

**MEETING TITLE AND DATE:**

**CABINET – 12<sup>th</sup> November 2014**

**Report of:**

Director of Finance, Resources and Customer Services & Director of Health, Housing and Adult Social Care

**Contact officers:**

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Agenda - Part 1	Item - 9
<p><b>Bury Street West – Development Options for the former Parks Depot Site, N9 9LA</b></p> <p><b>WARD: ALL KD: 3959</b></p>	

<p><b>Cabinet Members consulted:</b> Cllrs Oykener and Stafford</p>
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**1. EXECUTIVE SUMMARY**

- 1.1 The challenges facing Enfield at present are not so dissimilar to the wider national picture. Set against a backdrop of tightening austerity measures both nationally and locally, local authorities are having to identify new ways to generate income to deliver local services. This together with the impact of the benefit cap and a buoyant housing market, there is also an unprecedented need for both affordable and private rented homes, especially within Enfield.
- 1.2 To address this, the Council has set about reviewing how best it can optimise returns from its assets. In addition, the Council is also considering building homes for future generations both in the Housing Revenue Account and General Fund. To do this the Council intends setting up a company to undertake and develop schemes for mixed tenures to take advantage of market conditions bringing in much needed income for the Council and assist in delivering much needed affordable housing. With regard to housing, The Small Housing Sites, Phase I, has already started and will deliver 94 homes across seven sites (KD 3517). It is intended that further sites both from the General Fund and Housing Revenue Account (HRA) will, if appropriate, be added to a new housing programme as time progresses so that, where appropriate, available resources are focused on delivering a new supply of houses and other benefits.
- 1.3 As part of a comprehensive strategic development approach across the Council, this report considers the former Parks Depot at Bury Street West as one of those sites where the housing stock could be added to the programme and complement the existing HRA Small Housing Sites initiative.

- 1.4 The Bury Street West Depot site at Bush Hill Park, N9 is deemed to be surplus to the Council's requirements. It has been vacant since 2012/13, and a temporary short-term licence was granted to a private contractor to minimise holding costs.
- 1.5 The Council has been considering alternative uses for this site, and given the financial constraints that the Council is facing now and in the foreseeable future, as well as its responsibility to provide new housing, the use of the site for residential purposes together with environmental enhancements is proposed.
- 1.6 It should be noted that the site is designated as Metropolitan Open Land (MOL) and as such it will be challenging, but realistically possible to obtain a planning consent for residential development.
- 1.7 Pre-feasibility studies were undertaken earlier this year to consider development options for the site, and these studies point to the Council being able to optimise delivery options of either revenue streams, capital receipts or a hybrid of both from this site through a Council-led redevelopment scheme.
- 1.8 A Private Rented Scheme (PRS) option for the Bury Street West (BSW) site is, however, considered to be a good fit with the direction of the Council's priorities and will deliver the option of a long-term revenue generating asset that will assist in delivering the Council's vision.
- 1.9 The proposed PRS option offers a mixed tenure residential development allowing for both private and affordable units. This will ensure that the re-development of the site will bring back into beneficial use a site for the whole community and will create an exemplar mixed tenure, environmentally sustainable residential scheme for the Borough.
- 1.10 The proposed development will also bring an area south of Salmons Brook into beneficial use for the community with environmental improvements. This area will be an extension to the existing Bury Lodge Gardens and complement the Environment Agency's sustainable urban drainage scheme.
- 1.11 It is envisaged that the Council will lead on the scheme's development without a development partner. Effectively it will be a "self-build" scheme. Whilst this approach carries the highest risk, it also brings the highest rewards; in particular much needed revenue finance for the Council. In order to balance this risk/reward relationship, the Council has galvanised a strong internal team that has experience in similar developments and will be appointing consultants to complement this team. A strong project management ethos will also be employed to assist in monitoring and mitigate risks and, deliver the project. Consequently the project is being divided into carefully planned stages.

## **2. RECOMMENDATIONS**

It is recommended that Cabinet:

- 2.1 Recommends to Full Council to approve a total budget of £33m as detailed within the Part II report and that this figure is included in the Capital Programme for the delivery of a proposed housing scheme at the Bury Street West Depot.
- 2.2 subject to Full Council approving the addition of the budget for the project in the Capital Programme in 2.1 above, Cabinet approves the budget for Stages 1 and 2 of the project and, approves the commencement of the procurement of consultants to prepare plans for the scheme as detailed within the Part II report, and delegates approval for the appointment of consultants to the Cabinet Member for Housing and Regeneration in consultation with the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services.
- 2.3 approves the details of the scheme and its expenditure within the approved total budget subject to a further report being submitted to Cabinet.
- 2.4 Delegates authority to the Cabinet Member for Housing and Regeneration in consultation with the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services to approve a mix of house types and tenure arrangements in advance of a planning application submission.
- 2.5 Delegates authority to the Director of Health, Housing and Adult Social Care in consultation with the Director Finance, Resources and Customer Services and with the Assistant Director of Strategic Property Services to submit a planning application for the redevelopment of the site.
- 2.6 Approves the commencement for the procurement of a developer/contractor to take forward a scheme on receipt of planning permission and award of contract will be subject to further Cabinet approval.
- 2.7 Notes that a further in depth report will be presented to Cabinet updating the progress to date with the preferred delivery option for the site that have been detailed for consideration within the Part II Report.

## **3. BACKGROUND**

### Location

- 3.1 The development site is on the south side of Bury Street West, approximately 2.3 km (1.4 miles) to the south east of Enfield Town Centre (see Appendix I). The surrounding area is predominantly residential, with most properties dating from the 1920's and 1930's. The character is suburban with terraced and semi-detached houses.

- 3.2 Immediately adjacent to the site is Salisbury House (a Grade II\* listed building, which dates back to the late 16<sup>th</sup> / early 17<sup>th</sup> Century), and Bury Lodge Park to the west. This area is a formal park with sections laid out to rose beds, flower borders, lawns and a children's play area. Allotments are located to the south, with the A10 Great Cambridge Road creating the eastern boundary of the site.
- 3.3 The existing vehicular access into the site from Bury Street would be the approximate position of the entrance to the redeveloped site.

### The Site

- 3.4 The overall site area (as shown on the 'red line' site plan – Appendix II) is approximately 2.75 ha (6.8 acres) in extent. The site has a long history of use as a Council maintenance and storage depot, and this 'previously developed' area of the overall site extends to approximately 1.9 ha (4.7 acres).
- 3.5 The original use of the whole Bury Lodge West site was as a horticultural nursery for plants, shrubs and trees for stocking parks and other areas managed by the Council's Parks Department. Over time, the nursery function became less important, and the depot use expanded to include Waste re-cycling, Cleansing and Highway services vehicles as well as vehicles and equipment for the Council's Parks function. Diesel refuelling and vehicle wash facilities were included within the depot.
- 3.6 The depot ceased its use in late 2012 as all the functions were transferred to the Council's new depot facility at Morson Road.
- 3.7 There is temporary occupation of the site, which is due to terminate mid-2015.

### Strategic Need

- 3.8 London is faced with a chronic housing shortage and a particularly acute housing affordability challenge, as supply has consistently failed to keep up with demand. Enfield's population is expected to increase to 420,500 (32% over the next 25 years). While this demographic increase is significant, the 2008 ONS data predicts that over the period 2013 to 2033, the average number of households in Enfield is projected to rise by 20.5%, an increase of 25,000 households; 122,000 in 2013 to 147,000 in 2033. During the period in question, household size is also expected to decrease from 2.45 to 2.3 and this will place added pressure on the demand for housing.
- 3.9 As a result of London's buoyant housing market, Enfield's is affected by rising values and large parts of the Borough are becoming increasingly unaffordable for local people. The lack of supply and high property values has also resulted in rental increases across the Borough.
- 3.10 The Mayor's London Plan and Housing Strategy both propose an increase in house building target to 42,000 per year from previous levels of 32,000. A minimum target has been set by the Mayor for 7,976 new homes to be built between 2015 and 2025 in the London Borough of Enfield. With the population in Enfield growing more quickly than predicted the Council will need to go beyond this target to keep pace with the demand for housing.

- 3.11 Since 2012, Local Authorities have been granted new powers to borrow money to invest in the existing housing stock as well as building the next generation of council homes. This presents the Council with a unique opportunity to not only provide new homes, but to seek innovative ways to raise the quality of housing thereby not only contributing to Lifetime Home standards but also create new neighbourhoods that are sustainable and promote community cohesion.
- 3.12 While the provision of housing is of critical importance, the ability to seek new delivery methods also allows the Council to optimise receipts from its land holdings and create new capital and revenue streams. These new sources of funds will allow the Council to reinvest funding into other Council services, where funding is being reduced by central government.

#### 4. DEVELOPMENT PROPOSAL

##### Features of the Scheme

- 4.1 A variety of options were considered for the site and these are outlined in Section 5. The preferred and recommended option allows the Council to optimise housing numbers, financial returns, and provide environmental improvements.
- 4.2 The aim is to transform the site into a new vibrant residential community that blends in with the surrounding built and natural environment. It is envisaged that the development will be used as a path-finder for subsequent developments by providing exemplar, well-designed sustainable homes.
- 4.3 Site and design optimisation and pre-feasibility studies suggest that the site could accommodate at least 130 residential units in a variety of typologies and mixed tenures. Indeed, the indicative scheme aims to achieve a mix of tenures and dwelling types that not only fits in with the surrounding locality but is compliant with the Council's guidelines on design, density and unit size and other planning policies.
- 4.4 The table below provides an indicative outline of the units proposed and their tenure designation for a base scheme of 130 residential units.

Unit Description	Tenure	Number of units
1 bed 2 person flat	Social & Affordable Rent	6
2 bed 4 person flat		6
3 bed 5 person house		12
4 bed 6 person house		12
<b>TOTAL</b>		<b>36</b>
1 bed 2 person flat	Intermediate Rent	4
2 bed 4 person flat		6
3 bed 5 person flat		2
3 bed 5 person house		2
4 bed 6 person house		2
<b>TOTAL</b>		<b>16</b>
1 bed 2 person flat		18
2 bed 3 person flat		3
2 bed 4 person flat		8

2 bed 4 person mews house	Market Rent	2
3 bed 5 person house		28
4 bed 5 person house		6
4 bed 6 person house		13
<b>TOTAL</b>		<b>78</b>
<b>TOTAL UNITS</b>		<b>130</b>

- 4.5 It is proposed that the development will consist of a mix of apartments and two/three storey houses. Higher buildings are envisaged along the boundary with the A10 road and the intention is to create a transition around the edges of the site, so that the development:
- respects the setting of Salisbury House;
  - relates well to the open areas to the south and west of the site; and
  - sympathetically takes into account the predominantly two storey existing form of built development in the vicinity
- 4.6 The scheme will have an appropriate level of sustainability and environmental quality demanded by 21<sup>st</sup> century houses, and dependent on further viability testing, it is envisaged that modern methods of construction (MMC) may be used. The advantages of using MMC include: higher environmental performance measures, use of sustainable materials, less construction wastage, speedier on-site delivery with lower on-site environmental impacts. Indirect benefits include amongst others workforce upskilling.
- 4.7 To accommodate the scheme, the acquisition of a former Caretaker's Lodge (subject to negotiation) may be required. This property is adjacent to the former depot's entrance.
- 4.8 Salisbury House is owned by the Council, and is used by local cultural, arts and amenity groups for meetings and other activities. Changes to Salisbury House are not envisaged and the site will not form part of this scheme's planning application.
- 4.9 The former nursery land area to the south of Salmons Brook is excluded from the scheme's developable area. It is intended that this part of the site will be included within the overall planning application area as this area of 2.5 acres will be transformed into an extension of Bury Lodge Park with public open space and other environmental enhancements. Indeed, local residents have even suggested having an open air gym located in this area together with other nature-based recreational activities which the Council is considering. There is a separate Council proposal for a Sustainable Urban Drainage System (SUDs) to deal with surface water run-off from the A10 road. The SUDs design is intended to form a wetland environment to the south of Salmons Brook, and it is envisaged that the proposed development will complement the overall environmental and enhanced open space benefits envisaged.
- 4.10 Landholdings further south of the nursery land are used as allotments. It is not intended that the allotments will form any part of the developable area.

- 4.11 A further separate Council proposal is the creation of a new cycleway along the southern side of Salmons Brook, but will be integrated where possible with the scheme's design.
- 4.12 The redevelopment of the Bury Lodge site provides an opportunity to improve pedestrian and cycle access, and wider connectivity generally.

## **PREFERRED DELIVERY OPTION**

### The Concept

- 4.13 Local authorities' revenue budgets are forecast to be reduced by central government over the coming years. The main challenge resulting from this is for the local authorities to find new sources of income to serve their revenue budget needs.
- 4.14 One way of generating revenue income for Councils is to develop their land and subsequently rent out the properties. This mechanism yields a revenue income stream to the Council from a capital investment in a project.
- 4.15 There has been considerable research into the PRS sector and more and more Local Authorities are using this method of extracting revenue to complement their budgets. This proposal delivers a way of generating long term revenue income for the Council in lieu of a capital profit and is the preferred option as opposed to a Capital sale Scheme discussed in Part II report.
- 4.16 It is envisaged that a company will be established to develop the scheme. This proposal is not dissimilar to the proposal set out in the Cabinet approved a report (KD 3517) in July 2012 to develop seven small housing sites across the Borough for rent.
- 4.17 There are numerous advantages in setting up a separate company for the proposed development at Bury Street West including tax efficiencies, ring-fencing funding and liabilities of the project/investment, allowing staff to focus on the investment/project, and undertaking appropriate commercial decisions that can be made swiftly in response to market pressures.
- 4.18 A joint Housing Development and Estate Renewal Team and Strategic Property Services report will follow to Cabinet early next year outlining the company structure.
- 4.19 This option of development means that the Council will also have to manage the properties or have the management outsourced to a management company. This is important for a number of reasons; such as minimising the risk of tenants' acquiring security of tenure and ensuring the properties are placed on the market with an appropriate brand that does not carry a "council housing" stigma. In this regard, a separate report will be submitted to Cabinet by the Housing Development and Estate Renewal Team, which is about to put together a tender package to procure a Management company to run the PRS properties when completed. A joint approach with the Housing Team is being undertaken given the procurement efficiencies that can be obtained and their specialist understanding of housing operations.

4.20 Our property consultant, GVA, conducted a high level survey amongst a number of estate agencies in Enfield on the rental market potential in the area. It transpired from this survey that there is a fairly high demand for rented properties in the area. There is, however perceived lack of market appetite for rented houses which could potentially impact the level of viability of the project as a rented scheme. However, the appetite for larger rented homes is growing and has seen a shortfall of homes on the market as a result.

4.21 It is proposed that the Council will lead this scheme's delivery. The benefits include:

- Council maintains significant control over the development, specification, design, appointment of contractors and professional services. Indeed the Council can deliver the housing it wishes and in a timeframe suitable to the Council.
- Council is able to ensure the delivery of the scheme's environmental features benefits and quality.
- Council is able to access funds at advantageous rates.
- Council is able to optimise financial returns in the longer term.
- It will support the Council's objectives of increasing a higher quality of housing in the borough and control the affordability of the product.
- Council is able to optimise the economic benefit of its own asset.

#### Envisaged Headline Delivery Timetable

4.22 The table below provides an indicative timetable for the project's delivery and are subject to change.

<b>Milestone</b>	<b>Date</b>
Appointment of lead Designer	November 2014
Site Investigations Report	November 2014
Company Structure	December 2014
Management Structure	December 2014
Stage D+ Designs	April 2015
Details of overall scheme to Cabinet	May 2015
Planning Submission	July 2015
Planning Decision	November 2015
Contractor Award Report and final approval to proceed	December 2015
Start on Site	April 2016
Practical Completion	April 2018

#### Next Key Steps

4.23 Due diligence of the site has commenced and includes:

- Geotechnical and soil contamination studies
- Traffic and highways Study
- Arboricultural Survey
- Bat/Ecological Surveys
- Legal Title survey
- Flood Risk assessment

- Noise and air quality survey

4.24 The bulk of the studies/surveys listed above are due to be completed by the end of November and these will play a significant role in shaping the emerging scheme.

4.25 The proposed delivery model will also need to be refined, and this will include a further review of the scheme's viability.

4.26 The following table outlines the staged approach to be adopted and the key decision reports required and is discussed further in the Part II report.

	<b>Stage 1: Design Development &amp; Feasibility</b>	<b>Stage 2: Planning and Procurement of Contractor</b>	<b>Stage 3: Award and start on site</b>
<b>Key Areas of work</b>	<ul style="list-style-type: none"> <li>• Design work to RIBA Stage D+</li> <li>• Company Structure</li> <li>• PRS Management Company</li> <li>• Final Feasibility Testing</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise planning submission.</li> <li>• Finalise contractor tender pack.</li> <li>• Commence procurement of contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Construction programme.</li> </ul>
<b>Decision Reports</b>	<ul style="list-style-type: none"> <li>• Management Company Award Decision Report</li> <li>• Report to Cabinet on Company Structure</li> <li>• Report to Cabinet on Scheme Details</li> </ul>	Once planning decision obtained, report will be submitted to Cabinet with a recommendation to award a construction contract and to proceed with the scheme.	

### Project Governance and Management

4.27 The project will be delivered using Prince2 Principles and Methods and has been set up on VERTO, the Council's programme and project management system. A project Delivery Team consisting of officers in Property Services, Housing, Regeneration and Finance has been established. The Project Delivery Team will report to the Asset Performance Group (APG), which will act as the Project Board. The APG consists of Senior Officers within the Council, is Chaired by the AD (Property Services) and was established under the Property Procedure Rules.

### Consultation

4.28 It is envisaged that public consultation will assist in shaping the emerging scheme. As a result, it is proposed that at various stages of the development process public consultation events will be held.

4.29 The potential contribution from the redevelopment of the depot site to assist the Borough's housing needs was initially mentioned in the 'Enfield Experiment' articles in the Guardian newspaper, which has created national interest about introducing fresh initiatives to tackle housing pressures.

- 4.30 Ward Councillors have been briefed on the proposal together with other key stakeholders such as the Friends of Bury Lodge Park and Gardens, the Bury Lodge Bowling Club and the owners of the Bungalow at 294 Bury Street West.
- 4.31 The emphasis has been to involve all local residents and interested parties at the initial and formative stages of the redevelopment project. To this end some 2,500 properties in the local area were leafleted with an invitation to attend a 'drop-in' information display session at Salisbury House on Monday 20th October 2014. In addition, to ensure wide publicity an advert was placed in the local press and leaflets were placed in key locations.
- 4.32 Approximately 150 local residents and other people with an interest in the site, attended the consultation session, with Property Services' staff on hand to explain the redevelopment concept and answer questions. It was made clear that this was the first of a series of consultation events on the redevelopment proposals for the site.
- 4.33 Visitors completed comment forms and equality questionnaires. Detailed analysis of the comments is being undertaken, but the main themes of the consultation response are summarised below.
- 4.34 The benefits of potential extension to the public open space and an improved setting for the listed building were broadly welcomed. The intention for the extension of the Park to the south of Salmons Brook to be a more informal area with improved habitat for nature conservation was also supported, subject to good quality access and landscaping, and commitments to future management.
- 4.35 Whilst there was a general recognition that the disused depot could provide a valuable contribution to new housing, there were concerns about the amount of traffic likely to be generated, the level of current congestion and the ability of nearby junctions to cope with any increase, the adequacy of the single access into the site, and whether the development would have adequate parking without overspill onto nearby roads.
- 4.36 Whilst it was generally accepted that a mix of flats and houses was appropriate for the site, there were concerns about projected dwelling numbers, the likely density of development, and the amount of social rented housing. However, the Council's initiative to retain ownership of all the properties (including private rented dwellings) through a new company was generally supported.
- 4.37 Other main concerns were the perceived additional pressure on school places and on GP surgeries, the prospect of anti-social activity and vandalism to the Park, and lack of parking for the existing users of the Park, Bowls Club and Salisbury House.
- 4.38 A detailed analysis of responses will be prepared as part of the overall Public Consultation programme and issues will be investigated further as part of the design/feasibility stage. Further consultation events will be held as the project progresses.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

### Alternative Uses

- 5.1 Several options for the site's use were considered and these included:
- Land banking;
  - Continued use as a Council Depot;
  - Leasing the Depot at a market rent for open storage and distribution;
  - Site disposal;
- 5.2 Not trying to develop the site is considered a lost opportunity to the Council including any additional benefits the development could secure such as (and not limited to) the key worker affordable housing, improvements to the site and surroundings, net employment gain and environmental enhancements.
- 5.3 Continue the use as a Council depot. As all waste management, street cleaning and other functions/services have been consolidated at the new Morson Road Depot, there are no Council services left to accommodate at the Bury Street Depot.
- 5.4 Lease the depot at a market rent to a third party for open storage and distribution. This has been considered however given current market conditions it would be difficult to find a single operator to lease the site for this function due to the accessibility to the road network, site location and restricted operating hours.

### Alternative Layouts

- 5.5 Alternative conceptual site layouts were also considered, and included a larger developable land area with different housing densities and an option that includes the relocation of the bowling-green to the site of the former Caretakers Cottage. A higher density scheme and a scheme that encompassed a larger developable area were rejected as unviable options.

### Alternative Delivery Mechanisms

- 5.6 In order to achieve its objectives, the Council has the choice between various delivery routes that offer varying risk reward relationships. These alternative delivery routes were carefully considered and included amongst others the disposal of the site to a developer, a development agreement route with a developer, and a joint venture with a private sector development partner.
- 5.7 The alternative delivery mechanisms are the subject of another report to Cabinet and that report will also outline the various legal forms the delivery mechanism could take.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 This is a rare opportunity for the Council to develop a large site within its own portfolio. It does come with the risks detailed within the Part II report; however the benefits to the Council will outweigh the associated risks and bring much needed revenue funding to the Council.

- 6.2 The indicative scheme is considered to be viable and the best fit given the site's current environmental and policy constraints.
- 6.3 The development will deliver a key proportion of affordable housing that is in high demand within the Borough, in particular key worker and shared ownership properties.
- 6.4 The site will deliver key environmental enhancements and produce a sustainable exemplar Council development.

## **7. KEY RISKS**

- 7.1 The project's key risks, many of which are not unusual to property development, can be highlighted as follows:
- Community risk
  - Planning risk
  - Land contamination risk
  - Development risk
  - Financial risk
  - Procurement risk
  - Economic risk
  - Marketing risk

These risks are outlined in more detail in Part II.

- 7.2 Additional due diligence work will need to be undertaken to refine the financial model and the financial structure. In particular, further legal and tax advice is required. As design details emerge, a better view can be taken on the scheme's overall cost. It is for this reason that the project has been divided into three stages, which will allow the Council to approve the scheme incrementally as details emerge.

## **8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

### **8.1 Financial Implications**

The Council is undergoing major structural changes to reduce costs whilst meeting all service demands. This project will require the Commitment of significant capital resources to realise the potential benefits from self-development of the site.

If there are any abortive costs (i.e. no assets are created) these will need to be met from revenue for which there is no funding currently identified.

See Part 2 for details of Stage 1 financial implications.

## **8.2 Legal Implications**

The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do subject to the constraints stated in the section.

There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The procurement of consultants must comply with the Council's Contract Procedure Rules and the award of the Contract together with a recommendation as to the nature and form of the SPV will be the subject of a future Cabinet Report

The recommendations in this report are in accordance with these powers.

## **8.3 Property Implications**

8.3.1 The Council owns the site freehold under Title No. AGL240908.

8.3.2 The current use of the site as a storage and maintenance depot has been established under a certificate of Lawful Use which was granted by the Local Planning Authority on the 23<sup>rd</sup> July 2014.

8.3.3 Part of the site has been licenced to an operator to carry out repairs and maintenance to the stock of Council's large commercial wheelie bins. This arrangement is due to expire mid-2015. It is essential at the end of the term that all services are decommissioned and that vacant possession is sought.

8.3.4 Title conditions are not considered to be too onerous. However, it may be prudent for the Council to invest in title indemnity cover to guard itself against any unforeseen onerous title conditions that may have been overlooked or alternatively the Council could appropriate the land for planning purposes.

8.3.5 There is a tenancy in place in favour of the Bowls Club that expires in March 2016. The tenancy is inside of the Landlord and Tenant Act 1954 Part II which conveys security of tenure.

8.3.6 The redevelopment of the Bury Street Depot may require the acquisition of the property at 294 Bury Street West. Clarity on its acquisition will only be received once further design work is undertaken. It is envisaged that should this property be required, that it can be acquired by agreement with the current owner. If not, the Council may need to exercise its CPO powers.

8.3.7 The Site's redevelopment is considered to be challenging from a Planning Policy perspective.

8.3.8 It should be emphasised that the whole of the site is designated as Metropolitan Open Land (MOL) and therefore the development proposals will need to be justified in terms of environmental enhancement and the creation of additional public open space provision, to the south of Salmons Brook.

8.3.9 Prior to development, the site will have to be remediated from contaminants and a number of outbuildings will need to be demolished.

8.3.10 Various surveys have been and are being carried out as part of the due diligence required in advance of any design work. These surveys will give the Council the confidence to proceed and shore up initial cost estimates. Several survey reports will be required for the purposes of obtaining Planning Permission.

8.3.11 It is essential that throughout the procurement process of these surveys and of the architectural design team that the Initiation to Tender (ITT) documents has clauses inserted within them that allow the novation of contracts and works to third parties and the Council obtains collateral warranties from all suppliers.

8.3.12 The development of this site is not without risks. Please see Part II Report – Key Risks.

## **9. PERFORMANCE MANAGEMENT IMPLICATIONS**

With regards to the development management of the site there will be set milestones to achieve within agreed timescales with a project manager tasked to deliver the scheme on time.

## **10. EQUALITIES IMPACT ASSESSMENT**

A rapid equalities impact assessment has been undertaken for this project. No significant issues have been identified that may impact on any of the identified statutory defined protected groups. However, care is being taken to ensure communication events are as inclusive as possible to solicit opinions and suggestions from the local community. Further equalities impact issues will be examined throughout the design process to ensure an emerging design is also inclusive and promotes community cohesion.

It is envisaged that the properties to be built will have the 16 basic principles of Lifetime Homes standards inbuilt and engineered into the fabric and design of the residences. A Lifetime Home will meet the requirements of a wide range of households, including families with push chairs as well as some wheelchair users. The additional functionality and accessibility it provides is also helpful to everyone in ordinary daily life, for example when carrying large and bulky items.

## **11. PUBLIC HEALTH IMPLICATIONS**

A key component of developing this scheme entails its closeness to its surroundings and in particular its relationship with the environmental setting. The creation of the open space will offer significant recreational and environmental benefits with an eco-wetland also being created which facilitate wider health and wellbeing benefits to the wider community.

The homes will perform to the highest environmental standards and this will enable the reduction of fuel poverty and eventually contribute to the wellbeing of residents.

There are a number of implications that arise from developing a site such as this. Issues that arise during demolition and construction phases will be monitored closely and contractors will be required to work in accordance with the Considerate Constructors Scheme.

## **12. IMPACT ON COUNCIL PRIORITIES**

### **12.1 Fairness for All**

The development will bring 'fringe' benefits such as public open space, a nature trail, well designed urban landscapes and an enhancement to the whole area in key aspects of public realm that will be readily accessible to all and cater for all communities within the Borough.

Further, the tenure mix allows for all communities to be brought together to create a new neighbourhood for all.

### **12.2 Growth and Sustainability**

To ensure the site is brought back into beneficial use for development purposes the end result will improve the quality of residential housing in the area, improved streetscape, improvement the quality of life for local residents and increase local economic development by creating jobs in the local area. The development will have the highest standards of Green technologies and will in turn create a safe and highly sustainable community.

Delivery of this comprehensive development site within this locale will provide green linkages through to Edmonton Green and beyond to Meridian Water including cycle routes, investment into the public realm will improve the quality of life to the residents in the area and promote growth and sustainability.

### **12.3 Strong Communities**

The design and inclusive nature of a mixed tenure scheme will allow the Council to build into the fabric of the development a new safer, stronger and cohesive neighbourhood.

## **13. HR IMPLICATIONS**

13.1 Delivering this development scheme and bringing several others forward represents a significant undertaking for the Council. Strategic Property Services may need to bring on expertise where necessary to complement existing staff.

13.2 As the projects(s) evolve there will be a requirement at different stages for further skill sets to complete various tasks, this could be achieved either through the Strategic Partnership Co-Sourcing agreement or through another short term agreement.

## **BACKGROUND PAPERS**

See Part II.

## **APPENDIX 1: Location Plan**