

 Brent	Cabinet 20 July 2020
	Report from Strategic Director, Community Well Being
New Council Homes Programme	

Wards Affected:	Programme Update – All Wards
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt:	Open
No. of Appendices:	Appendix 1: Individual Progress on Sites
Background Papers:	None
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1.0 Purpose of the Report

- 1.1 This report provides an update on progress made towards delivering against the Council's housing target of 5,000 new affordable homes over the five year period (2019 – 2024), 1,000 of which will be through the New Council Homes Programme (NCHP).
- 1.2 In December 2019, it was agreed that Cabinet would receive six monthly reports updating progress since the previous meeting and outlining key decisions required enabling the programme to continue until the next meeting six months hence. This report provides information on the progress in respect of procurement decisions made at Cabinet in December 2019 and the next stages in the development programme.
- 1.3 This report also provides a summary of the additional developments being assessed and progressed, with an indication of key issues, practical considerations and steps being taken moving forward.

2.0 Recommendation(s)

2.1 Cabinet is asked to:

2.1.1 Note the contents of this report and progress to date in delivering both the New Council Homes Programme (NCHP) and other programmes and projects in place to deliver a total of 5,000 new affordable homes in the borough by 2024.

2.1.2 Note the steps being taken as set out principally in Sections 6 and 7 to add value to the programme, specifically in relation to stakeholder engagement and landscaping.

3.0 Introduction

3.1 Delivering 5,000 genuinely affordable homes within a five year period is an ambitious target. However, the Council has built and continues to build the necessary delivery infrastructure and relationships, to achieve the target. The Council recognises the importance of Registered Providers (RPs) in achieving this target and deliberately built a team to harness and support efforts by RPs to develop affordable homes in the borough. Where the Council has direct control, i.e. in the direct delivery of 1,000 Council homes, all relevant departments and teams within the Council structure, such as Property, Procurement, Planning, Legal, Finance, along with Housing, are working extremely well together to ensure delivery.

3.2 Below is the current delivery position under the New Council Homes Programme:

- 146 new homes have been built and let
- 694 homes are on site
- 162 have been given planning consent and now going through procurement for developers
- 255 have been submitted for planning consent

3.3 A further 19 sites are currently going through design and feasibility. The number of homes to be achieved from these sites are currently estimated to be c.140 and they are geared towards larger sized family homes. In addition, officers continue to explore new sites to be added to the pipeline, for future delivery.

4.0 Background

4.1 Strategic Housing Target

4.2 The Council has committed to an ambitious strategic housing target to deliver 5,000 new affordable homes over the five year period 2019- 2024. Delivery of a total of 5,000 new affordable homes includes the provision of 1,000 directly by the Council by the 31st March 2024.

4.3 There are several mechanisms through which the Council aims to meet this target including, but not limited to:

- Delivering new homes directly through the Council (utilising infill sites, mixed development sites and new pipeline sites).
- Working with Registered Providers (RPs) to encourage development funded by GLA grant and cross-subsidy.
- Utilising planning policy and process to specify the development of affordable housing through Section 106 obligations.
- Providing new homes through major developments led by i4B, the Council's Wholly Owned Investment Company and First Wave Housing (FWH), a Council owned Registered Provider, limited by guarantee.
- Exploring opportunities to redevelop and regenerate existing housing stock and public realm, to provide new housing, with partners where necessary.
- Acquisition of property and land from the open market and the re-provision of affordable housing through investment in capital improvement works.

4.5 The table below (Table 3.1.3) sets out the projected number of new homes based on known development sites and opportunities identified to date as at April 2020. This includes sites flagged by the GLA as being s106 sites, which have the benefit of grant.

Table 4.6

Financial Year	Affordable Rent	Shared Ownership	TA	s106	DLP	SSU	Nail	Total
2018/19	270	33				48		351
2019/20	211	104		79				394
2020/21	606	642		119	12			1,379
2021/22	488	308	92				57	945
2022/23	502	912					61	1475
2023/24	362	130		121			115	728
Total	2,409	2,129	92	319	12		233	5,272

DLP: Developer Led Project

SSU: Supported Specialised Units (Supported Accommodation delivered by an RP)

4.7 It is important to note that the viability of individual development sites and opportunities continue to be assessed in line with each provider's (including the Council) policies and procedures, as progress is made, scheme by scheme. As a consequence, on occasion sites may fall out of the programme and be replaced by others. This is a natural element of a dynamic development programme.

4.8 The Council's Housing Supply and Partnerships team is responsible for facilitating this agenda and does so by;

- Working with colleagues in Housing Needs to identify current and future housing demand.
- Identifying new development opportunities on existing Council owned land and new sites and ensuring these are designed to meet the above demand whilst remaining financially viable.
- Advising partner Registered Providers of gaps in supply and the most beneficial development and property sizes to meet this demand.
- Assisting Registered Providers to maximise the amount of affordable housing they are able to provide on each of their developments.
- Being aware of new private developments and the proposals for Affordable Housing and working with Planning colleagues to maximise the amount.
- Working with the GLA to identify potential opportunities and funding streams to facilitate the increased delivery of Affordable Housing in the Borough.

5.0 NCHP Progress to Date

5.1 In December 2019, Cabinet agreed the procurement of building contractors for the development of five sites with values exceeding £5m. Updates on each of the sites are as follows;

5.1.1 Dudden Hill Community Centre

This site will provide 29 new homes and a new community centre. Planning permission has now been granted and the start of the construction process is subject to agreement on Heads of Terms for a new Lease and a Deed of Surrender for the Brent Indian Community Centre's existing Lease. The Council will appoint Willmott Dixon via the SCAPE Framework to build out this scheme once terms are agreed and an acceptable alternative premise found. It is currently anticipated that Start on Site will be October 2020.

5.1.2 Honeypot Lane

Planning consent has been granted for 61 homes providing extra care supports. The Contract Award letter has been issued and signed by all parties. United Living, the appointed Contractor, signed the Build Contract on the 29th June 2020. Following the signing of the Contract a 'Kick Start meeting was held on site on the 1st July 2020. United Living are due to take official handover of the site on the 17th August 2020. Practical completion is currently 6th June 2022. The GLA Grant allocated to the site totalling £6.5m has been drawn down.

5.1.3 London Road

The Council is still awaiting formal planning permission from the GLA for 170 new homes to be built. This includes 92 general needs homes, 25 self-contained assisted living flats and 53 homes for temporary accommodation. This project requires Section 77 consent from the Secretary of State (Education) and Council officers across various departments are currently working on responding to questions raised by the Department of Education in order to proceed. There is a

strong possibility that we may not be able to build out these new homes due to the issues surrounding the S77 consent.

5.1.4 Learie Constantine

This site will provide 26 new homes and a new community centre. Planning permission has now been granted and the start of the construction process is subject to agreement on Heads of Terms for a new lease and a Deed of Surrender for the Centre's existing lease. The Council will appoint Willmott Dixon via the SCAPE Framework to build out this scheme once terms are agreed and an acceptable alternative premise found. With the delays caused by the Community Group it is currently anticipated that Start on Site will be March 2021.

5.1.5 Stonebridge – Milton, Hillside and Twybridge

Milton and Hillside will provide a total of 73 homes. The award letter has now been signed by the appointed contractor, Higgins Construction. Whilst we await the signing of the Build Contract enabling works have been undertaken and completed. Works included the felling of trees and clearing the future area for the proposed site compound. Works started week beginning 27th April and have now ended. All GLA grant allocated to this phase of the scheme has been drawn down.

The Twybridge site, which will provide 67 homes, continues to be delayed by Section 77 consent from the Secretary of State (Education). Council officers across various departments are working on responding to questions raised by the Department of Education in order to proceed. Whilst the S77 issue is being resolved the site will be used as a decant facility for the Education facilities currently located at Moreland Gardens.

5.2 Cabinet also noted the intention to develop five further sites that did not require formal Cabinet approval and the progress is shown below.

5.2.1 Preston Road Annex

12 homes and a new community library. A local resident has challenged the Planning Permission decision via the Judicial Review process. A 'without prejudice' meeting is being arranged between the Council, the local resident and the local resident's architectural advisor, to undertake an independent assessment of the scheme and agree options for a way forward. It is currently anticipated that Start on Site will be December 2020.

5.2.3 Clock Cottage

The Council has been engaging the neighbouring hospice to update the scheme proposals and subsequently a non-material amendment planning application will be submitted to provide 13 self-contained assisted living flats. Subject to a revised planning permission being granted, the Council will then appoint a suitable a contractor to build out the scheme.

5.2.4 Frontenac, Gloucester Close, Mason Court, Kings Drive and Hindhurst

The 5 schemes with a total of 29 homes, were parcelled up into two lots, one lot being Frontenac and Gloucester and the other Mason Court, Kings Drive and Hindhurst, to provide scale to the build works. Preferred bidders for both lots have now been identified and the process of issuing Award letters has now

commenced ahead of the signing of the actual Build Contracts. Enabling works have been undertaken and GLA grant drawn down where applicable.

5.3 **NCHP – Progress towards the target**

5.3.1 A total of 146 new Council homes have been delivered to date

Table 4.4.1

Financial Year	General Needs	NAIL	Total
17/18	5	0	5
18/19	30	69	99
19/20	15	19	34
Total	50	88	138

5.3.2 Property numbers that are on site or proposed and due to be completed in the financial years up to and including 23/24 are shown in table 4.4.2.

Table 4.4.2

Financial Year	General Needs	Shared Ownership	Nail	Temporary Accommodation	Total
20/21	116	0	0	0	116
21/22	281	0	57	92	430
22/23	153	0	61	0	214
23/24	237	22	115	0	374
Total	787	22	233	92	1134

5.3.3 In addition to the completions and sites in progress above there are a number of new sites where planning permission is being sought shown in table 4.4.3

Table 4.4.3

Scheme	Number of Properties
Anuerin Bevan Court	9
Pharamond	10
London Rd	170
Moreland Gardens	65
Sycamore Grove	1
	255

5.4 **St Raphael's Estate**

The Council has set up a dedicated project to develop proposals to build new Council homes and make improvements to St Raphael's Estate working with a constituted residents group. An architect firm Karakusevic Carson Architects has been appointed to co-design the proposals with residents, supported by independent advisors PPCR. To date over 80% of all households have been engaged in the process, through a series of public events, workshops, drop-ins and individual conversations.

Two approaches are being considered;

- Redevelopment, taking the place making approach adopted in South Kilburn. Residents were presented with three outline proposals and this has been refined into an outline proposal, which is now being modelled financially. The proposal could deliver over 2000 new homes, the rehousing of 507 tenants with the option to provide new homes for 252 leaseholders/freeholders and up to 550 additional affordable rented homes.
- Infill+, which whilst not comprehensive to the same extent as redevelopment aims to respond to some of the underlying issues in the area and consider how existing properties and the environment can be improved while delivering new homes. The proposal could deliver over 350 additional homes, providing the opportunity to rehouse residents who are over-crowded plus the provision of net additional c300 affordable homes. The current proposal includes improved community facilities, landscaping and a refurbished retail offer with additional residential refurbishment being considered.

5.5 Grand Union

Cabinet has agreed the acquisition of 114 new homes being delivered by St Georges Ltd (Berkeley Group) at the Grand Union site in Alperton as part of their s106 planning obligation. This tranche consists of 92 rented homes due for practical completion and handover in November 2022 and 23 shared ownership homes due in May 2024. The Council will be using its Right to Buy (RtB) Receipts to part fund the purchase enabling the rented homes to be let at London Affordable Rent.

5.6 South Kilburn Regeneration

The Council is one of the most ambitious London Boroughs when considering the development of its own new housing since the introduction of greater levels of grant and the removal of the HRA borrowing cap. This has led to more detailed discussions with colleagues regarding the potential to become more actively involved as a delivery partner in South Kilburn. The Council has already signalled its ambition by purchasing 233 homes from Telford Homes and Notting Hill Genesis at the Gloucester & Durham site and in so doing increased the amount of affordable rented homes by 57% in addition to the original proposal.

- 5.6.1 Officers are now exploring various opportunities in SK to deliver Council homes, but still ensuring a good balance between social and privately owned housing, as required in the Master Plan. Three sites under consideration have the potential to produce 274 new Council homes.

5.6.2 There are potential opportunities at the following sites that will increase the overall delivery;

- Queens Park/Cullen House 53 homes
- William Dunbar/William Saville 201 homes
- Granville Open Space 20 homes

5.7 Partnership with Network Homes to deliver new homes let at London Affordable Rent in Church End

In addition to directly delivering one of the largest programmes in London the Council is also working in partnership with Registered Providers (Housing Associations) with the aim of maximising the number of affordable homes delivered. An example of this is a site at Church End where the Council have assembled 2 sites and obtained planning permission for 99 homes. The original planning consent provides for 34 rented homes and 65 Shared ownership units. The Council is working with Network with the objective of maximising the number of homes let at LAR. The current proposal is for the Council to transfer the land at a peppercorn value and in return Network will deliver 99 homes let at LAR. The GLA have been asked to support the scheme with an enhanced grant rate of £105,000 per homes. The Council will have 100% nomination rights into the homes.

5.8 New Accommodation for Independent Living (NAIL) Programme

The NAIL Programme is a major cross-council strategic initiative to provide high quality accommodation for a range of people who need assisted living. This accommodation offers a viable alternative to residential care for people with high support needs, through providing schemes which promote wellbeing and the ability to live independently through good design.

5.8.1 By separating accommodation from care & support costs, the NAIL Programme delivers significant efficiency savings for Adult Social Care (ASC) budgets, making it the largest savings programme within the Council. However, the motivation behind the programme is not purely financial. There is a clear evidence base that supporting the most vulnerable adults in Brent to maintain their independence, receive the care and support they need and continue to live in their own communities is the right thing to do

5.8.2 £5.3m savings have been delivered through the provision of 306 units, across 24 schemes. £1.8m will be delivered in 2020/21 through full occupancy of schemes with voids, and completion and fill of new schemes coming on line this year.

5.8.3 Extensive work has been undertaken to model and predict future demand for NAIL properties. Demographic information has been combined with existing service user information to create a projected demand profile for future NAIL schemes. The NAIL team worked with finance and performance staff to assess the current location of existing service users and to profile this against their ideal location

- 5.8.4 Phases 1 and 2 of the NAIL programme have previously been approved by Cabinet in 2014 and 2017 respectively. Phase 3 of NAIL concentrates on immediate need, i.e. individuals that have been already identified as suitable for NAIL and are currently known to ASC. Phase 4, using Demand Modelling, suggests that in order to manage demographic pressures in the future, c. 100 units of (Extra Care Supported Housing (ECSH) will be required every 5 years in Brent. This modelling is based on both the increasing number of older people in Brent, evidence suggesting that older people will live longer with multiple health conditions and the desire to open ECSH provision to a wider cohort of older people with less substantial needs.
- 5.8.8 It will be necessary to consider the impact of COVID-19 and whether this will change the demand for Extra Care accommodation with concern regarding Care Homes making NAIL more attractive.
- 5.8.9 The overall NAIL programme is shown in Table 4.3.2 above.

5.9 Landscape Programme

- 5.8.1 Residents have told us that one of the most important things to them is the look and feel of their estates, the 'kerb appeal'. As such, the previous Cabinet paper described the approach to improving the landscaped areas around developments to provide existing residents with enhanced communal garden areas. It has been a primary element of the programme so far that existing residents benefit wherever possible from the building works taking place in close proximity to their home.
- 5.9.2 The Housing Supply & Partnerships team has engaged a Landscape Architect to work with the Community Engagement Officer alongside existing communities to develop solutions which meet their needs. This will include consideration of location of bin areas, bike storage and dealing with rainwater run-off in ecologically positive ways.
- 5.9.3 Residents are involved in various engagement activities at the schemes shown in Table 6.1.3

Table 6.1.3

Council Led Projects in development, stage RIBA 1&2	Broadview Garages Eskdale Close Essoldo Way Gauntlett Close Moot Court Newland Court Westcroft Court Yates Court
Council Led Projects in development stage RIBA 3&4	Seymour Court Lidding Road Gladstone Park Anuerin Bevan Court Pharamond

	Stonebridge Milton/Hillside King's Drive Hindhurst Court Gloucester Road Mason Court Frontenac John Perrin Place Ellerslie Gardens
Council Led Projects in collaboration with Network Homes	Kilburn Sq Watling Gardens Windmill Ct

5.10 Aligning the NCHP to Planned Programmed Works

5.10.1 One of the promises to residents who have homes adjacent to proposed sites is that wherever possible, improvement works to their homes will be undertaken at the same time as new construction works. This will have a number of benefits;

- Potential economies of scale
- Uniformity of building elements for example window units
- Minimising the time period over which residents are subjected to disruption

The Housing Supply and Partnerships team is working with the Property Services team to ensure that the long term Asset Management plan is considered when coordinating the timetable for the new build programme.

5.11 Engagement

5.11.1 Successful delivery of the development depends on a number of factors including; good governance, adequate resources, joint working across a number of teams across the Council and the engagement (and support) of residents and Members. The team are using a variety of mechanisms including public meetings, telephone conversations, newsletters, YouTube, Survey link etc. Wherever possible, ward Members will be asked to review newsletters and suggest additional content. The objective is to provide ward Members with sufficient information to be able to answer the key questions should they be approached by their constituents.

5.11.2 The Housing Supply and Partnerships team employs a dedicated Community Engagement Officer to facilitate the engagement process. The officer also provides Members with briefings outlining upcoming engagement events. Additional specialist resources are secured on an ad-hoc basis to support in relation to larger, more complex development sites.

- The Hillside and Milton Avenue development aims to deliver 73 new homes and commercial space. 250 local residents, shops and business received a newsletter in March 2020 outlining the proposals. The ward Members pre-approved the newsletter and provided additional comments. Following the Lockdown after works were initially suspended a further newsletter was prepared and members were consulted via MS Teams and telephone.

Treeworks commenced on site w/c 27th April 2020 after ward Members were briefed on the safety measures in place and how works would be dealt with on site. As part of this development existing residents will have new play areas and all of the trees removed to facilitate the works will be replaced.

- Engagement in respect of the Gladstone Park development commenced on the 4th May with a Member briefing via MS Teams.

5.11.3 Due to the ambitious nature of the NCHP, the Council recognises that residents will express concern or oppose the development of sites either directly to the Council or to ward Members for the following reasons:

- Changes or disruption to surrounding green space.
- New buildings reducing natural light into their homes.
- Noise nuisance and other disruption e.g. access.
- Loss of amenities such as car parking or garden areas.
- Potential devaluation of privately owned properties.

5.11.4 The approach to Member and Stakeholder engagement can be summarised as follows:

Stage 1: Inform Members – Cabinet Members will be provided with a full overview of all sites planned in the NCHP. Ward Members will be provided information about sites in their individual ward.

Stage 2: Inform Residents – Residents whose homes will be impacted by a site will be written to and provided information on what the Council intends to build and how they can get involved.

Stage 3: Design Phase – Residents and Members will be invited to a face to face consultation event. This event will showcase designs for the site and provide more information on the homes being built.

Residents will be asked for their feedback on the designs and any concerns they have which can be considered. This includes opportunities for wider community investment.

Stage 4: Statutory Planning Consultation – Our aim is to respond to residents' concerns throughout the design phase. Once detailed design and consultation is completed the site will be submitted for planning consent.

Planning will then start their statutory consultation. Residents will be written to and site notices will be displayed. This will include the statutory process for submitting any objections to the development.

Stage 5: Building Phase – Residents and Members will have the opportunity to meet the appointed contractor. Throughout this stage any complaints or comments can be reported to the dedicated email address newcouncilhomes@brent.gov.uk mailbox or by calling 020 8937 3355. Complaints can be directed to staff when they are on site periodically.

Stage 6: Community Investment and Aftercare – Once the homes have been completed, any opportunities for community investment, that were agreed in the design phase will be completed.

5.11.5 Planning policy and consultation requirements will be adhered to in respect of each site. The approach set out aims to assist elected members and residents in understanding the proposals in detail and how they might influence the design positively particularly in respect of the landscaped areas post completion.

6.0 Registered Providers (RPs)

6.1 Registered Providers continue to play a significant role in the delivery of new affordable homes in the Borough. Table 5.1 shows the new homes that are anticipated to be delivered over the next two financial years from RPs funded by the GLA.

Table 6.1

Developer:	Financial Year 2020-21	Financial Year 2021-22
Notting Hill Genesis	328	40
Catalyst	76	66
Network Homes	6	501
Origin		5
Octavia	90	185
Home Group	178	
Clarion	111	715
Metropolitan Thames Valley	33	
Hyde	178	
Innisfree	59	9
Paragon Asra		80
Peabody	198	
Riverside	7	
St. Mungos Community	6	
Total	1,270	1601

6.2 In addition to monitoring delivery and encouraging RPs to invest in specific sites, the Housing Supply & Partnerships team work on individual developments to facilitate the delivery of additional affordable housing. One such development is Manley Heights/Williamson Heights on the site of the old Mahatma Gandhi House. Originally, this was intended to be a 198 unit development containing 25 affordable rent and 15 Shared Ownership Homes. The Housing Supply & Partnership team worked with Peabody and to see the entire number of outright sale properties converted, increasing the number of affordable homes to 123 Shared Ownership and 75 affordable rent. It should be noted that the COVID-19 crisis may lead to a reduction in the Shared Ownership homes. However, the affordable rent will be retained and these will be offered to nominees from the Council's waiting list.

6.3 Collaboration Agreement – Network Homes

RPs are also supporting the Council's development ambitions. On 9th March 2020, Cabinet agreed to enter into a collaboration agreement with Network Homes aimed at increasing the Council's development capacity. Network Homes are working with the Housing Supply & Partnerships team on 3 sites at Kilburn Square, Watling Gardens and Windmill Ct. The objective is to provide a minimum of 352 (see Table 4.4.4 above) new affordable homes on these sites. The Council is able to use the resources available at Network and has continued to engage with residents virtually in an effort to prevent time being lost during the current crisis. It is likely that the number of new homes planned will increase as the designs are further refined.

7.0 Greater London Authority (GLA)

7.1 The Council continues to work closely with the GLA and since December 2019 has secured additional grant allocation of £6.5m in respect of the Honey Pot Lane NAIL development.

7.2 During the current COVID-19 crisis the Council has been meeting (virtual) with the GLA to ensure that they are sighted on current progress and any potential problems that may arise causing delay and a consequent threat to the grant allocation.

7.3 The GLA have acknowledged Brent's ability to continue engagement of residents (virtual) on key sites, rather than stopping altogether as a result of the lockdown. It is relevant to note that more residents have attended our virtual meetings than the numbers that usually attended physical meetings.

8.0 Financial Implications

8.1 A Cabinet decision is required to let construction contracts that have a value in excess of £5,000,000. In December approvals were sought to delegate authority to the Strategic Director, Community Wellbeing in consultation with the Lead Member for Housing and Welfare Reform to let 5 contracts. This has allowed the programme to progress smoothly.

8.2 Over the course of the next 6 months there are no decisions required that cannot be dealt with using delegated powers however it is anticipated that there will be a number of significant decisions required by the time the next update is presented to Cabinet in December 2020.

9.0 Legal Implications

9.1 As stated previously there is no requirement at this half yearly review stage to request any Cabinet approval however the approach in respect of future developments is outlined below and mirrors the recommendations that were proposed and agreed in December 2019

9.2 The Financial Implications set out the position with regard to sufficiency of budget provision and the Director of Legal, HR, Audit and Investigations has confirmed that participation in respect of the GLA LDPD2 and SCAPE Major

Works framework agreements in relation to the 5 no. development sites is legally permissible.

- 9.3 As High Value Contracts under the Council's Standing Orders, award of development / construction contracts for sites with a value over £5,000,000 require Cabinet approval pursuant to Standing Order 88. In order to ensure an efficient delivery programme as previously agreed Cabinet will be provided with full details of each proposed contract and requested to delegate authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award such contracts.
- 9.4 The estimated value of development or construction contracts less than £5,000,000 do not require a Cabinet approval because they are classed as Medium Value contracts under the Standing Orders and procurement and award of such contracts is delegated to the Strategic Director/Operational Director. In these cases Members will receive information via the six monthly update.
- 9.5 Significant grant funding has been secured from the GLA. The Council has entered into grant agreements with the GLA governing the award of such funding to include the requirement to deliver specified numbers of new homes. Failure to observe grant conditions or achieve specified delivery numbers may lead to a requirement to repay grant funding and therefore efficient and timely delivery approaches are essential to mitigate the risk.

10.0 Equality Implications

- 10.1 The Council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation.
- 10.2 Equality Impact Assessments (EIAs) have been / will be completed as part of the planning application process to demonstrate that the Council has considered the quality impacts of its decisions in relation to design and development. EIAs / screening assessments will be available prior to the exercise of any delegated decision to award and will be taken into account in making any decision to award in relation to the key projects brought forward.

11.0 Human Resources / Property Implications

- 11.1 The Council's Development Team manages the contracts that are established and is supported by technical consultants as required. The Council has also ensured that it has access to additional capacity to deliver the programme by entering into the collaboration agreement with Network Homes.
- 11.2 The Council's Housing Supply and Partnerships Team will continue to facilitate and bring forward development sites in conjunction with a wide range of stakeholders, including acting as 'responsible client' for ensuring the NCHP is delivered in line with cost, quality and time expectations.

- 11.3 Support from a variety of Council teams in delivering the NCHP remains critical, covering specialisms such as planning, legal, communications, finance etc. A Design and Delivery Board provides the co-ordination required internally, whilst remaining accountable to the Housing and Care Investment Board that provides oversight and strategic direction.
- 11.4 To maximise the number of affordable homes being delivered and ensure rents can be set at London Affordable Rent levels, the Council is utilising Council owned land, which is under developed or unused. This means a number of sites are located within the grounds of existing Council developments.
- 11.5 Existing properties which are being used by local community groups and residents will continue to need proactive engagement, prior to and during transition into new facilities on site. Landowners adjacent to the development sites (i.e. NHS at Honeypt Lane) are also proactively engaged.

Related documents: Cabinet Paper - New Council Homes Programme 9th December 2019

Report sign off:

Phil Porter

Strategic Director for Community Wellbeing