

## MUNICIPAL YEAR 2014/2015 & 2015/16 REPORT NO. 225A

### MEETING TITLE AND DATE:

Cabinet: 29<sup>th</sup> April 2015

Council: 24<sup>th</sup> June 2015

### JOINT REPORT OF:

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**Agenda - Part: 1**

**Item: 9**

**Subject:** Alma Estate Regeneration – Programme Update (including Dujardin Mews project)

**Ward:** Ponders End

**Key Decision No:** KD 3967

**Cabinet Members consulted:**

**Councillors Oykenor and Stafford**

### 1. EXECUTIVE SUMMARY

- 1.1 This report is supplemental to and should be read together with the Alma Developer Partner Selection Report dated 18 September 2013 (KD 3769). The purpose and contents of this previous report remain unchanged.
- 1.2 With respect to Alma, during 2014, progress has been made with both the preparation of an outline planning application for the whole development and a detailed application for Phase 1 of the new development and both are due to be submitted by Countryside Properties to the Local Planning Authority later this year. Following active resident involvement in the design panel workshops a planning application is due to be submitted in April 2015.
- 1.3 As part of the design process it has become evident that a more comprehensive development that helps achieve greater regeneration benefits including additional housing would be possible with the inclusion of a number of adjoining sites. The scheme will see the provision of:
  - Approximately 1000 new homes on the Alma estate of which at least 200 will be for existing Alma tenants
  - 199 affordable shared ownership homes
  - 38 new Council homes for rent and shared equity on the Dujardin Mews site

- New retail provision
- A GP centre
- An affordable Gym
- New Youth Centre
- New Community Hall
- Improved open space and play space
- Apprenticeships and a minimum requirement for local labour on the construction of the new development

1.4 The Council has now entered into the Development Agreement with Countryside Properties, who have been appointed as the development partner to redevelop the Alma Estate. The Council is obligated under this Development Agreement to achieve vacant possession on a phased basis.

1.5 This report seeks authority for a number of changes that will help bring forward the development and the delivery of Council homes earlier than would happen without the changes being made.

1.6 The Council has also entered into a construction contract with Durkan Ltd, who has been appointed as the building contractor for the Dujardin Mews site.

1.7 The Council now treats these projects as two separate schemes, and this report seeks to identify two separate budgets for the two schemes. Previously the two budgets have been linked with limited clarity on the cost of each part of the development. The report seeks some update of the budgets previously agreed by Cabinet.

## **2. RECOMMENDATIONS**

2.1 Council is asked to approve (as recommended by Cabinet) the increase in the Capital Programme to cover the extra costs of Alma Estate and Dujardin schemes. These additional costs will be funded from the receipts detailed in the part 2 report.

- 2.2 Council is asked to note in relation to both schemes, that Cabinet had noted that all of the recommendations could be achieved without exceeding the combined budget for the two schemes.
- 2.3 Council is asked to note that Cabinet had agreed the following in relation to the Alma Estate:
- 2.3.1 To note the progress being made in obtaining vacant possession on the Alma Estate as described in paragraphs 3.11 and 3.12 and approves the budget detailed in the Part 2 report from the Housing Revenue Account to obtain vacant possession of the homes.
- 2.3.2 To agree the proposal at paragraph 3.27 to increase the number of Council homes included in Phase 1 of the proposed redevelopment of the Alma Estate from 80 to approximately 98, subject to planning.
- 2.3.3 To note that, based on current predictions of tenants indicating they would like to remain on the Estate, there is a risk that the Council may be required to purchase additional new Council homes. A report to acquire further properties from Countryside will be submitted to Cabinet for approval once numbers and budget requirements have been finalised.
- 2.3.4 To agree the proposal at paragraph 3.33 to construct the retail element detailed in the Part 2 report to be included in Phase 1 and Phase 2 of the proposed redevelopment of the Alma Estate.
- 2.3.5 To agree the proposal at paragraph 3.36 to bring forward the development of Phase 1 of the proposed redevelopment of the Alma Estate and authorises the Council to give an undertaking for the amount detailed in the Part 2 report to Countryside to underwrite the costs of demolition.
- 2.3.6 To agree the proposal at paragraph 3.41 to include homes for older people within the proposed redevelopment of the Alma Estate and to delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services, to agree terms for a Deed of Variation to facilitate the inclusion of the extra care homes.
- 2.3.7 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services, to agree whether or not to exercise the Council's option to purchase the right to receive the ground rental income stream from Countryside on the terms contained in the Development Agreement.

- 2.3.8 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services to agree the terms for the disposal of the right to receive the ground rental income stream on the open market in return for a capital sum.
- 2.3.9 To agree increases in the budget for the Alma Estate for project and staffing costs and payments to the contractor as detailed in the Part 2 report.
- 2.3.10 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services to agree the terms of such further variations to the Development Agreement as are required to implement the development scheme within the development boundary agreed at the December 2014 meeting of Cabinet (KD 4003).
- 2.4 Council is asked to note that Cabinet had agreed to the following in relation to the Dujardin Mews scheme:
- 2.4.1 To note the progress at paragraph 3.47 being made in the construction of new homes on Dujardin Mews and approves the budget detailed in the Part 2 report from the Housing Revenue Account to provide for the inclusion of one in-house lift in one of the new homes and for the increase in costs due to on site delays.
- 2.14 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services to agree the terms of such further variations to the building contract as are required to implement the above.
- 2.15 To delegate authority to the Assistant Director Legal and Governance Services to complete such deeds necessary arising from the above recommendations.

### **3. BACKGROUND**

- 3.1 The Alma Regeneration land is located in the South Street area of the Ponders End ward. The land comprises of predominantly residential land use and includes the Alma Estate which was built in the late 1960s.
- 3.2 The Alma Regeneration land referred to in this report currently includes the following housing blocks: the four Alma towers (Kestrel House, Cormorant House, Merlin House and Curlew House); the maisonettes and shops on South Street; the Alma Road blocks; the Napier Road

blocks, Scotland Green Road block and Fairfield Close. At the start of the project there were 717 residential units in total on the estate of which 547 were tenanted and 170 were leasehold.

- 3.3 The Alma Estate Regeneration Programme was approved by Cabinet on 18 July 2012 (KD 3510). The July 2012 Cabinet Report explained that the Alma Estate was identified as an estate renewal project following an objective analysis of the Council's housing estates. In September 2013 (KD 3769) Cabinet approved the recommendation to appoint Countryside Properties as the developer partner to comprehensively redevelop the estate. Countryside Properties with their design team including Pollard Thomas Edwards LLP (PTE) are now working towards the submission in April 2015 of an outline planning application and a detailed planning application for Phase 1 of the regeneration.
- 3.4 On 22<sup>nd</sup> January 2014 (KD 3800) Cabinet delegated authority to undertake preparatory work in readiness for the Compulsory Purchase Order, including preparing the Statement of Reasons and finalising the Order Plan and to also to acquire any interests in the Order Land by agreement, in contemplation of the Order being made.
- 3.5 The Council exchanged the Development Agreement with Countryside Properties on 13<sup>th</sup> November 2014.
- 3.6 As part of the development design process it become evident that an improved design that includes some adjoining land will provide the opportunity for a more comprehensive development that will achieve greater regeneration benefits including the delivery of more homes. To facilitate this more comprehensive development Cabinet in December 2014 authorised the inclusion of additional land and the making of a Compulsory Purchase Order (KD 4003).
- 3.7 The inclusion of the additional land is subject to Countryside Properties proving that the additional land will not make the relevant phase unviable.
- 3.8 The inclusion of the additional land presently occupied by Welcome Point and the Youth Centre is subject to those facilities being re-provided elsewhere within the development site. Only after temporary and /or the final replacement facilities, that should be equal or greater in size and specification than the existing provision, are provided will Welcome Point and the Youth Centre be demolished.

## **VACANT POSSESSION**

### **Council Tenants**

- 3.9 The Council will grant all secure Council tenants who choose to move into a new home on the Estate or Dujardin Mews a "secure" Council tenancy. All Council tenants that remain on the Estate will retain their

secure tenancy, the new Council homes will protect existing tenants' Right to Buy and the rents for the new homes will be set in line with the government's national social rent setting guidance. Rents will be slightly higher because the new homes will have a higher property value than the existing homes.

- 3.10 Tenants who do not wish to remain on the estate can, when their phase is active, bid through the Choice Based Lettings system for a home elsewhere in the borough.
- 3.11 At the end of March 2015, 153 families had permanently moved off the estate.

### **Residential Lessees**

- 3.12 The Council has contacted all leaseholders on the estate regarding its intention to purchase leasehold properties to facilitate the regeneration. At the end of March, the Council had completed the purchase of 62 leasehold properties on the Alma Estate and a further 10 leaseholders have accepted offers.
- 3.13 The 170 residential interests include 69 resident leaseholders and 101 buy-to-let landlords.
- 3.14 In December 2014, Cabinet approved the inclusion of 5 additional sites within the proposed development red-line boundary. The inclusion of the 5 additional sites added 5 freehold properties and 16 leasehold properties to the total number of properties that need to be purchased in order to achieve vacant possession of the development site.
- 3.15 Countryside Properties and the Council are to enter into a Compulsory Purchase Order Indemnity Agreement. This agreement places the cost of obtaining vacant possession of the 5 additional sites on to Countryside Properties.
- 3.16 The leasehold properties have been purchased in accordance with CLG guidance and best practice. The Council has offered and continues to offer leaseholders the following;
- Purchase of the property at an agreed market value; the market value is determined by the appointment of an independent RICS Registered Valuer to conduct a valuation survey, paid for by the Council,
  - Where the initial valuation does not result in an agreed market value a second valuation (instructed by the leaseholder with the fees reimbursed by the Council) is obtained.
  - Fees for subsequent re-valuations are to be reimbursed where the leaseholder has not caused the purchase of a property to stall.

- For resident leaseholders, +10% of the market value as a homeloss payment.
  - For non-resident leaseholders, +7.5% of the market value as a basic loss payment.
  - Disturbance compensation that includes all reasonable costs associated with moving home; including legal, surveying, removal costs, and mortgage redemption fees and SDLT on the purchase of an equivalent valued property purchased within a year of their property being purchased by the Council.
- 3.17 The above offer aligns with the minimum offer to leaseholders required under statute. The Council is proposing to increase the range of options available to leaseholders while being mindful of its fiduciary duty to all residents. Details are contained within the Alma Leasehold Booklet.
- 3.18 This report should therefore be read in conjunction with the *Estate Renewal Leaseholder Framework* report (KD3773) which sets out a number of overarching principles which will govern the options offered to residential leaseholders on all estate renewal schemes.

### **Commercial Lessees**

- 3.19 There was a telecommunications installation on the roof-top of Kestrel House. Agreement was reached for this installation to be combined with the telecommunications installation on the roof-top of Cormorant House.
- 3.20 The Development Agreement includes a requirement to provide a site for telecommunications installations in Phase 1 of the proposed redevelopment. It is proposed that the combined telecommunications installation on the roof-top of Cormorant House will be relocated to this new site when it becomes available.
- 3.21 There are also telecommunications installations belonging to the Council/Serco as part of the Council's IT network and the Council as part of the CCTV network on the roof-top of Curlew House. It is proposed that these telecommunications installations are also relocated to the new site to be provided as part of the Phase 1 development.
- 3.22 There are 12 retail units on the South Street. The occupiers of 8 hold secure leases from the Council. The remaining 4 occupiers hold either short-term occupational agreements or agreements that include a development break clause from the Council. Notice to terminate has now been served on one of the commercial leases. Negotiations with this lessee and another business have commenced to offer them premises in the new development.
- 3.23 Separate meetings have been held with the commercial lessees on South Street. Cabinet has already given a commitment that these lessees should have first right of refusal on the new commercial premises.

## **ADDITIONAL HOMES IN PHASE 1 AND PROVISION FOR THE PURCHASE OF ADDITIONAL COUNCIL HOMES**

- 3.24 The tender submission received from Countryside Properties included proposals for the delivery of 80 new Council homes in Phase 1 of the proposed development.
- 3.25 As a result of design development and a proposal to enlarge the landmark building proposed for the north side of the square to be located in front of the Ponders End train station there is now the ability to deliver 98 new Council homes in Phase 1 of the proposed development. This proposal is subject to receiving planning consent for the detailed planning application for Phase 1 that is due to be submitted in the spring 2015.
- 3.26 The proposal to increase the number of new Council homes to be delivered in Phase 1 will improve the Council's ability to provide earlier vacant possession of later phases; potentially bringing forward completion of the whole development. The proposal will also help the Council reduce the requirement for double-decanting of Council tenants.
- 3.27 The Development Agreement includes the ability to vary the number of Council homes included in each phase. The proposal to include an additional 18 new homes in Phase 1 does not commit the Council to purchasing more than the 200 new homes from Countryside that it is presently committed to.
- 3.28 It should be noted that the Development Agreement allows the Council to purchase additional Council units (where they would otherwise be private for sale units). This provision allows the Council to meet demand over and above the original estimate of tenants expressing a wish to remain on the estate. Currently it is estimated that between 30 and 40 additional households may need to be accommodated on the new estate that had previously indicated they did not wish to remain. However, this number is likely to fluctuate as the development continues, so no additional provision to purchase additional properties has been included in the budget at this stage.

## **PURCHASE OF THE RETAIL SPACE IN THE NEW DEVELOPMENT**

- 3.29 When the Council went out to procurement for a development partner for the redevelopment of the Alma estate one of the minimum requirements was for the reprovision of the same amount of retail space as presently exists in the retail parade at South Street.
- 3.30 The tender submission received from Countryside Properties included proposals for the delivery of 209 m<sup>2</sup> (GIA) of retail space in Phase 1 and

a further 657 m<sup>2</sup> (GIA) of retail space in Phase 2A of the proposed development.

- 3.31 The Cabinet report of September 2013 confirmed the Council's intention that the retailers should be tenants of the Council; therefore the new retail is to be retained in Council ownership.
- 3.32 The delivery of this retail space to be held in Council ownership has since been secured in the Development Agreement. The legal structure as contained in the Development Agreement includes for the Council retaining the retail units in freehold ownership with the residential units above occupied as a leasehold interest. As residential use will be the predominant element in the buildings containing retail it is envisaged that the owner of the residential units will have responsibility for management and that if necessary the Council will pay a service charge for the retail element.
- 3.33 It is possible that the location of some of the proposed new retail space may be varied from the originally envisaged location on the north side of South Street as a result of inclusion of additional land within the development boundary.
- 3.34 It is proposed that new lease agreements are put in place for the retail element that allow for full recovery of this service charge from the occupiers.

### **BRINGING FORWARD THE DELIVERY OF PHASE 1**

- 3.35 The enabling works for the delivery of Phase 1 include the demolition of the existing building, including Kestrel House, on the Phase 1 site. On the Phase 1 site it is estimated that the demolition works will take at least 9 months from commencement of works.
- 3.36 In order to bring forward the delivery of Phase 1 Countryside Properties and Council officers are exploring the possibility of commencing demolition works of the buildings on the Phase 1 site ahead of the detailed planning consent being obtained for that site.
- 3.37 As any demolition works started ahead of detailed planning consent would be at risk that planning consent is not obtained Countryside Properties have requested an indemnity for the costs of the demolition works that they undertake. A separate 'Prior Approval' authority will need to be sought by Countryside in order to obtain permission to commence the demolition works.
- 3.38 In the event that planning consent is not obtained the Council would have to pay the cost of demolition to Countryside Properties but it would receive a cleared site.

- 3.39 In the event that planning consent is obtained there is no additional financial obligation on the Council.

### **INCLUDING HOMES FOR OLDER PEOPLE WITHIN THE DEVELOPMENT**

- 3.40 Newlon Housing, the registered provider partner that is to purchase 126 shared-ownership homes in the new development, and Council officers are exploring the possibility of including a number of extra-care homes and/or sheltered accommodation as part of the new development.
- 3.41 It is proposed that a feasibility study is completed by Newlon Housing and Council officers to test the viability of including a number of homes for older people as part of the development. If the homes can be provided as a viable option it is proposed that the Council will seek the provision of the homes in the new development.
- 3.42 This report therefore seeks delegated authority to agree terms for and enter into a Deed of Variation to allow for the inclusion of the homes for older people.

### **THE PURCHASE AND RE-SALE OF THE GROUND RENTAL INCOME STREAM**

- 3.43 The Development Agreement includes an option, which can be exercised with Cabinet consent, to purchase the ground rental income stream that will be available from the new private homes to be included within the proposed new development. The price of ground rental income stream is set within the Development Agreement.
- 3.44 Council officers have investigated the possibility of purchasing the ground rental income stream and re-selling to a specialist purchaser of this type of investment. The investigations show that there is scope for a considerable margin between the price that is set in the Development Agreement and the possible re-sale price to a specialist purchaser.
- 3.45 This report therefore seeks delegated authority to exercise the option to purchase the ground rental income stream and to re-sell that income stream on the open market.

### **DUJARDIN MEWS**

- 3.46 Enabling works on the site at Dujardin Mews started on September 2014. Construction works on the 38 new homes started on January 2015. Delays to works have occurred due to connection delays of a high voltage cable on site, including delays in receiving consent from the former owner of the land, who holds a restriction on the Council's title. These delays have added costs to the works, mainly due to an uplift in

the tender prices by the BCIS index. These are set out in part 2 of this report. Cabinet approval is sought to approve an increase in the budget to meet these costs. Scheme completion is now expected in summer 2016.

- 3.47 A need has also been identified to provide for the installation of an in-house lift in one of the new homes.

## **OTHER COST VARIATIONS**

- 3.49 Since the commencement of the two projects, three cost pressures have been identified. One of these relates to payments to the contractor on the Alma project, which have increased in line with inflation (BCIS indices) as agreed within the contract. The others relate to staffing and other project costs (legal advice, procurement advice, financial modelling and advice, etc.) on both projects. As the projects have evolved, it has become clear that project costs were underestimated and that delivery requires a much greater resource.
- 3.50 It should be noted, that, conversely, the Council has been successful in procuring external funding to support the schemes, will sell some of the properties as a shared equity product and will be able to use Right to Buy receipts under the Government's "Right to Buy One for One Replacement Scheme" to pay towards the Dujardin Mews social rented properties.
- 3.51 The net budgetary effect is that both schemes can be delivered within the combined original budgets.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The option of not increasing the budget available for enabling vacant possession is not considered realistic as there is a legal obligation on the Council, contained in the Development Agreement, to provide vacant possession to enable completion of the development. The Council is going to make a Compulsory Purchase Order to help ensure vacant possession is obtained; however a budget of sufficient size will still need to be provided to enable completion of purchases.
- 4.2 The option not to provide additional homes in Phase 1 of the development has not been considered as it would delay the obtaining of vacant possession on later phases, and hence potentially delay the completion of the entire development.
- 4.3 The option of not purchasing the new retail units has not been considered because undertakings have been given to existing retailers that they would have first option on the retail space within the new development.

Ownership of the new retail space is considered to be the most efficient means of ensuring that the undertaking to grant a first option can be exercised.

- 4.4 The option not to provide the indemnity to Countryside Properties for demolition costs on Phase 1 of the proposed development has not been considered as it would remove the possibility of bringing forward delivery of Phase 1 and potentially the completion of the entire development.
- 4.5 The option not to include extra-care homes has not being considered as it is known that there is a need for this type of accommodation in this area of the borough.
- 4.6 The option not to investigate the feasibility of purchasing and re-selling the ground rental income stream has not been considered as it would forego a potential capital benefit to the HRA.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The recommendation for the additional budget to obtain vacant possession for the Alma properties will help meet obligations to Countryside Properties contained in the Development Agreement.
- 5.2 The recommendation to increase the number of new Council homes to be delivered in Phase 1 of the proposed new development is made as it will help improve obtaining vacant possession on the remaining parts of the estate and it may also reduce the need for the double-decanting of Council tenants.
- 5.3 The recommendation to purchase the new retail space is made as it helps the Council meet undertakings that have been given to the existing retailers.
- 5.4 The recommendation to grant an indemnity to Countryside for the demolition costs is made as it can potentially help bring forward the delivery of Phase 1 and in-turn the completion of the entire development.
- 5.5 The recommendation to include extra-care homes within the development, subject to viability, is made as there is a known need for this type of accommodation in this area of the borough.
- 5.6 The recommendation to purchase and re-sell the ground rental income stream is made as there is the potential for a net capital receipt for the benefit of the Housing Revenue Account.

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

### **6.1 Financial Implications**

6.1.1 The recommendations contained in this report can be achieved within the combined budget already agreed for the two schemes. The amended detailed budgets for each scheme are contained in the Part 2 report.

## **6.2 Legal Implications**

6.2.1 The Council has the general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may generally do provided it is not prohibited by legislation and subject to public law principles. There is no express prohibition, restriction or limitation on the Council's power to take any of the actions noted in this report.

6.2.2 Section 123 of the Local Government Act 1972 gives a power of sale or leasing to Councils. Pursuant to this section, the Council has a statutory duty to achieve best consideration when disposing of land. Flexibility is afforded by virtue of the General Disposal Consent 2003 which allows for a disposal at an undervalue of up to £2,000,000 (two million pounds) if the purpose of the disposal is to promote or improve one of the economic, social or environmental well-being of the area. The recommendations detailed in this report are in accordance with these powers.

6.2.3 The Council must also act in accordance with its Property Procedure Rules for all dispositions affecting its landholdings.

6.2.4 The statutory basis for local lettings policies is section 166A (6) (b) of the Housing Act 1996 which enables housing authorities to allocate particular accommodation to people of a particular description. A local lettings plan consistent with the Council's Allocation Scheme has been formulated to deal with tenants affected by the regeneration. The local lettings plan should be administered fairly, openly, transparently and in accordance with its intended purpose.

6.2.5 All legal agreements referred to in this report (including any Deed(s) of Variation, when in final form) must be in a form approved by the Assistant Director of Legal Services.

6.2.6 There is no legal restriction on the re-phasing of the Alma development, proposed by this report, as this: (i) has been agreed with the developer as being within the terms of the original development agreement; and (ii) falls within the scope of the original procurement. The Council should not undertake any re-

phasing which is not within the scope of the original procurement or development agreement without taking further legal advice.

6.2.7 The Deeds of Variation referred to in this report must, when in final form, fall within the scope of the original procurement.

### **6.3 Property Implications**

6.3.1 The Cabinet report dated 18<sup>th</sup> September 2013 contains the principle property implications arising from this development agreement. The comments detailed below should therefore be acknowledged within this context and reflect only the changes made to this agreement.

6.3.2 The increase in the number of Council homes provided from 80 - 98 is supported subject to viability remaining within previously agreed parameters.

6.3.3 It is noted that the deed of variation to potentially include homes for older people in a revised scheme is subject to further investigation.

6.3.4 Careful consideration should be given to the risk associated with the purchase and resale of the capitalised ground rental income to ensure that there is sufficient margin between the purchase and onward sale price to avoid the Council suffering a financial loss.

6.3.5 There is a risk that the revised budget requirements will not be repaid in full from capital receipts flowing from the sale of residential headlease income, ground rents and receipts from the sale of ESCo rights to Lee Valley Heating Network and GLA grant. The anticipated capital receipts are significantly in excess of the revised budget requirement and in current market conditions could therefore be considered a low overall risk.

## **7. KEY RISKS**

7.1 There are a number of risks associated with this report which are all included within the Alma Estate Regeneration Programme Risk Register. The current key risk is that the Council does not achieve vacant possession by the longstop dates in the development agreement and Countryside Properties exercise their ability to exit the agreement. This risk is mitigated by obtaining and then implementing a CPO.

7.2 Another risk is that the Council will be required to purchase additional properties for tenants wishing to remain on the Alma Estate in the future. Demand is currently being monitored, and a further report will be submitted to Cabinet should additional funding be required to address this situation.

## **8. IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

8.1.1 The Alma Estate Regeneration Programme contributes to this aim by tackling inequality and access to social housing by providing new homes.

### **8.2 Growth and Sustainability**

8.2.1 The Alma Estate Regeneration Programme contributes to this priority by building strong and sustainable futures for our residents. The scheme is one of the first steps towards delivering the planned regeneration of the Ponders End Priority Area, and housing growth, as set out in the NEEAAP and the Core Strategy.

### **8.3 Strong Communities**

8.3.1 The community plays a central role in driving forward change and regeneration in the local area to create a stronger community in the Ponders End area.

## **9. EQUALITIES IMPACT IMPLICATIONS**

9.1 Equalities impact assessments are in place for the Alma and Dujardin Mews projects.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

10.1 This report does not recommend a change of service of implementation of new practices and therefore Performance Management Implications are not applicable.

## **11. PUBLIC HEALTH IMPLICATIONS**

11.1 There are no public health implications to consider.

### **Background Papers**

None.