late 1960s using a large panel system.

3 Approach to options appraisal

3.1 The approach has been to assess three options for the future of Avondale Drive:

- Option 1 - Retain stock and invest
- Option 2 - Retain stock and deliver environmental improvements/build new housing on vacant estate land
- Option 3 – Redevelop the entire estate

3.2 Option 1 - Retain stock and invest

This option involves the Council retaining the existing housing stock and investing in line with the current planned investment programme.

3.3 Option 2 - Retain stock and deliver environmental improvements/build new housing on vacant estate land

This option involves the Council retaining the existing housing stock, investing in line with the current planned investment programme, delivering selected environmental improvements to the estate, and providing new homes through in-fill development without any demolition of existing homes.

3.4 Option 3 – Redevelop the entire estate

This option involves the phased demolition of the entire estate to provide new homes and estate environment. This option would include a Landlord Offer to ensure residents receive appropriate new homes in any redevelopment and a package of compensation and support.

3.5 To assess the relative benefits of each option a number of key priorities have been established as follows:

- Resident priorities
- Delivering more homes and meeting housing need
- Addressing the quality, performance and long-term viability of existing homes
- Delivering wider regeneration benefits

3.6 Resident priorities

3.6.1 Consultation with residents has identified a number of issues on the Avondale Drive estate.

3.6.2 The following are the results from an initial summary of concerns raised during the survey and provides a useful indicator of the key issues facing the estate:

- 69% of residents surveyed identified problems with the circulation spaces on the estate (people hanging out in stairways for instance)
- 56% of residents surveyed identified problems with ASB on the estate
- 41% of residents surveyed identified crime as being a significant problem

- 37% of residents surveyed identified estate maintenance as an issue frequently mentioning issues with the lifts breaking down
- 30% of residents surveyed identified their homes as not having enough rooms or being large enough (assumed to be related to overcrowding)
- 29% of residents surveyed identified building security as an issue often referencing issues with the communal doors
- 23% of residents surveyed identified leaks in their homes as an issue
- 19% of residents surveyed identified bad smells in their home or on the estate an issue, particularly the smell from the bins
- 17% of residents surveyed identified rubbish or fly tipping as a problem
- 17% of residents surveyed identified lack of cleanliness
- 16% of residents surveyed identified noise on the estate as an issue
- 15% of residents surveyed did not feel safe
- 11% of residents surveyed identified car parking on the estate as an issue
- 10% of residents surveyed identified damp in their home an issue
- 10% of residents surveyed stated they would like their own balcony or garden

3.6.3 Pollard Thomas Edwards has provided analysis and observations of the estate and found the following key design features that might contribute to the feelings of residents:

- Unwelcoming ground floor entrances to buildings
- Car parking dominates the site with informal kerb parking, covered car parks and garages
- No resident windows at ground floor means open space is inactive and not overlooked
- No private amenity space for residents
- No direct connection to Hitherbroom Park
- Poor relationship of buildings to Avondale Drive.

3.6.4 The options being considered need to therefore be assessed in light of the resident feedback and the likelihood of options being able to address the design issues that have contributed to residents' sentiment.

3.7 Delivering more homes and meeting housing need

3.7.1 The London Borough of Hillingdon Strategic Housing Market Assessment (2016) identifies a need for on average 1674 new dwellings per year over the period 2014-36, including 567 affordable dwellings.

3.7.2 The additional levels of housing provided by the different options will be assessed by comparing the current capacity levels with the new accommodation provisions.

3.8 Addressing the quality, performance and long-term viability of existing homes

- 3.8.1 From a viability perspective, asset performance analysis recently undertaken by Savills indicates that the long term viability of the stock is poor, and performs poorly compared to comparable estates across London.
- 3.8.2 Savills has provided a report that provides a baseline measure of financial performance for the Avondale Drive estate. In understanding asset performance from a financial perspective, we have carried out an analysis of Net Present Values (NPV) over a 30 year period for the tenanted housing stock to understand the worth of the properties to the Council's HRA business plan. The asset performance evaluation modelling takes into account the income received (rents and service charges) against the costs associated with the properties (maintenance, management, future investment, and voids/bad debts).
- 3.8.3 The total 30-year Net Present Value (NPV) for the properties at Avondale Drive is -£67k. The three blocks (Fitzgerald House, Glenister House and Wellings House) perform in a similar way, with average NPVs per unit ranging from £14 to -£970. The three blocks are subject to relatively higher levels at an average of £59,726 per unit.
- 3.8.4 As the NPV is not currently positive, these blocks could not support further expenditure without subsidy from the wider Council business plan, or externally.
- 3.8.5 On a per unit basis the performance of the stock at Avondale Drive compared to Savills London benchmark is as follows:

Measure	Savills benchmark for London stock	Avondale Drive performance	Difference
30 Year investment need (per unit)	£30,160	£59,726	£29,566
30 Year NPV (per unit)	£30,740	-£576	£31,316

- 3.8.6 This assessment of the stock performance does not extend to further measures that might be required in order to retro-fit homes to deliver zero carbon. The Government target is to achieve zero carbon by 2050, and many landlords are considering whether some of their stock holdings warrant the additional costs associated with achieving zero carbon via a retro-fit.

3.8.7 Typical measures to deliver zero carbon include:

- A series of insulation measures including walls, ground floors and lofts; upgraded windows and doors and new ventilation measures.
- Removal of gas and introduction of electric heating through heat pumps.

3.8.8 Savills is currently carrying out over 20 assessments of social housing stock to establish the costs and viability of achieving zero carbon through retrofitting. Work to date suggests that the additional costs (beyond what a landlord might have allowed for in a normal investment programme) range from £14K to £27K per unit.

3.8.9 These costs are unknown at this stage and therefore have not been factored into the stock investment programme. However they would add considerably to the already negative NPV performance of the homes described above.

3.9 Delivering wider regeneration benefits

3.9.1 The Hillingdon Local Plan identifies improving facilities and access to jobs to improve the quality of life for residents as a key vision for the Local Plan period to 2026. The betterment of the local environment helps with the success of Hayes Town Centre, coalescing with other improvements to key public facilities and infrastructure. It is evident that recent messaging from the Council targets a more successful town centre which generates local employment opportunities along with improved facilities, tying in with the goals of the Local Plan. As such this options appraisal is to be considerate of these objectives of contributing towards an improved wider area, and possible interaction with any future development and regeneration projects.

3.9.2 The Council, together with partners including Transport for London, has been implementing a series of town centre improvements over recent years including:

- Better pavements and street lighting to make the area feel secure and welcoming, especially at night
- Flow of pedestrians, cars, buses and cyclists throughout Station Road increasing footfall and use of the town centre especially in the evening
- Safe and convenient places for people to cross roads;
- Improvements between Hayes and Harlington Station and the canal bridge with the support of Crossrail and Transport for London.
- Upgrading the canal towpath area over the whole length of the Grand Union Canal within Hillingdon during recent years with a considerable focus on the Western View area in Hayes.

- 3.9.3 In addition Hayes & Harlington station will benefit from major enhancements in preparation for the introduction of Crossrail services, including a new, spacious ticket hall, a new footbridge with four new lifts to provide step free access, platform extensions and new canopies. When Crossrail arrives at Hayes & Harlington station it will offer connections to areas of central and eastern London which were previously unreachable by direct connections.
- 3.9.4 Avondale Drive is in the Townfield ward of Hillingdon. 68% of Townfield residents are economically active, a figure lower than both the borough (71%) and national (70%). It also has more residents (32%) that are economically inactive than the borough (29%) and nationally (30%). Townfield also has the highest number of people who live in income deprived households in Hillingdon, accounting for 22% compared to the borough average of 14%.
- 3.9.5 Avondale Drive estate is within Hillingdon 026D LSOA and is ranked 5,524 out of 32,844 LSOAs in England and is the 3rd most deprived LSOA in Hillingdon. More detailed measures include being nationally ranked 2,433 for crime, 2,431 for barriers to housing and services, and 1,270 for income deprivation affecting older people. These are all notably high when compared to LSOAs in the wider borough.
- 3.9.6 Regeneration projects are expected to deliver a wider range of benefits beyond improvements to residents' immediate living environment, including some of the socio-economic issues highlighted above. These might include physical measures such as strengthening/creating local connections; creating new/better public realm; creating more live-able streets, and addressing local crime. Often ambitions also go beyond physical measures to include socio-economic stimulus through a major construction project including opportunities for local training, job creation, and deliver of new community spaces or services.

4 Approach to resident engagement

4.1 The estate is home to 144 households and a key priority for the Council is to consider the views of residents in making any decisions about the future of the estate. Therefore an initial resident engagement exercise has been undertaken. This was carried out in July-October within a Covid-secure approach. The key elements were:

- A telephone survey was conducted which proposed a series of questions and statements for residents to respond to. Residents were alerted to the telephone survey by post, giving them the ability to send in their contact details if they were not already held. The responses were recorded and compiled to show any key trends.
- A drop-in event on the estate to provide residents who preferred complete the survey with a member of the consultation team or ask questions of the team and/or officers.
- A meeting with the resident representatives to review the findings of the survey and discuss the next stage of consultation.
- A drop-in event on the estate where residents could meet with the resident consultation team and architects and give their feedback.

5 Option 1 – Retain stock and invest

5.1 This option involves the Council retaining the existing housing stock and investing in line with the current planned investment programme. At Avondale Drive this comprises £5.73m of stock condition costs (an average of £48,959 per unit) from Keystone and £1.26m of additional costs (an average of £10,767 per unit). The other identified major works categorised as additional costs include; sprinkler and alarm systems, booster pump renewals, major concrete repairs, roof and guttering.

5.2 Resident priorities

5.2.1 The recent engagement exercise (as set out at section 3.6 of this report) highlighted a number of key issues such as issues with condensation, leaks and resulting water damage as well as damp and mould in their homes. Others spoke about anti-social behaviour including noise, smoking and drug use on the estate.

5.2.2 Positive aspects mentioned included feelings of safety and security in their home and liking their neighbours. People also mentioned the location positively including the areas quiet atmosphere and living close to shops, train station, parks and schools.

5.2.3 The current planned stock investment programme does include some measures that may address resident feedback including the replacement of services and the installation of a new door entry system. Therefore Option 1 has very limited scope to address the key priorities of residents.

5.3 Delivering more homes and meeting housing need

5.3.1 This option will not deliver any new homes and will therefore not contribute to borough wide targets for new housing including new affordable housing.

5.3.2 The Avondale Drive estate provides a single type of 2 bedroom home. There is no opportunity within this option to change the mix of housing on the estate to meet the needs of current residents.

5.3.3 There are currently 2229 households seeking affordable housing in the borough, and the Local Plan targets 1674 new homes a year. This option will not contribute to addressing current need or delivery targets.

5.4 Addressing the quality, performance and long-term viability of existing homes

5.4.1 Based on the analysis set out at 3.8 of this report it is concluded that, from a financial performance perspective, the homes at Avondale Drive will continue to perform poorly over the next 30 year life of the buildings and are non-viable on this measure as they have a negative NPV.

5.4.2 The fuel poverty regulations require dwellings to meet an energy efficiency standard of C under the Energy Performance Certificate (EPC) ratings 2030 (a SAP range of 69 – 80 points). The current stock has poor energy efficiency performance as evidenced by EPC data. EPCs are required when a home or constructed, sold or let. Ratings range from A (most efficient) to G (least efficient). The existing properties at Avondale Drive, based on EPC data available suggest ratings are currently in the range D to F.

5.4.3 The vast majority of the homes at Avondale Drive do not have any private amenity space such as a garden or balcony. This option does not provide any opportunity to improve this.

5.5 Delivering wider regeneration benefits

5.5.1 The Avondale Road estate, given its proximity to the Town Centre, should be seen within the wider ambition for Hayes. Whilst Option 1 will create a better living environment for residents, there is unlikely to be much scope to deliver wider physical change.

5.5.2 Delivering socio-economic benefits are not a key feature of stock investment programmes so this option won't, of itself, be designed to deliver such benefits.

5.6 Summary of Option 1

5.6.1 Option 1 has been assessed against the priorities as follows:

PRIORITY	DOES OPTION 1 ADDRESS THE PRIORITY?	COMMENTARY
Resident priorities	PARTIALLY	The current stock investment programme includes some limited works that have the potential to address resident priorities.
Delivering more homes and meeting housing need	NO	Not possible to deliver any new homes or address current housing needs on the estate or wider borough wide housing needs.
Addressing the quality, performance and long-term viability of existing homes	PARTIALLY	Stock investment programme will address on-going maintenance and deliver benefits to residents over time. Stock performance in NPV terms will continue to be negative.
Delivering wider regeneration benefits	NO	The stock investment programme is not designed to deliver regeneration, only to ensure on-going maintenance and

		compliance. Physical change and socio economic benefits limited.
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6 Option 2 – Retain stock and invest PLUS infill development and environmental improvements

6.1 This option involves the Council retaining the existing housing stock and investing in line with the current planned investment programme. At Avondale Drive this comprises £5.73m of stock condition costs (an average of £48,959 per unit) from Keystone and £1.26m of additional costs (an average of £10,767 per unit). The other identified major works categorised as additional costs include; sprinkler and alarm systems, booster pump renewals, major concrete repairs, roof and guttering.

6.2 In addition to stock investment, within this option, we have looked at the feasibility of providing additional benefits such as delivering estate environment improvements and new homes on vacant estate land. These are typical additional benefits that might be considered when looking to retain existing stock.

6.3 Resident priorities

6.3.1 As noted above the current planned stock investment programme may provide some changes that address the resident feedback from the recent engagement exercise.

6.3.2 In addition to this PTE Architects has considered a number of measures set out below.

- **Security and Antisocial Behaviour**
 - Install additional CCTV covering more parts of the estate
 - Install additional security doors or gates
 - Install secure entrance pods to each block, with video intercom
- **Rubbish and Fly-tipping**
 - Better rubbish management to keep routes and pavements clear
 - Provide secure and attractive storage areas for bins and recycling
- **Play Area and Communal Gardens**
 - Provide new planting to make the outside areas feel nicer
 - Resurface and relay footpaths
 - Improve connections to neighbouring park and play area
 - Reconfigure existing landscaping to make better use of space
- **Insecure Parking**
 - Improve parking management across the estate.
 - Enhance security to garage car parks
 - Introduce designated resident parking
- **Your Home**
 - Measures to address damp ingress/leaks
 - Measures to address condensation

6.3.3 Whilst such measures might be possible it is noted that they might be limited in terms of impact:

- CCTV is already installed at Avondale Drive and therefore it is unlikely that additional coverage will have a significant impact on the antisocial behaviour and security issues highlighted by residents
- The inactive ground floor frontages of the existing buildings are only partially addressed through the inclusion of additional CCTV cameras
- When discussing additional CCTV internally within stairwells, a number of residents noted that these could be easily accessible and therefore susceptible to damage or covering
- Although improved parking management across the site would tackle issues of rogue parking and blockages, overall the site would still be dominated by cars with compromised pedestrian access
- Extensive refurbishment to tackle the difficult to access, embedded services will most likely require residents to move out of their home for a disruptive period of time

6.3.4 Option 2 is therefore considered to have the potential to only partially address resident priorities.

6.4 Delivering more homes and meeting housing need

6.4.1 In-fill development has also been considered for Avondale Drive and the following drawing illustrates the potential.



Avondale Drive Site Plan illustrating existing buildings and opportunity for infill development

6.4.2 The number new homes is estimated to be in the range of 30-35 homes and development potential will be limited by the proximity to existing buildings.

6.4.3 This option therefore does have some limited potential to deliver new homes and contribute to borough wide housing need and targets for new housing including new affordable housing. However infill development would not address issues highlighted by residents regarding ASB, crime and the public environment around the existing buildings.

6.5 Addressing the quality and viability of existing homes

6.5.1 Based on the analysis set out at 3.8 of this report it is concluded that, from a financial performance perspective, the homes at Avondale Drive will continue to perform poorly over the next 30 year life of the buildings and are non-viable on this measure as they have a negative NPV.

6.5.2 The fuel poverty regulations require dwellings to meet an energy efficiency standard of C under the Energy Performance Certificate (EPC) ratings 2030 (a SAP range of 69 – 80 points). The current stock has poor energy efficiency performance as evidenced by EPC data. EPCs are required when a home or constructed, sold or let. Ratings range from A (most efficient) to G (least efficient). The existing properties at Avondale Drive, based on EPC data available suggest ratings are currently in the range D to F.

6.5.3 The vast majority of the homes at Avondale Drive do not have any private amenity space such as a garden or balcony. This option does not provide any opportunity to improve this.

6.6 Delivering wider regeneration benefits

6.6.1 The Avondale Road estate, given its proximity to the Town Centre, should be seen within the wider ambition for Hayes. Whilst Option 2 will create a better living environment for residents, there is unlikely to be much scope to deliver wider physical change.

6.6.2 Delivering socio-economic benefits are not a core feature of stock investment programmes (beyond the benefits to residents of improved housing conditions) so this option won't, of itself, be designed to deliver such benefits. However it is entirely possible to design bespoke programme of intervention, outside of any physical/design interventions, based on local socio-economic needs to address specific issues.

6.7 Summary of Option 2

6.7.1 Option 2 has been assessed against the priorities as follows:

PRIORITY	DOES OPTION 2 ADDRESS THE PRIORITY?	COMMENTARY
Resident priorities	PARTIALLY	The current stock investment programme includes some limited works that have the potential to address resident priorities.
Delivering more homes and meeting housing need	YES	This option is estimated to deliver 30-35 additional new homes contributing to meeting borough wide housing needs and housing delivery targets.
Addressing the quality, performance and long-term viability of existing homes	PARTIALLY	Stock investment programme will address on-going maintenance and deliver benefits to residents over time. Stock performance in NPV terms will continue to be negative.

Delivering wider regeneration benefits	PARTIALLY	Some scope, albeit limited, to deliver physical change that addresses resident concerns and provides an improved estate environment. Wider socio-economic benefits limited.
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7 Option 3 – Full redevelopment of the estate

7.1 This option involves the demolition of the estate providing replacement and additional new homes. The key principles of delivering such a scheme would include:

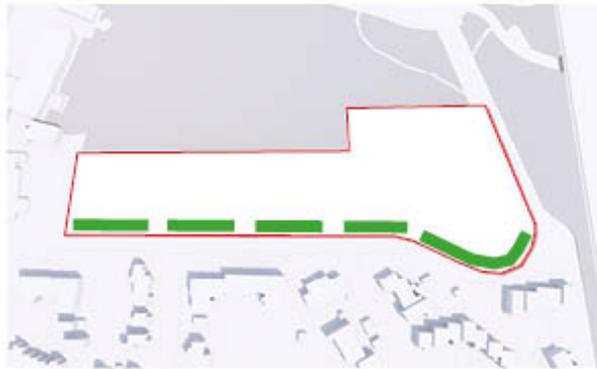
- Full consultation, including a ballot, with residents
- Replacement new homes for all residents
- Package of statutory financial compensation, disturbance costs and individual support for all residents
- Redevelopment delivered in phases with the aim of most residents only having to move once in order to minimize disruption

7.2 Resident priorities

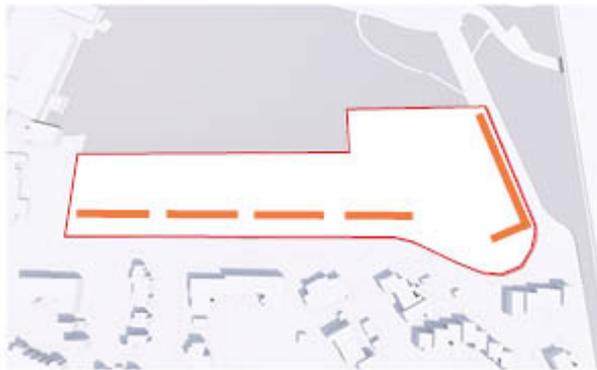
7.2.1 A full redevelopment of the estate would enable a fully comprehensive approach by removing these current issues and providing the following benefits that would address the key concerns of residents:

- Enhance the existing green edge along Avondale Drive maintaining existing trees where possible
- Create a defined building frontage onto Avondale Drive, repairing the existing, inactive relationship with the street and creating a positive pedestrian experience
- Reduce overall building heights through a more efficient arrangement of homes on the site
- Cars moved to rear of the site and hidden under garden decks
- Car parking distributed across the site so more accessible and closer to homes
- Better green space, which is more accessible to residents
- New shared outdoor space adjacent to Hitherbroom Park, with improved connections to surrounding parks
- All new homes will enjoy dedicated private amenity space by way of a balcony or terrace

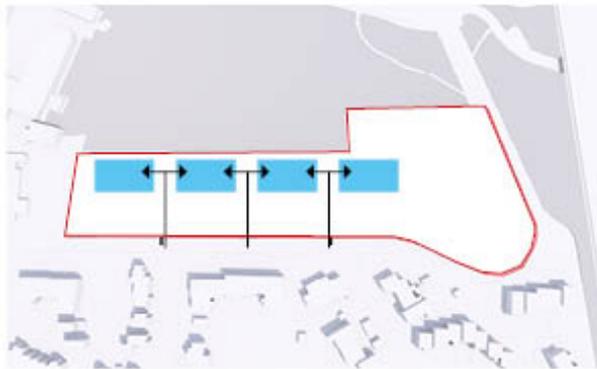
7.2.2 There are different ways of achieving these design principles. PTE have prepared a diagram below that illustrates one approach. Any scheme design will need to satisfy a range of design and planning considerations.



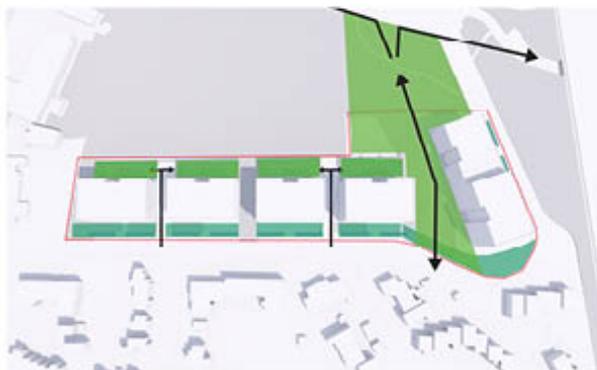
1. Enhance the existing green edge along Avondale Drive maintaining existing trees where possible



2. A defined building frontage onto Avondale Drive. Building heights reduced using a more efficient site layout



3. Cars moved to rear of the site and hidden under garden deck, car parking distributed across the site so more accessible and closer to homes



4. More and better green space with new shared outdoor space connecting to Hitherbroom Park

7.3 Delivering more homes and meeting housing need

7.3.1 Initial capacity studies from PTE suggest that redevelopment, subject to planning, could provide replacement homes for all residents, plus additional new homes contributing to borough wide housing need and delivery targets.

7.3.2 Capacity analysis suggests an uplift in number of homes might be possible from 144 existing to 206, with a more diversified unit mix to address housing needs and moving away from a single typology. This represents an uplift of 62 homes which is more than Option 2 would deliver.

7.3.3 Option 3 has the potential to deliver more homes, including more family-sized homes, and therefore contribute to meeting housing needs.

7.4 Addressing the quality and viability of existing homes

7.4.1 Based on the analysis set out at 3.8 of this report it is concluded that, from a financial performance perspective, the homes at Avondale Drive will continue to perform poorly over the next 30 year life of the buildings and are non-viable on this measure as they have a negative NPV. Option 3 would remove these financial liabilities and provide new homes that would:

- Provide more energy efficient homes addressing both the carbon reduction and fuel poverty agendas, with homes that are cooler in the summer and warmer in the winter
- Deliver against a key resident priority for private amenity space for all residents; planning policy dictates that all new homes would be provided with private amenity space in the form of balconies or gardens
- Address concerns of residents, particularly regarding ventilation of homes
- Homes designed to modern space standards
- Every home will be an accessible homes and 10% of homes will be wheelchair accessible
- Good levels of internal storage
- Safe and secure entrances, with fewer households using each entrance.

7.5 Delivering wider regeneration benefits

7.5.1 The Avondale Drive estate, given its proximity to the Town Centre, should be seen within the wider ambition for Hayes. Option 3 has considerable scope to deliver physical change that provides a vastly improved estate environment.

7.5.2 In addition there is the potential to deliver further physical regeneration benefits:

- Helping to design out crime and improve security for residents and neighbours
- Road and Street design which promotes a better balance of cars and greenery at ground level, with pedestrian prioritised over cars.
- A better connection of new buildings to the street which is legible, direct and creates a positive pedestrian experience
- Improved Avondale Drive with active frontage to the street
- Improved pedestrian permeability through the western part of the site, with better connections to Hitherbroom Park
- Improved neighbourhood environment

7.5.3 The potential physical regeneration benefits are illustrated by the diagram prepared by PTE below:



Avondale Drive Site diagram to illustrate wider regenerative benefits

7.5.4 Option 3 has potential to deliver a range of socio-economic benefits for residents, associated with the physical changes, including:

- Training and jobs outputs through a major construction programme that would be guaranteed through any planning consent and also contractually with any construction/development partner that the Council might work with to deliver this option.
- The knock on benefits for individual households derived improved living and estate environments which might include better play and learning space both within the home and the estate; greater and better use of private and public amenity with associated health benefits; better community facilities.

7.6 Summary of Option 3

7.6.1 Option 3 has been assessed against the priorities as follows:

PRIORITY	DOES OPTION 3 ADDRESS THE PRIORITY?	COMMENTARY
Resident priorities	YES	Redevelopment provides an opportunity to address resident concerns and provide an environment that designs out safety issues and delivers a living environment that produces far higher resident satisfaction.
Delivering more homes and meeting housing need	YES	This option is estimated to deliver 62 new homes contributing to meeting borough wide housing needs and housing delivery targets.
Addressing the quality, performance and long-term viability of existing homes	YES	Current stock is poor performing from a financial perspective. A redevelopment would provide new housing built to higher standards addressing long term viability and removing current landlord liabilities. Redevelopment would address key resident issues including the provision of private amenity space for all residents alongside an improved estate environment.

<p>Delivering wider regeneration benefits</p>	<p>PARTIALLY</p>	<p>Redevelopment has the potential to provide a far improved public realm, and better/safer connectivity across the estate. A comprehensive regeneration project, via both contractual means and planning powers, has the potential to secure a range of socio-economic benefits for residents.</p>
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8 Conclusions

8.1 It is considered that option to redevelop the Avondale Drive estate, in close consultation with residents, is the preferred option for the following key reasons:

- Feedback from residents is that there is dissatisfaction with the estate
- There is limited ability to address the key concerns of residents through improvement works
- The current housing stock, from a landlord perspective, is poor performing and unviable financially
- Redevelopment provides greater opportunity to deliver new homes, a greater variety of homes, private amenity space for all residents, and wider regeneration benefits