



**Cabinet**  
17 August 2020

**Report from the Strategic Director  
of Regeneration and Environment**

**South Kilburn Regeneration Programme**

<b>Wards Affected:</b>	Kilburn
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>Appendices:</b>	<b>Appendix 1:</b> Progression Photos
<b>Background Papers:</b>	None.
<b>Contact Officer(s):</b>	Emma Sweeney Programme Manager Estates Regeneration emma.sweeney@brent.gov.uk Tel: 020 8937 1650

## 1.0 Summary

- 1.1. This report updates Cabinet of the progress of the South Kilburn Regeneration Programme. It specifically summarises the last 2 years and sets out a high-level summary of current projects and expected progress for the coming year.

It also proposes the serving of Initial Demolition notices on the secure tenants living in William Dunbar House and William Saville House to suspend their Right to Buy. These are the only remaining blocks identified for demolition without Initial Demolition notices and there are a series of legal processes required to do this.

- 1.2. It sets out the delivery options for the remainder of the programme and how this can be implemented for the next phase.

## 2.0 Recommendations

Cabinet are asked to agree for recommendations as below:

- 2.1 Note the progress made to date in delivering the South Kilburn Regeneration Programme.
- 2.2 Authorise the Strategic Director of Regeneration & Environment to serve the Initial Demolition notices to suspend the secure tenants Right to Buy in relation to premises contained within William Dunbar and William Saville and to serve the Final Demolition notice on the Council's secure tenants once the date for demolition is known, as per previous phases. This will be conducted in

consultation with residents and further details on this process can be found in section 3.8.

2.3 Authorise the Strategic Director of Regeneration & Environment to apply to the Secretary of State for authorisation to extend the period of suspension if the initial notices referred to in paragraph 2.2 expire.

2.4 Note the following schemes collectively referred to as the Sites are scheduled to be brought forward, and the recommendations in 2.5, 2.6, 2.7 and 2.8 are in relation to these:

- Neville, Winterleys, Carlton House & Carlton Hall
- Carlton & Granville
- Hereford & Exeter
- Craik, Crone, Zangwill,
- Austen & Blake
- Masefield, Wordsworth & Dickens

2.5 Delegate to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning, authority to award consultants, development or construction contracts in respect of the Sites listed above using the procurement approach set out within section 3 of this report for the reasons detailed in paragraph 3.9. Note the preference for these contracts is to tender via a framework.

2.6 Delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning to appropriate the Sites for planning purposes pursuant to section 122 of the Local Government Act 1972 and to override third party rights and interests in the Sites pursuant to section 203 of the Housing and Planning Act 2016.

2.7 Delegate authority to the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Regeneration, Property & Planning to undertake consultation with members of the public who may be affected by the appropriation undertaken in accordance with 2.6 above.

2.8 Delegate authority to the Strategic Director of Regeneration & Environment to seek permission from the Secretary of State to serve Ground 10a notices and to appropriate the Sites for Planning Purposes pursuant to section 19 of the Housing Act 1985 so that the Sites no longer remain in the Housing Revenue Account.

2.9 To agree that future developments within the programme deliver social housing that will be managed by Brent Council in the first instance, and that delivery routes as set out in section 3.9 of this report are assessed on a scheme by scheme basis.

### **3.0 Detail**

Given the passage of time since the previous Cabinet update report in March 2016 and the successful ballot outcome in October 2019, it is timely to provide Members with an overall update on the South Kilburn Regeneration Programme. It is also opportune to seek authority in regards to demolition notices and the appropriation of the sites for planning purposes.

### 3.1 Residents Ballot

3.1.1 As required by the GLA, the Council has completed a residents ballot asking each eligible resident if they support the continuation of the South Kilburn regeneration. The ballot was open 20<sup>th</sup> September 2019 to 14<sup>th</sup> October 2019.

3.1.2 A comprehensive communications and engagement plan was developed to map an intensive programme of activities in the lead up to, during and after the ballot. In addition to using the ballot process to demonstrate resident support, additional objectives included further developing the community involvement in the regeneration scheme and raising the profile of Brent as an innovative council leading the way in resident-led redevelopment. Resident engagement was the priority throughout the ballot process and over 200 officer hours door knocking on the estate by officers and Councillors resulted in this engagement:

- a quarter of all eligible residents attended at least one information event or drop in session
- 1,946 additional visits to [brent.gov.uk/southkilburn](http://brent.gov.uk/southkilburn) (178% increase in traffic)
- 278 hours of video views on Facebook
- 458 Facebook reactions, shares and comments

3.1.3 Of the 936 eligible residents 845 were spoken to either at the doorstep, on the phone or visited one of the drop in events. 676 residents voted, 84% voted in favour.

3.1.4 Brent's approach is seen as an exemplar of good practice. A number of other local authorities have been in contact with officers and members seeking guidance on how to run an effective ballot.

### 3.2 Housing Allocation Policy

3.2.1 Following an extensive consultation with tenants in July 2018, the Council agreed some changes to the housing allocations policy that impacted on the South Kilburn Regeneration Programme. In particular the amended Local Lettings Policy "to give priority to accepted homeless households living in Temporary Accommodation on an estate that is being regenerated, for an allocation of social housing that becomes available on the same estate".

3.2.2 This amendment gave households in Temporary Accommodation on the estate a right to an offer of secure social housing on the estate, this now means residents in temporary accommodation have the same guarantee of housing as existing secure tenants on the estate as detailed in the Landlord Offer. This change has increased the number of social homes required within the South Kilburn Regeneration Programme by 226.

3.2.3 There were additional changes to the policy which affect South Kilburn, specifically the Council's Housing Offer for Displaced Tenants and Leaseholders in Regeneration Schemes. These changes will not have additional cost implications to the South Kilburn Regeneration Programme.

### 3.3 South Kilburn Tenants

Currently, there are approximately 600 further secure tenant households to be moved plus 200 households in temporary accommodation. This figure includes a number of households where we envisage that there will be a “split” whereby the household occupants are offered two or more (in a few cases) tenancies due to the tenants needs following needs assessment.

### 3.4 High-level review of recent completed schemes and details of current projects

3.4.1 A number of recent projects have been delivered. A summary of recent achievements is listed below. To date 1073 new homes have been delivered with 60% (639) new homes having been made available for existing secure tenants of South Kilburn.

3.4.2 Projects completed in recent years:

- **Kilburn Quarter (Network Homes):** 229 new homes, 103 were affordable (social rent) and 5 shared equity (for South Kilburn leaseholders), the remainder were private sales;
- **Queens Park Place (Bouygues & L&Q)** 144 new homes; 28 were affordable (social rent) plus the Marks & Spencer Food Store;
- **Wood House Urban Park** – award winning and much used new park
- **Phase 1 of the Granville Enterprise Hub and Community Space** which opened in 2018 and provides workspace for South Kilburn entrepreneurs, start-up businesses and makers/artists as well as providing new accessible community space for the local residents and organisations at significantly reduced hire rates.

3.4.3 The Council, with our developer and Housing Association partners have secured recognition in the industry through a number of nominations and awards. These awards help to raise the profile of the Council, and the South Kilburn Regeneration Programme. This in turn secures a high level of interest from developers and consultants and peers within the wider regeneration arena, including the GLA. The most notable awards achieved in recent times include:

- The New London Architecture (NLA) Public Housing: a London renaissance, a research report investigating the future of public housing delivery in the capital. Exemplar projects were showcased in a special publication, distributed to key policy makers, the NLA network, visiting delegations and Londoners. Projects featured (NWCC, Ely Court, Gloucester and Durham, Bronte and Fielding) - 2019
- Kilburn Quarter - RESI awards 2018 – joint winner for Development of the Year
- Woodhouse Urban Park - New London Architecture Award Built Winner (Public Space 2017), RICS, Highly Commended 2017, BALI Regional,

National, Principal Award 2016 (Regeneration), BALI Regional, National 2016 (Community Schools and Development)

- The Peel Development Site won the Place West London Awards 2017 Future Project award
- Ely Court - one of five finalist in the EU Mies Award 2017
- Queens Park/Cullen House 2016 New London Awards (Mixed Use) – unbuilt
- Ely Court – RIBA Regional and National Awards 2016 and Housing Design Awards 2016
- Cambridge and Wells Court – Housing Design Awards 2016
- Carlton & Granville New London Architecture Award Winner Mixed Use Unbuilt 2019 and New London Architecture Award Winner Community Prize 2019

3.4.4 Neighbourhood CIL (NCIL). The team have worked with the community to implement two successful NCIL projects; an art project led by a local artist, and a youth film project. These projects have involved young people in the arts field, and in the regeneration of the area in which they live. NCIL grants have also contributed to the new community space at the Carlton and Granville, applied for by the South Kilburn Trust.

3.4.5 Housing Infrastructure Fund (HIF) - This is a government capital grant programme to help unlock new homes in areas with the greatest housing demand. The Council received an allocation of c£10m towards (i) a new estate road to re-connect cul-de-sacs to encourage vehicle connection through the estate, and to give a greater emphasis to pedestrians and encouraging cyclists; (ii) towards the acquisition costs of buying out the storage business Blue Box to secure vacant possession of Hereford and Exeter and (iii) towards the implementation of the Queens Park Cullen scheme.

3.4.6 HS2 – works will begin at some point on the proposed ventilation shaft at Canterbury Works, Kilburn. Discussions are ongoing with HS2 about timescales and adjustments to the road network to facilitate construction traffic and minimising impact on our own redevelopment sites.

### 3.5 **Live schemes**

Current live schemes and their status as at 1st quarter 2020/21 is below.

3.5.1 **Gloucester & Durham** – The Council has purchased this property of 235 units from Telford Homes PLC, meaning that all of the new homes will be for social rent and will be managed by the Council as part of its own housing stock. The scheme will also provide a basement car park, relocation and improvement of the public open space and play area, and a District Energy Centre. Progress on the site is well underway, with practical completion expected in 2 phases in 2020 and 2021. Involvement of Housing Officers has begun to ensure the Council are prepared to manage this asset.

3.5.2 **Peel** – Countryside and the Housing Association, Home Group, are the development partners for this site. The Peel development, at the heart of the South Kilburn estate, will deliver 308 homes. There are 85 proposed as shared ownership, 42 social rent homes, a Health & Wellbeing Hub featuring a health centre and gym, community/enterprise space, shops and a new market square. The development has a strong social value offer. The first phase of work has started on site with further phases planned to commence in 2020. The second phases received planning approval in May 2020. Engagement with the NHS Clinical Commissioning Group to resolve the future of the medical centre is ongoing; officers hope to conclude this with a legal agreement between the parties in the coming months. Cabinet agreement for capital funding to help implement the medical centre was secured in April 2020.

3.5.3 **Queens Park/Cullen House** - The redevelopment of the 3 sites (Falcon Public House, Keniston Press, Premier House and car park), south of Queens Park station was granted planning consent in 2012. It will see 137 new homes delivered, consisting of 98 private and 39 social rent for South Kilburn residents, new offices for TfL (who will move from their existing building), retail/commercial space.

The Council entered into a Limited Liability Partnership with LondonNewcastle to progress with the scheme. However, in October 2019 Cabinet agreed to terminate the agreement and exercise the option to purchase the Falcon pub.

Discussions about the future of the site are continuing.

3.5.4 **Chippenham Gardens** – Higgins PLC, are the development partner working with Octavia Housing Association for this scheme to provide 52 new homes, of which 22 will be social rent for existing South Kilburn tenants. There will also be highway improvements and an improved public square (adopted highway land). Early works on site have commenced.

### 3.6 **Upcoming Schemes.**

3.6.1 **Hereford & Exeter** – the redevelopment of this site will be submitted to planning in Autumn 2020. KCA are the appointed design team. The aim is to provide 230 new homes, a 1500m<sup>2</sup> public park and potentially a retail unit (subject to planning approval). The proportion of social rented homes is targeted at 50%.

The next stage for this project is to procure a delivery partner/contractor via a framework.

3.6.2 **Neville, Winterleys and Carlton House and Carlton (NWCC)** – The redevelopment of the site aims to deliver, 219 new homes of which 112 are for social rent for existing tenants. The scheme will also deliver highway improvements and an enhanced public realm. The scheme received planning permission in February 2020.

The project is currently out for procurement for a development partner via a framework and a contract aims to be awarded by winter 2020.

3.6.3 **Carlton & Granville phase 2** - Phase 1 of this project is finished and the premises is now a successful community and enterprise hub. Phase 2, following the appointment of Adam Khan Architects and considerable public

engagement on the design, including a key stakeholders group, has secured planning approval. The proposal is for 18 new Council homes and new community and enterprise space for the South Kilburn Trust, Granville Plus Nursery School, a Children's Centre as well as large community event space and gardens.

The next stage for this project is to procure a contractor via a framework. The aim is to start on site in June 2021.

### 3.7 Phasing

Over time the phasing of South Kilburn has evolved. This has been led by tenants' needs and decant suitability to new schemes. The inclusion of the households in temporary accommodation has also meant that some blocks that had already been decanted now have to be decanted again. Residents in the remaining blocks should expect to move in the below order:

- Neville, Winterleys & Carlton House
- Hereford & Exeter
- Masefield & Wordsworth
- Craik
- Crone & Zangwill
- Austen & Blake
- Dickens
- John Ratcliffe
- William Dunbar/Saville

The dates are subject to change as the programme continues to progress, residents may also be offered a move outside of the published timescales. The council is exploring ways to speed up delivery but the current anticipated completion of the South Kilburn Regeneration Programme is 2028-2030.

### 3.8 Demolition Notices and Suspension of Right to Buy

3.8.1 When required, the Executive/Cabinet has authorised the serving of Initial Demolition notices. The effect of service of these notices is that the secure tenant's Right to Buy is suspended. This is seen as an acceptable approach in regards to estate wide regeneration programmes and is used extensively by local authorities as it provides certainty as to the number of freehold or leasehold interests to be acquired which then informs the financial modelling.

3.8.2 It is good practice and expected that where a leaseholder wishes to sell their property, the Local Authority will negotiate in good faith and acquire that property at market value. Brent has acquired many properties in South Kilburn in this way with a very small number being acquired by reliance on CPO powers.

3.8.3 For William Dunbar House and William Saville House it is necessary to serve the Initial Demolition Notice to suspend Right to Buy as these blocks are now included in the Regeneration area following consultation on the refreshed design masterplan and a block vote undertaken in 2016 which voted in favour of inclusion.

### 3.9 Progressing the South Kilburn Masterplan

#### Procurement

3.9.1 In the interest of expediting our delivery of housing and the remainder of the South Kilburn masterplan where possible, contracts are procured using a framework. The delegation to authorise the award of consultants, development or construction contracts as set out in recommendation 2.5 will ensure the regeneration team are able to mitigate any need for additional time to seek approvals to cabinet on a scheme by scheme basis.

3.9.2 The next schemes to be progressed to construction are:

- Neville, Winterleys, Carlton House & Carlton Hall
- Carlton & Granville
- Hereford & Exeter

3.9.3 The next schemes to be progressed to design are:

- Craik, Crone, Zangwill,
- Austen & Blake
- Masfield, Wordsworth & Dickens

#### Delivery

3.9.4 In reviewing future phases of the South Kilburn Regeneration Programme and the aspiration to enhance delivery timescales and outputs, there are a number of considerations made on a site by site basis. These have distilled into two delivery options.

3.9.5 Option 1 – Developer Partner

This has been the primary delivery route in South Kilburn for a number of schemes. The key factors of this route are set out below:

- Minimal construction risk
- Social Rented units owned and managed by a Housing Association
- Capital receipts in the form of land value and overage received by the Council.
- Often a shared ownership product can be included in this delivery option
- The developer takes significant profit from the private sale homes
- Inclusion of place making and commercial/other uses.

3.9.6 Option 2 – Direct Contractor Appointment

This option has been used in the housing delivery programme across the borough and whilst requires ongoing management from officers, it can reap greater rewards and offer the council more flexibility. The key factors of this route are set out below:

- Full construction risk – including unknown ground conditions and appropriation
- Social rented homes retained and managed by Brent Council



- Capital cost to the council (circa £100m per 250-unit scheme)
- Continued rental income stream to the council
- Continue to own the asset
- Greater flexibility with housing tenure and future safeguarding of council assets
- May be more difficult to fund elements that do not produce an income stream in the future
- No land receipt or overage payments

3.9.7 It is proposed that for each future scheme these options are considered and where deliverables are vastly improved from option 1 that option 2 is developed. This option would require considerable capital funding and a separate paper would be brought to cabinet to seek this approval.

### **Brent Housing**

3.9.8 Officers have been exploring the option of Brent retaining social housing in future developments rather than the current contractual arrangement, which encourage Housing Associations to partner with developers and manage the social housing elements.

3.9.9 This would allow Brent to access the housing grant from the GLA and retain housing stock with the potential to increase by the end of the South Kilburn programme. It would also require ongoing input from the Housing Department to ensure that the homes are in line with New Council Housing across the borough.

3.9.10 It is recommended that Cabinet consider these adjustments to the housing management in South Kilburn and that Brent Housing are the confirmed as the preferred provider of social housing.

## **4.0 Property comments**

If the current model of delivery continues there are no new implications for Council property, other than the Council will continue to acquire property required to deliver each of the sites within the regeneration programme. However if the delivery model is changed to involve the Council leading the redevelopments or retaining ownership of the affordable homes, there are considerable resource implications for Property and Housing. In this instance, full financial modelling on the different options will be completed to understand the different financial implications.

## **5.0 Financial Implications**

5.1 The financial strategy for the South Kilburn Regeneration Programme works by creating partnerships with developers and Housing Associations to finance the construction of social and affordable homes, the development of new facilities, commercial spaces and the improvement of public realm while also delivering capital receipts from on-going disposals to support the wider capital programme.

5.2 The capital receipts are reinvested back into the programme, which in turn pays for the rolling regeneration programme that delivers new affordable homes. Since its inception, the South Kilburn Regeneration Programme has generated

approximately £70m in capital receipts towards these aims. The schemes that use this delivery model are cost neutral.

Alternative delivery methods:

- 5.3 There are schemes that have used alternative delivery methods, for example, for Carlton and Granville, Cabinet approved a budget to deliver the scheme via a contractor route. The Gloucester and Durham scheme has involved repurchasing units from the developer that will be retained as housing stock.
- 5.4 The alternative methods require the Council to fund the construction costs without receiving a capital receipt. There will be additional revenue costs associated with maintaining the housing stock which will also need to be funded. In this option, full financial modelling will include the financial implications including that on resource.
- 5.5 There are no direct financial impact from this report.

## **6.0 Legal Implications**

- 6.1 Section 105 of the Housing Act 1985 places a statutory duty upon the Council to enable consultation to take place with its secure tenants on matters of housing management. These arrangements must enable the secure tenants likely to be affected to be informed of the Council's proposals and to make their views known to the Council within a specified period.
- 6.2 Matters of housing management includes those, which in the opinion of the Council relate to the management, maintenance, improvement or demolition of dwelling-houses let under secure tenancies or the provision of services or amenities in that are likely to affect its secure tenants. Accordingly prior to making the decision to serve the notices and further notices there must have been consultation with the residents.
- 6.3 An Initial notice under Schedule 5A of the Housing Act 1985 is a notice served on a secure tenant stating that the Landlord intends to demolish the premises.
- 6.4 Whilst the initial notice remains in force the Council will not be obliged to convey the leasehold interest to the secure tenant. It is important to note that the initial notice does not prevent a claim being made to exercise the Right to Buy. The initial notice served must state that there is a right to compensation.
- 6.5 The period of suspension must not allow the Council more than what is in the circumstances a reasonable period to carry out the proposed demolition but in any case must expire no more than seven years after the date of service of the notice on the tenant.
- 6.6 There is a statutory restriction on service of a further demolition notice in that no further demolition notice may be served during the period of 5 years following the time when the notice comes in to force unless the further notice is served with the consent of the Secretary of State.
- 6.7 Accordingly the Secretary of State when consenting to an extension may impose further conditions

- 6.8 A final demolition under Schedule 5 of the Housing Act 1985 is a notice stating that the Council intends to demolish the premises and must state a date upon which the notice will cease to be in force.
- 6.9 The final demolition notice states that section 138(c) confers a right to compensation for the secure tenant.
- 6.10 The proposed demolition date must fall within 24 months beginning with the date of service of a notice on the Tenant and a period of advertising in the local press and the Council's website must have taken place
- 6.11 Pursuant to section 122 of the Local Government Act 1972, the Local Authority may appropriate the Sites for planning purposes.
- 6.12 The Council will need to apply to the Secretary of State for Housing, Communities and Local Government to appropriate the Sites for planning purposes pursuant to section 19 of the Housing Act 1985.
- 6.13 The Council has powers pursuant to section 203 of the Housing and Planning Act 2016 to override third party rights over/on the Sites. The rights of third parties would be converted into a right to claim compensation for any diminution in property value arising from such interference with the right; however where possible any claims should be settled by agreement, and private treaty (rather than through the use of section 203).
- 6.14 Prior to the decision to appropriate the Sites and exercise its powers, the Council must consult with those whose property rights may be affected to make it clear to those persons how they might be affected by the Council's redevelopment proposals.
- 6.15 Prior to appropriating the Sites for planning purposes and thereafter considering whether or not the Council-owned land within the Sites should be appropriated for planning purposes (and potentially disposed of subsequently in connection with such planning purposes) engaging the powers conferred by section 203 of the Housing and Planning Act 2016, the Strategic Director of Regeneration and Environment, in consultation with the Lead Members for Regeneration, Property and Planning and also for Schools, Employment and Skills (where education provision is on site). will need to consider:
- whether the land which is to be appropriated is already owned by the Council (this is a prerequisite to appropriation);
  - whether the land which is to be appropriated is no longer required by the Council for the purpose for which it is currently held (again, this is a prerequisite to appropriation);
  - whether the purpose for which the Council would be appropriating the land is a purpose authorised by statute (in the case of land to be appropriated for planning purposes, the relevant purposes would be authorised by sections 226 and 227 of the Town and Country Planning Act 1990); and therefore facilitate the development, re-development or improvement of the Sites which is likely to contribute to the economic,

social or environmental well-being of the area, or which is required in the interests of the proper planning of the area in which the land is situated.

- whether the proposed redevelopment of the Sites would be in the public interest;
- whether the public interest benefits which would arise from the redevelopment of the Sites would be sufficient to justify interference with any private rights, such that the interference was proportionate;
- whether the Council could (in the alternative) acquire the land compulsorily for the purposes of the redevelopment;
- any related financial liabilities of the Council should be indemnified by the developer. Whether or not prior consultation had taken place.

6.16 The proposed procurement approach for various Sites is set out in Section 3. This will involve the Council entering into a number of contracts and development agreements that are classified as High Value Contracts under the Council's Contract Standing Orders and Financial Regulations. For such contracts, CSO 88 and 89 require Cabinet approval to invite tenders and award contracts and agreements. For the reasons set out in paragraph 3.9 Cabinet approval is sought to delegate the procurement and award of such contracts to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning.

## **7.0 Diversity Implications**

7.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

7.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

7.3 There is no prescribed manner in which the Council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.

7.4 The Council seeks to proactively engage with all local residents living in the South Kilburn growth area. There has been and will continue to be widespread consultation and community engagement as proposals are developed and

delivered. An Equality Analysis will be updated to reflect the proposed changes to the South Kilburn Regeneration Programme.

- 7.5 The Council will ensure it takes action as necessary to mitigate any unintended adverse equality impacts brought to light through the ongoing analysis as the South Kilburn Regeneration Programme progresses, or as circumstances change.

## **8.0 Staffing/Accommodation Implications**

- 8.1 If procurement processes are changed to involve more than one site at a time there may be some efficiency savings by not having to do so many individual procurements.

If the delivery model is changed and the Council leads on the developments and retains ownership, there are considerable implications for the capacity of property and housing teams. Full financial modelling on the different options will be done to understand the different financial implications.

## **9.0 Public Services (Social Value) Act 2012**

- 9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (**'the Social Value Act'**) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers have regard to the Social Value Act in planning proposed procurements not only for contracts for services but also in relation to construction contracts and development agreements.

## **10.0 Consultation with Ward Members and Stakeholders**

- 10.1 There have been regular meetings with key stakeholders. This series of meetings has included existing users of the buildings as well as Kilburn ward members and the lead member for Regeneration, Property and Planning.

### **Related documents:**

- 13 August 2018 Cabinet Report: Approval to enter into grant agreements for two Housing Infrastructure Fund bids relating to South Kilburn and Northwick Park Regeneration Programmes
- 17 June 2019 Cabinet Report: Amendments to the Housing Allocation Scheme

**Report sign off:**

**Alan Lunt**  
Strategic Director of Regeneration &  
Environment