

 Brent	Cabinet 9th December 2019
	Report from Strategic Director, Community Well Being
NEW COUNCIL HOMES PROGRAMME	

Wards Affected:	Programme Update – All Wards Site Specific – Queensbury; Stonebridge; Wembley Central; and Willesden.
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Three: Appendix A - Example of Landscaping Project Design Appendix B - Development Sites ‘for Approval’ - Over £5,000,000 Appendix C - Development Sites ‘for Information’ - Under £5,000,000
Background Papers:	Not Applicable
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	David Guy Head of Supply and Partnerships 020 8937 2111, david.guy@brent.gov.uk Akin Adenubi Development Manager 020 8937 2518, akin.adenubi@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report provides an update on progress made towards delivering against the Councils housing target of 1,000 new affordable homes over the next five years (2019 – 2024) through the New Council Homes Programme (NCHP).
- 1.2 For expediency but at the same time ensuring Cabinet is sighted on progress on the NCHP without being congested with multiple site-by-site reports, this

report deliberately combines five sites, with each having an estimated valued above £5,000,000. This is to ensure the decision making process is efficient and effective, to support and facilitate the programme.

- 1.3 Cabinet approval is sought in readiness to award 5 no. development projects with an estimated contract value in excess of £5,000,000 each through the Greater London Authority (GLA) London Development Panel 2 and the SCAPE Major Works Framework Agreement as required by Standing Orders 88 and 89.
- 1.4 This report also provides a summary of the additional development programmes being progressed, with an indication of key issues, practical considerations and steps being taken moving forward. It is envisaged that as governance and programme management arrangements are embedded further, 6 monthly reports will continue to be provided.

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 that the 5 no. development sites scheduled to be brought forward, to which Cabinet approval is sought relate specifically to:
 - Dudden Hill Community Centre (Brent Indian Community Centre);
 - Honeypot Lane;
 - London Road;
 - Learie Constantine; and
 - Stonebridge (3 individual sites).
- 2.1.3 Delegate authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award development / construction contracts with developers / contractors in respect of the sites listed in Recommendation 2.1.2 using the procurement approach set out within section 7 of this report.
- 2.1.4 Note the steps being taken as set out principally in Sections 4 and 8 to add value to the programme, specifically in relation to stakeholder engagement, quality management, landscaping and communications.
- 2.1.5 For the reasons detailed in paragraph 6.6, delegate authority to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to award development / construction contracts with developers / contractors in respect of any sites listed in Section 6 should these be classified as High Value Contracts on receipt of tenders.

3.0 Background

3.1 Strategic Housing Target

3.1.1 The Council has committed to an ambitious strategic housing target to deliver 1,000 new affordable homes every year, over the next five years. 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.

3.1.2 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 (Investing 4 Brent), the Council's Wholly Owned Investment Company (WOC) 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 with a range of partners to provide new housing.
- Acquisition of property and land from the open market and the re-provision of affordable housing through investment in capital improvement works.

3.1.3 The table below (Table 3.1.3) sets out the current projected number of new homes based on known development sites and opportunities identified to date. Whilst the number of new homes that could be delivered are in excess of the target of 5,000 over 5 years, the significant role that the Council has in achieving this cannot be underestimated.

Table 3.1.3 – Original Baseline Forecast: New Homes (Completions)

Financial Year	General Needs	Affordable Rent	Shared Ownership	Intermediate Rent	Total
2018/19	103				103
2019/20	64	90	174	127	455
2020/21	136	460	691	972	2,259
2021/22	674	93	138	0	905
2022/23	455	56	111	61	683
2023/24	0	419	393	36	848
Total	1,432	1,118	1,507	1,196	5,253

3.1.4 All of the development sites and opportunities identified that contribute to achieving the number of homes forecast were deemed viable and deliverable by officers when the programme was originally developed, based on information available at the time. It is important to note that the viability of individual

development sites and opportunities will continue to be assessed in line with each provider's (including the Council) policies and procedures, as progress is made on a site by site basis.

- 3.1.5 A forecast target of circa 1,432 homes represents the number of Council homes that could be delivered over the next 5 years based on infill sites already identified. This figure has been 'over-programmed' to allow for unforeseen changes and variations to be absorbed without impacting negatively on the Council's ability to self-deliver the target of 1,000 new affordable homes.
- 3.1.6 The remaining circa 3,821 homes to be delivered are expected to be realised through a combination of the delivery of key strategic housing projects, 'pipeline' opportunities, negotiation with developers via planning and joint working with RP's to provide a range of products covering affordable rent, shared ownership and/or intermediate rent.
- 3.1.7 The Council's Housing Supply and Partnerships Team is responsible for driving forward this agenda by working with colleagues within housing to ensure supply meets need as defined by homelessness demand and co-ordinating delivery across the Council acting as an 'intelligent client' with in-house delivery teams and facilitating joint working with key stakeholders, in particular RPs.
- 3.1.8 Whilst not included within the forecast projected in the table above, the regeneration of St Raphael's (subject to a successful ballot) and South Kilburn is expected to contribute to the delivery of additional affordable homes in excess of the figures provided above.
- 3.1.9 Financial support for the development programme in the form of grant from the Greater London Authority (GLA), Right to Buy (RTB) Capital Receipts and Section 106 Contributions represent significant match funding to complement the Council's existing levels of investment and borrowing to bring development sites forward. It is important to note, that grant obtained from the GLA cannot be used to match fund RTB Capital Receipts.
- 3.2 Greater London Authority (GLA)
 - 3.2.1 The Mayor of London published his 'Building Council Homes for Londoners' funding prospectus in May 2018, encouraging London Councils to bid for grant funding to build new council homes for social rent. A special grant rate was introduced and support to help councils invest their own resources, including Right to Buy (RTB) receipts.
 - 3.2.2 The Council submitted an ambitious bid to the GLA that in September 2018, resulted in the allocation of £65,600,000 to subsidise the delivery of 817 new homes during the next 3 years (2019/20 – 2021/2022). Additional revenue funding of £430,000 has been allocated to support dedicated planning, legal and procurement assistance to the NCHP and to build in-house skills and expertise.
 - 3.2.3 The grant funding secured was allocated to the Council on the basis that potential development sites had already been identified and progress could be made expediently. The Council's bid focused on sites that had been under

consideration for some time and Housing Revenue Account (HRA) land located next to existing assets, with the exception of one site, Honeypot Lane, that was a specific acquisition under the New Accommodation for Independent Living (NAIL) programme.

3.2.4 For context, the grant allocation received from the GLA (£101,800,000) represents a significant contribution toward the capital funding required to deliver the NCHP. Remaining capital investment exceeding £200,000,000 will be secured by the Council through its prudential borrowing facility and capital receipts.

3.2.5 The grant allocation from the GLA represents one of the largest in London and as such brings with it, significant levels of scrutiny and an increase in expectation. The need to work close with the GLA to ensure that 'delivery confidence' can be provided through accurate monitoring, proactive management and realistic programming on site cannot be overemphasised.

4.0 Progress to Date

4.1 Several work programmes have been developed to deliver against the Council's strategic housing target(s) and can be summarised as follows:

- New Council Homes Programme (NCHP) – Delivered utilising assets owned by the Council, comprising of legacy infill sites (i.e. Brent Housing Partnership) and those identified within the programme.
- Mixed Development Programme – Comprising of key strategic housing development sites.
- New Accommodation for Independent Living (NAIL) – Mixture of new development sites / schemes, property acquisitions and refurbishments to meet adult social care housing needs.
- Registered Provider (RP) Affordable Housing – Delivered through working in conjunction with RP's to facilitate the investment of their own resources and match funding (including GLA grant), influencing the design of development sites and ensuring affordable housing provision meets need.

4.2 In advance of the 2020/21 Financial Year, officers will be reviewing the current programmes to ensure that development sites originally identified and timescales forecast remain realistic, taking into account lessons learnt. This will be done on an annual basis, in order to better reflect the anticipated Capital expenditure during the remainder of the delivery programme.

4.3 Reviewing the programme on an annual basis represents best practice and will ensure that development sites already identified are prioritised based on a number of key drivers (e.g. planning status, capacity to deliver, grant conditions etc.) and new opportunities to increase supply identified.

4.4 NCHP

4.4.1 A total of 1,164 new homes are currently being either designed, going through planning, and in construction through the NCHP. The mixed development sites programme is moving forward at pace with 8 key strategic sites expected to

deliver 540 new homes, complementing the infill development sites being brought forward.

A pipeline of sites also underpins the current opportunities identified as part of the programme and will be considered as we move forward. 103 new homes have already been delivered in the 2018/19 Financial Year.

- 4.4.2 In the current financial year (2019/20), a total of 17 new homes have been delivered, comprising of the following (Table 4.4.2):

Table 4.4.2 – 2019/20 Financial Year New Homes (Completions)

Project / Scheme	Homes	1 Bed	2 Bed	3 Bed
Summit Court / Duleep Court	11	4	3	4
Gladstone Park, Broadfields	2	2	0	0
Gladstone Park, Sandcroft	2	0	2	0
Gladstone Park, Mascotts	2	2	0	0
Total	17	8	5	4

- 4.4.3 There are also currently 570 new homes either on or due to start on site during the current financial year (2019/20) comprising of the following (Table 4.4.3):

Table 4.4.3 – 2019/20 Financial Year New Homes (Start On Site)

Project / Scheme	Homes	Status / Comments
John Perrin Close	4	On Site
Ellerslie Gardens	8	On Site
Kingston House	2	On Site
Oman Drive	7	On Site
Kilburn Square	24	On Site
Brent Indian CC	37	With planning for decision
Learie Constantine	26	Planning consent granted
Preston Road Annex	12	With planning for decision
Honey Pot Lane	61	Preparing for Tender
Kings Drive	4	Preparing for enabling works
Mason Court	8	Preparing for enabling works
Hindhurst	8	Preparing for enabling works
Gloucester Close	5	Preparing for enabling works
Frontenac	4	Preparing for enabling works
Hillside & Milton Avenue	73	Preparing for tender
Twybridge Way	67	Subject to Section 77 resolution
Clock Cottage	12	Preparing for planning
Anuerin Bevan Court	6	Preparing for planning
Lidding Road	12	Preparing for planning
Longley Avenue	4	Preparing for planning
Pharamond	10	Preparing for planning

Seymour	3	Preparing for planning
Sycamore	3	Preparing for planning
London Road	170	Subject to Section 77 resolution
Total	570	

4.4 Registered Providers (RPs)

4.4.1 Close working relationships with RPs continue to be maintained and the Council is exploring ways in which design proposals can be brought forward (not delivery) with Network Homes for development services in relation to Watling Gardens, Windmill Court and Kilburn Square.

4.4.2 51 no. new homes (at affordable rent) have been delivered in conjunction with Registered Providers (RPs) to date, working to shape and influence development sites and mix of tenure. There are currently 174 no. shared ownership homes forecast for the financial year, however, whilst 17 have been completed to date, the market has stagnated across London and as a result. RPs are exploring switching tenures to London Living Rent and the Council is continuing to monitor and work with them moving forward.

4.5 New Accommodation for Independent Living (NAIL) Programme

4.5.1 Alongside the development of the NCHP, the Council is committed to increasing the provision of homes under the NAIL Programme. A range of opportunities are continually being investigated to provide new homes through a combination of new development schemes, infill sites and acquisition programmes.

4.5.2 A wide range of needs are to be met through the programme in relation to a range of support related to older people, mental health, learning disabilities, physical disabilities etc. and as a result, this places significant importance in how and where development sites are selected. Additional requirements in relation to open spaces, security, technology, equipment and on site facilities are also taken into account.

4.6 Quality Management

4.6.1 The Council's Property Team fulfil a key role in ensuring that quality standards defined in the scope of work for individual development sites is adhered during the lifetime of a construction contract. Project specifications define quality standards for the development of new housing and form part of the contract between client and contractor.

4.6.2 The Property Team has developed robust processes to ensure that the quality of delivery and construction of new homes is managed effectively and responsibilities / accountabilities are clearly defined. The Housing Supply & Partnerships Team works closely with property colleagues through both the Development Manager and Clerk of Works who oversee delivery against programme and ensure works on site are managed to the highest possible standards.

4.7 Landscape Programme

- 4.7.1 Development of infill sites has provided the focus for initial phases of the NCHP resulting in the creation of additional homes within larger established communities that now have new residents moving in. As part of our approach, a wider-site landscape programme has been established, centred around the footprint of each new housing development. The rationale being to bring together existing and new residents though enhancing the open space and landscaping around them to improve the quality of their environment. This will further address the look and feel of external areas of estates, which residents have identified as a major concern for them.
- 4.7.2 Typically focusing on existing shared open spaces and gardens, the landscaping programme comprises of projects that tackles existing open spaces where little has changed in decades and tired old shrubs and cracked flag paths are at odds with the shiny bespoke new build housing created by the Council. They also offer ready-made opportunities for meaningful neighbourhood engagement to design the up-to-date spaces to give a new build feel for all concerned.
- 4.7.3 Improvements to date include projects to increase surface water absorption and attenuation, the large scale replacement and planting of new trees, provision of new lawns and shrubs, planting of climate change proof grasses, and installation of free draining paving. Residents old and new will benefit directly from an improved external environment to complement the changes in built form within their neighbourhoods.
- 4.7.4 The introduction of the landscape programme is seen as a key initiative that will complement the development of new affordable housing across the NCHP. An example of one of our landscaping projects at Willesden Lane, NW2 5RD which has been produced through consultation with local residents is attached as **Appendix A**.

4.8 Communications

- 4.8.1 A Communications Plan has been developed to set the standards for how and when communication takes place. The plan is continuing to be refined and will ensure all key stakeholders are communicated with effectively, implemented in relation to both internal and external communication. Officers have been proactive in producing regular communication material (i.e. press releases, case studies etc.) in relation to individual development sites at handover.
- 4.8.2 Further opportunities to promote the work of the Council have included the development of 149 new homes at Knowles House, Harlesden. This story featured in local press and has already led to approaches from local community organisations wanting to work with us.
- 4.8.3 Promotional advertising on sites, interviews with residents and incorporating key messages within corporate communications continues to be pursued. Internal communications within the Council are also being promoted, for example individual case studies displayed on LCD screens in offices.

5.0 Development Sites ‘for Approval’ – Estimated contract Values over £5,000,000

5.1 This report represents the first time Cabinet has been asked to consider sites within the NCHP for approval to progress development of new homes directly through the Council for individual schemes with an estimated value, each in excess of £5,000,000.

5.2 With further details attached as **Appendix B**, the summary below sets out the following development sites due to be brought through the Greater London Authority (GLA) London Development Panel 2 Framework Agreement and the SCAPE Major Works Framework Agreement, subject to Cabinet approval:

5.3 Dudden Hill Community Centre (Brent Indian Community Centre)

5.3.1 Located on Dudden Hill Lane, Willesden, the Brent Indian Community Centre (BIC) is currently a single story building used as a community centre provided on a long lease. The development will provide 29 new homes built above a new community centre. The planning application (19/2688) for the Dudden Hill Lane Community Centre redevelopment is expected to be considered by Planning Committee in December 2019 / January 2020.

5.4 Honeypot Lane, Kingsbury

5.4.1 The site is occupied by a disused care home purchased by the Council in 2018 and is currently being used to provide temporary accommodation. Planning consent has been granted for 61 extra care homes to be built on the site that shares SINC (Site of Importance for Nature Conservation) status with an adjoining NHS facility.

5.4.2 The required works to be undertaken at Honeypot Lane consist of the demolition of the care home and the design and build of a six storey residential development for residents with high care and support needs, with associated private amenity space and communal and ancillary accommodation.

5.5 London Road, Wembley

5.5.1 Located behind Wembley High Road, the site is a mixture of land remaining from the Ark Elvin Academy development and disused Council owned land. Planning consent has been granted for 170 new homes to be built. This includes 92 general needs homes and 53 for temporary accommodation.

5.5.2 This project is currently awaiting Section 77 consent from the Secretary of State in order to proceed. In the meantime, in addition to working to respond to questions raised by the Secretary of State, a further review is being undertaken for any additional homes within the site.

5.6 Learie Constantine Centre

5.6.1 The centre is located on Dudden Hill Lane, Willesden and is a single storey building used as a community centre provided on a long lease. The

development will provide 26 new homes built above a new community centre. The planning application (19/1095) was granted consent in October 2019.

5.7 Stonebridge (3 individual sites)

5.7.1 The development is split across 3 sites located at Twybridge Way, Milton Avenue and Hillside and will provide 140 new homes. This includes 100 homes for general needs housing (incorporating 22 new, 3 and 4-bedroom sized family homes).

5.7.2 The required works at Hillside & Milton Avenue (Stonebridge) consist of the demolition of existing buildings, site clearance and remediation works and subsequently build out of the development of the scheme in accordance with the RIBA Stage 3 design & Specification.

6.0 **Development Sites 'for Information' – Estimated Contract Values under £5,000,000**

6.1 With further details attached as **Appendix C**, the summary below sets out the following development sites due to be brought forward using delegated powers given the estimated value of the contracts is under £5,000,000:

6.2 Preston Road Annex

6.2.1 Development of 12 no. homes (comprising of 6 no. 1 bedroom, 2 no. 2 bedroom and 4 no. 3 bedroom units) in addition to a library. Planning application submitted.

6.3 Kings Drive / Gloucester Close / Frontenac

6.3.1 Provision of 13 no. homes on a former garage site (comprising of 4 no. 2 bedroom bungalows, 3 no. 2 bedroom flats, 3 no. 3 bedroom flats and 3 no. 3 bedroom houses. Planning consent given.

6.4 Masons Court / Hindhurst Court

6.4.1 Development of 16 no. homes on a former garage site (comprising of 7 no. 1 bedroom flat, 9 no. 2 bedroom flats). Planning consent given.

6.5 Clock Cottage

6.5.1 Provision of 13 no. homes, where consultation with the neighbouring hospice has been carried out to agree the current design.

6.6 Whilst the estimated value of all of the above contracts is under £5,000,000 and therefore procurement and award would be authorised using delegated powers, there is a possibility, particularly with the uncertainties surrounding raw material and labour costs cost due to Brexit, that bids exceed this sum. Should this occur, Cabinet authority would be required to award.

6.7 In order to avoid the delay in the award of the contract, Officers would recommend that authority is given to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare

Reform, to award development / construction contracts with developers / contractors in respect of the sites listed in this Section 6.

7.0 Procurement Approach (Sites with estimated values over £5,000,000)

- 7.1 Each of the development sites listed in sections 5 and 6 above have been reviewed to confirm the most appropriate method for procuring an experienced contractor to deliver the works. For large value procurements, suppliers need to spend a significant amount of time and money in preparing their bids and therefore would only participate if the number of bidders is restricted (normally between 3 – 4 suppliers).
- 7.2 Due to the size, scale and value of the development sites, the procurement options available for sourcing a contractor are by either (i) carrying out an OJEU procurement where the opportunity would advertise to the market or (ii) via a mini competition from a framework.
- 7.3 Advertising the opportunity via OJEU means all suppliers in the market have an opportunity to bid for the contract. This process can be much longer as a restricted process would need to be completed and suppliers checked for compliance. A framework has a list of pre-approved suppliers where compliance checks are already undertaken. The frameworks allow for mini-competitions to be undertaken to appoint a contractor and tend to be a much quicker process.
- 7.4 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.
- 7.5 The duty under the Social Value Act does not strictly apply to the proposed contracts as they are not services contracts. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement of the development sites and through both the GLA LDP2 and SCAPE Major Works Frameworks. It is envisaged that the successful contractors will be able to offer local employment, apprenticeships and work experience to residents in Brent as part of their bid. It would be expected that the successful contractors would also offer other community benefits to the residents in Brent.
- 7.6 It is proposed to use the following approach for each of the development sites:
- 7.7 Dudden Hill Community Centre (Brent Indian Community Centre) and Learie Constantine Centre
- 7.7.1 Approval was given in June 2018 to use the SCAPE Major Works Framework Agreement for which the contractor is Willmott Dixon. This framework allows for early contractor engagement and enabled the council to utilise the contractor’s knowledge of cost, programme and buildability while developing the design through to planning.

7.7.2 Subject to planning consent, it is anticipated that Brent will award a Pre-Construction Services Agreement (PCSA) and Enabling works contract to Willmott Dixon for progressing both schemes up to detailed design stage. The detailed design stage is expected to take 6 months from appointment. Following the completion of detailed design, the construction costs will be confirmed and subject to Cabinet approval, a recommendation is being made at this stage to award a construction contract under Delegated Authority.

7.8 Honeypot Lane, Kingsbury

7.8.1 A recordable decision report for the authority to tender was approved by the Operations Director on 27th June 2019 and the decision was published. The report included the pre-tender considerations.

7.8.2 The procurement of the contractor is being progressed under the GLA LDP2 framework (which has 29 panel members).

7.8.3 A shortlisting exercise was completed and 3 bidders were carried through to the Invitation to Tender (ITT) stage. The process is currently at the ITT stage with a response deadline of 13th November 2019. Following evaluation of the bids, award the contract is expected in December 2019, with contract commencement February 2020.

7.9 London Road, Wembley

7.9.1 Due to the size of this scheme it will be tendered under a framework. This will be confirmed by way of a recordable decision to procure report using delegated powers which is expected to be completed over the next month.

7.9.2 Whilst awaiting Section 77 consent from the Secretary of State the Council is unable to progress the project, however, officers are in dialogue with colleagues within the Department for Education and the GLA to seek a resolution. Subject to the outcome of discussions, the intention is to start on site during the current financial year. If this is not possible, the project timescales will need to be revised.

7.10 Stonebridge

7.10.1 A recordable decision report for the authority to tender was approved by the Operations Director on 6 August 2019 and the decision was published. The report included the pre-tender considerations.

7.10.2 The procurement of the contractor is being progressed under the GLA LDP2 framework (which has 29 panel members).

7.10.3 A shortlisting exercise was completed and 4 bidders will be carried through to the ITT stage. The ITT is expected to be issued 11 October 2019 with a response date of 20 December 2019. Following the evaluation of the bids, the Council expects to award the contract in February 2020 with contract commencement March 2020.

8.0 Consultation with Ward Members and Stakeholders

8.1 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.

8.2 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.

8.3 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.

8.4 A new approach for engaging/ consulting with Members and Stakeholders for each site to ensure all parties are able to shape proposals and remain informed was established earlier in the year and 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.

- 8.5 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.

9.0 Financial Implications

- 9.1 A financial summary of each of the development sites in excess of £5,000,000 is provided below (Table 9.1) based on estimated costs as follows:

Table 9.1 – Estimated Financial Breakdown

Scheme	Total Project Cost	GLA Grant	Council Investment ²
Honeypot Lane	£23,570,000 ¹	£6,100,000	£17,470,000
Stonebridge (3 sites)	£49,228,076	£10,000,000	£39,228,076
Dudden Hill Community Centre	£12,866,624	£2,900,000	£9,966,624
Learie Constantine	£10,092,600	£2,600,000	£7,492,600
London Road	£56,000,000	£14,500,000	£41,500,000

¹ Total project cost includes land purchase

² Opportunities to access and use Community Infrastructure Levy (CIL) will be explored further to offset costs to the council

- 9.2 Both community centres (Dudden Hill and Learie Constantine) will likely be let at a peppercorn rent, other than the housing rental income the schemes are not expected to generate any additional income for the council.
- 9.3 Officers will be reviewing the current programme and pipeline schemes to ensure that development sites originally identified, timescales, number of build units, massing and forecast costs remain realistic and current.
- 9.4 It is therefore envisaged that certain schemes may need to be re-profiled and/or added to in order to better reflect the anticipated capital expenditure required during the remainder of the delivery programme. This can be incorporated to the normal revenue and capital budget setting process in early 2020.

10.0 Legal Implications

- 10.1 Each of the 5 no. development sites detailed in Recommendation 2.1.2 is valued above £5,000,000 are in excess of the EU threshold for Works (currently £4,551,413) and the award of these contracts is therefore governed by the Public Contracts Regulations 2015 ("PCR 2015"). The award is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts.
- 10.2 As detailed in Section 7, each of the 5 no. development sites is being procured or it is intended to be procured using the framework agreements established by another contracting authority. Standing Order 86 (e) requires confirmation of sufficient budgetary provision for the proposed call off and for the Director of Legal, HR, Audit and Investigations to advise that participation in the framework agreement is legally permissible, with such framework having been established in accordance with the PCR 2015.
- 10.3 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.
- 10.4 As High Value Contracts under the Council's Standing Orders, award of development / construction contracts for of each of the 5 no. development sites requires Cabinet approval pursuant to Standing Order 88. In view of the short time frame for award of contracts as set out in Section 7, Cabinet is recommended 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.
- 10.5 The London Road development site is former school land and prior consent of the Secretary of State for Education is required pursuant to s77 of the School Standards and Framework Act 1998 to the disposal of land. Until such consent is obtained, it will not be possible to pursue the scheme.
- 10.6 The estimated value of development or construction contracts for the development sites listed in Section 6 is less than £5,000,000. As such 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. Based on the estimated values specified in Section 6, each of the contracts would be below the threshold for Works.
- 10.7 As detailed in paragraph 3.2, significant grant funding has been secured from the GLA. The Council has entered into or will be entering 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 will lead to a requirement to repay grant funding.

11.0 Equality Implications

- 11.1 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.
- 11.2 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.

12.0 Human Resources / Property Implications

- 12.1 All of the development sites identified will be delivered on a 'design and build' basis using external contractors. The Council's Development Team manages the contracts that are established and is supported by technical consultants as required.
- 12.2 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.
- 12.3 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.
- 12.4 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.
- 12.5 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 Honeypot Lane) are also proactively engaged.

Report sign off:

Phil Porter

Strategic Director for Community Wellbeing