

MUNICIPAL YEAR 2016/2017 REPORT NO. 220

MEETING TITLE AND DATE:
Cabinet: 15th March 2017

REPORT OF:
Executive Director –
Regeneration & Environment

Agenda – Part: 1

Item: 10

**Subject: Housing Development and Estate
Renewal Programme report (Edmonton
Futures)**

Wards: Upper Edmonton

Key Decision No: KD4272

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1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to update members on the progress of the estate renewal programme, part of which has now been supported through the GLA Housing Zones 2 funding, since the initial Cabinet approval in October 2015 (KD 3980). This report also follows on from the Cabinet report in September 2016 to approve the signing of the GLA funding agreement (KD 4334)
- 1.2 This report focuses the programme of further estate renewal schemes for 2016-2025 and to prioritise key estates. The schemes now recommended are proposed to be major estate regeneration to be developed over the coming years.
- 1.3 It should be noted that, given the continued pressure on the Council's budgets, both HRA and General Fund schemes will only be delivered if cost neutrality can be achieved, i.e. the schemes are financially viable. Alternative options are considered in this report in order to expedite delivery of some schemes, for example, delivery by a Registered Provider or Housing Developer
- 1.4 Estate renewal contributes to improving the overall condition of the Council's housing portfolio and other assets and helps towards the London Mayor's minimum house building target for the council of 798 homes per year minimum between 2015/16 and 2024/25
- 1.5 As well as contributing towards the housing target the proposed estates will contribute to an improvement in the areas in which the estates are located and the lives of those leaseholders and tenants living on those estates.

2. RECOMMENDATIONS

- 2.1 That Cabinet notes this report and recent project progress and approves the following:-
- 2.2 The appointment of a feasibility architect and Resident Engagement consultants and other supporting consultants (e.g. Structural and Highways engineers, planning consultants, landscape architects etc.)
- 2.3 The progression of work on two key named Housing Zone schemes; Upton and Raynham & Joyce and Snells. This will involve starting a comprehensive resident engagement process at Joyce and Snells estate to consider all possible regeneration options and implications for all stakeholders
- 2.4 That project officers work with planning officers to consider the potential for an Area Action plan to establish planning objectives
- 2.5 That further estate regeneration feasibilities be deferred for the time being to focus on the selected named estates

3. BACKGROUND

- 3.1 Within the last Cabinet report in October 2015 we identified a number of estates which presented opportunities worth exploring further for long term regeneration and developing new homes. Following the approval of Cabinet, initial feasibility work was progressed on the short list of considered sites, leading to a bid to the GLA in March 2016 to designate a second focused Housing Zone within Enfield. This has resulted in a further review and rationalisation of the short listed estates to prioritise over coming years those estates within the approved Housing Zone 2 area
- 3.2 Karakusevic Carson Architects (KCA) were appointed following cabinet approval to undertake capacity studies for the agreed shortlisted estates. These assessments were then considered by planning and highways colleagues, and formed the basis for the GLA bid for Housing Zone 2 status funding.
- 3.3 Estate renewal schemes contribute to the physical regeneration of the council owned estates and offer existing residents the opportunity to influence and contribute towards the improvement of their homes and neighbourhood. They should also have the opportunity of moving to new homes that may better meet their housing needs. Any further feasibility studies will explore a range of regeneration options, including full estate redevelopment, partial and infill development or a combination of these to be determined through any further stages of resident consultation
- 3.4 The sites proposed within Housing Zone 2 are generally in close proximity to the Meridian Water Masterplan Area, and Housing Zone 1, therefore fitting into the Council's strategic housing and regeneration objectives.

London-wide strategic infrastructure projects such as Crossrail 2 and increased capacity on the Liverpool Street line through eastern Enfield should support future estate renewal schemes and increased density of accommodation on those estates.

The housing regeneration aspirations for Housing Zone 2, will effectively become Phase 3 of our estate renewal programme, progressing completed and ongoing earlier phases of estate renewal, which have successfully taken place over the last seven years:

3.4.1 Phase 1 Estate Regeneration

- I. Highmead – a completed scheme of 118 homes, retail, community space and a GP surgery, in Edmonton (now known as Silverpoint)
- II. Ladderswood – this scheme is on site and will see the provision of 517 homes, a hotel, commercial (non office) space, and community space

3.4.2 Phase 2 Estate Regeneration

- I. Alma estate – The redevelopment of a total of 993 new homes (and approved for phase 1 for 228 homes), a GP surgery, community and retail space, with the first phase through Countryside Properties now underway
- II. New Avenue – a development of 408 homes, a nursery and community space, which received planning consent in November 2016 and is planned to start on site in September 2017 with Countryside Properties, subject to Cabinet update and approval in March

3.4.3 Phase 3 Estate Regeneration

- I. Upton and Raynham and Joyce and Snells Estates

See **Appendix A** for location map of Housing Zones 1 and 2

3.5 The scale of Meridian Water means that its impact needs to be felt in surrounding areas. This newly awarded Housing Zone 2 designation demonstrates how by extending the housing zone status into neighbouring communities, the GLA and the Council in partnership can help unlock the housing potential and meet the housing needs of an even wider area of Enfield

3.6 Housing Zone 2 - Edmonton Futures GLA Submission

3.6.1 A submission was made in February 2016 to seek GLA funding support and a further Housing Zone designation, as well as raising the profile and commitment to the estate regeneration initiative. The bid was to support the vital place-making agenda around housing led regeneration and included investment in clean affordable energy through the Lee Valley Heat Network (LVHN), potential transport infrastructure and public realm interventions.

3.6.2 The selected sites were considered to compliment and support the existing local regeneration projects. The Council has bid for a £30.25m recoverable

grant and a £3.25m grant to cover these interventions. Alongside the Meridian Water Housing Zone, and those in neighbouring Tottenham (Northumberland Park) and Blackhorse Lane, made a strong case for the Housing Zone status to be extended to the Edmonton Futures (previously referred to as Heartlands) area.

3.6.3 Enfield Council was successfully awarded the Housing Zone status by the GLA in March 2016 and the funding has been offered subject to the agreement of the Overarching Borough Agreement (OBA). In November 2016 the GLA announced that it would no longer require a legally binding OBA and would instead accept a Memorandum of Understanding (MoU) in an initiative to accelerate Council approvals. The Council would still be required to sign legal funding agreements on specific interventions once they have been fully worked through and agreed with the GLA

3.6.5 The bid detailed six potential estates or sites where the architect's capacity studies showed opportunities for potential regeneration and significantly increased housing numbers and associated area interventions

Site	Existing homes		
	Leasehold	LBE Rented	Total
Joyce & Snells	309	435	744
Osward, Dorman & Newland	60	88	148
The Mews	65	76	141
Upton & Raynham	-	-	42
Potential site acquisition			120
Totals	434	599	1,195

3.6.6 The Council have continued meeting the GLA to discuss the potential schemes and they remain open to amending the housing zone funding to better suit an agreed programme once we have clearer recommendations on selected sites, to progress or acquire and Cabinet approval. The expectation from the GLA is however to deliver further phased delivery of over 3000 new homes within this Housing Zone over the next 10 years plus.

3.7 Preferred option sites and objectives – KCA Capacity Studies

3.7.1 Having reviewed the initial KCA capacity studies, collated further estate data and internal feedback it is clear that Upton and Raynham and Joyce and Snells estates offer the greatest opportunity and potential to achieve the future aspirations of the Council, the GLA, our existing residents and stakeholders. From the initial estate scoring matrix Joyce and Snells were one of the key shortlisted estates. There were a small number of other estates which scored higher on the initial indicative scoring methodology,

however after further consideration Joyce and Snells were considered to offer greater overall regeneration potential and positive local impact.

- 3.7.2 Upton and Raynham already had Cabinet approval in December 2015 to proceed and the architectural proposals have progressed through to an anticipated planning submission in the Spring 2017. Cabinet should note that further site options are still being explored to ensure we achieve the best possible scheme for the future
- 3.7.3 Although we have recommended Joyce and Snells as our priority regeneration estates, any new housing options and opportunities will need to be carefully considered through a resident and stakeholder engagement process, which we would recommend starting as soon as possible, subject to the approval from Cabinet
- 3.7.4 One of the estates initially considered was Archers Drive, near Durants Park which has now been discounted. The KCA capacity study indicated that the necessary increased housing density to justify progressing a viable scheme would be extremely challenging and potentially unsupportable in planning terms
- 3.7.5 Two further estates progressed through a basic feasibility, these being, The Mews (Edmonton) and Oswald, Dorman, Newdales estate (Edmonton Green). At this stage it is recommended to defer any further feasibility work and focus resources on the larger estate opportunities. These may be revisited further in the programme

3.8 Housing Zone 2 - Vision and Objectives

- 3.8.1 The Council will need to agree clear objectives for further large scale estate regeneration, taking into account lessons learnt from current schemes and council financial constraints, but in summary these should be considered;
- Achieve the Council aspiration for 40% affordable homes within the schemes, with no net loss of affordable homes and objective to provide additional if possible
 - Objective to achieve a significant net increase the number of new homes on the selected estates
 - Improve transport, community and infrastructure links within the area and into the key regeneration at Meridian Water.
 - It is a priority of Meridian Water to extend prosperity into neighbouring deprived wards and an explicit aim of the Meridian Water Regeneration Strategy is to take Edmonton wards out of the top 10% most deprived in the country
 - Objective to be cost neutral for the HRA through housing and land sales and construction partnerships, and to be delivered within the early years' funding constraints.
 - Objective to retain an agreed level of Council housing to provide homes for Council residents, ensure a long term revenue stream and asset value

- Early and effective resident engagement building on the achievements of other estate regeneration and infill housing. Objective to set up a residents' panel with a clear and agreed residents offer for both tenants and leaseholders
- Effective working with key partners and stakeholders – GLA, Council members, TfL, local schools and business, Registered Providers (RP), Developer partners, internal stakeholders etc
- Effective co-ordinated approach with adjacent LB Haringey to optimise the opportunities and public services presented through the regeneration around Tottenham and White Hart Lane as well as Meridian Water
- Local town centre improvement to upgrade the retail offer, create local jobs and opportunities as part of a wider 'place making' strategy.
- Objective to seek to link new developments into the Lee Valley Heating Network (LVHN) to provide affordable heat and energy through Energetik
- Estate renewal schemes contribute to the physical regeneration of Council owned estates and offer existing residents the opportunity to move to new homes to meet their housing needs. As well as ensuring a new supply of homes for existing residents, additional homes can be developed for affordable rent, other affordable housing tenures, market sale and private rent thereby helping to create mixed communities and meeting the diverse housing needs in the borough
- The estate regeneration also offers the opportunity to consider providing essential key worker homes and older persons housing provision. The need for these will be assessed during the feasibility stages

3.8.2 Vision

These projects provide the council the opportunity to support, enable and create holistic local area transformation, and a more prosperous community. This has to be facilitated through open consultation and acceptance of existing estate problems, the increasing need for affordable housing in the area and other challenges. We will aspire and be committed to creating sustainable housing, local business and retail areas for Edmonton where people choose to live, bringing in much needed investment and jobs into the area.

All new homes built within the programme will be designed and delivered to the current quality standards (working to the London Housing Design Guide) for rent and sale, to create a desirable place to live, whilst remaining realistic to achieve financial viability and deliverability to ensure long term success for the council and all stakeholders. Any regeneration schemes would also seek to follow current best practice, as set out the new GLA guidance, 'Homes for Londoners', December 2016

3.9 Next stages and Procurement options

3.9.1 We would recommend the next stage of the project is to appoint an architect from our framework to progress the concept stage through further

feasibility studies. We would also require the support services of a resident engagement consultant to meet and question the residents about their feelings and aspirations for their estates and to actively involve them all in the feasibility options over the coming months. This would lead to the setting up of a Residents' Board should the scheme proceed. We would also recommend the appointment of supporting cost consultants, planning advisors and necessary legal support.

3.9.2 The architectural and financial viabilities will help assess and consider various procurement options to deliver the scheme and offer best value for the Council. Often it is in the Council's long term interest to retain ownership of land and new homes, however this may not prove to be financially achievable. This would determine whether we are better to dispose of land and properties, partner with a developer, an RP, develop the project ourselves, or a combination of these. In all methods of delivery, the Council will consider negotiating with adjoining land owners where land assembly could lead to a better scheme.

3.10 Procurement Options

3.10.1 **Development Agreement/ Developer led regeneration:**

Under this approach the Council will enter into a contract, (Development Agreement), with a developer (or developer/RP consortium). The contract will set out the respective roles and responsibilities of the Council and the developer. The agreement will provide for the pre-conditions and terms of transfer of the land and, on larger opportunities govern a phased process of decant, transfer and development. The new affordable units built will most likely then pass to an RP on completion unless the Council can afford to retain some.

3.10.2 **Enfield led Regeneration**

The Council acts as master-developer for the development. Under this approach the Council takes the lead developer role, retaining substantive control of the development. We will assemble the development sites, and undertake design and planning activities. The Council may directly employ a contractor to build out the development, or a phase of it using traditional JCT build contracts rather than a DA, and may parcel up the sites and procure separate developers for them. We could also work with an RP from the early stages, who should be more closely aligned to the Council's objectives, as opposed to working with a more profit driven private developer.

3.10.3 **Recommendation** - is for the Council to control and determine the next stages of feasibility and planning development through the resident and stakeholder consultation. This will allow the council to better establish a more robust deliverable regeneration scheme to then offer to the commercial developer and RP market to competitively bid for. The scale of Joyce and Snells may offer the opportunity for more than one competing developer partner, however we would need to aware that that this approach would present potential conflicts on site, in communication, construction

and servicing and would therefore require clear objectives from all partners. These options will be further investigated during the feasibility stage and then reported back to Cabinet on proposals which may take the projects further.

3.11 Resident Engagement

3.11.1 This report seeks Cabinet approval to progress the project through consultation with residents and other stakeholders for the Joyce and Snells and Upton/Raynham estates. The plan is to appoint specialist resident consultation consultants to support the next stage of the architectural feasibility studies and advice on a detailed consultation strategy. The aim is to establish what residents like and dislike about their homes and neighbourhood and what future regeneration options they would actively support.

3.11.2 This initial consultation will give residents the opportunity to give their input to the redevelopment proposals and most importantly whether or not if they generally support a preferred option. Residents support is vital in progressing ambitious estate renewal schemes and their continued involvement through further consultation events and resident panels will be developed once schemes are approved and underway

3.11.3 Each estate will have a proportion of leaseholders; either tenants who have exercised the right to buy or people who have bought ex-RTB properties on the open market. The level varies from estate to estate and within this group there will be a split between those still resident and those who have moved off the estate. While the view of non-resident leaseholders will be sought it is the views of those still resident that require the most consideration as it is their homes that are being redeveloped. Leaseholders will be offered advice and support and resident leaseholders wishing to remain on the estate will be consulted upon housing options to do so. The priority is to establish and approve an offer document to all residents. This will be in line with what we have offered on other Enfield regeneration schemes, however also taking into account current best practice and lessons learnt from previous scheme such as the successful resident consultation of Highmead/Silverpoint on Fore Street which local residents will be aware of.

3.11.4 Decanting of residents is a likely implication of any estate regeneration and was covered in some detail in the October 2015 Cabinet report.

3.11.5 Where larger estates are proposed to be redeveloped, these should be linked to smaller nearby sites to help meet the requirements of tenants wishing to move. Should the need arise newer developments could be used for decanting off the estate. The proximity of the decant unit should help ensure that tenants can continue to maintain existing social networks and access to schools and work, etc.

3.12 Next Stages and Draft Programme

- **March 2017** – Brief and mini competition to select feasibility Architect from our framework (Include for resident engagement specialist and planning consultant)
- **March 2017** – Update on progress and recommended approach to Cabinet
- **January/March 2017** – Tenancy and leaseholder audit checks
- **April to September 2017** – Architects feasibility and stakeholder consultation stage. This period will also require further necessary estate surveys for example, structural, legals, commercial leases and utility services requirements. Financial viability will also be assessed as the options are considered as well as ongoing discussions with planning officers
- **September 2017** – Prepare initial invitation to tender (ITT) for the selection of a developer partner
- **September/October 2017** – Cabinet report on recommended regeneration and procurement options

(Further progress subject to Cabinet approval and viability options)

- **September to February 2017** – Appointment process Developer/RP partner. Continued resident engagement stages
- **February to September 2018** – Development of masterplan and sites with Developer/RP working towards an agreed form of Development Agreement
- **September 2018** – Council submit outline planning application for masterplan
- **October 2018** – submit agreed Phase 1 site or sites
- **March 2019** – Phase 1 site planning approval
- **August 2019** – Start on site, Phase 1

There will be a need to consider necessary council approval stages to ensure these do not impact on the indicative delivery programme

3.12.1 The recommended approach to Cabinet would be to appoint an architect to review and progress the RIBA stages 0, 1 and 2 to progress the core brief, business case and feasibility.

- Stage 0, Strategic Definition; Identify the business case and client's brief. Establish and the project programme and consider options for project team and procurement
- Stage 1, Preparation and Brief; Develop the project objectives, outcomes, sustainability aspirations and project budget. Progress feasibility studies and review all site information. Continue assembling the project team and options for delivery. Prepare Project Execution Plan, communication strategies and consideration of project standards. Early planning pre application discussions
- Stage 2, Concept Design; Preparing concept design. Agreeing the final project brief. Preliminary cost information in line with the developing design programme. Developing the procurement strategy

They would also appoint the resident engagement consultants and work through the potential options and concepts in close consultation with the local stakeholders.

The programme will be considered by the selected supporting consultant team to ensure we have a robust procurement programme and strategy

The intention would be to tender to appoint a developer partner, once we have clearer ideas from the initial resident engagement stage. The developers would then work together with the Council and architect through to an agreed masterplan and phase 1 planning submission stage. Through this route the chosen developer would be involved at a relatively early stage in the design process and contribute through commercial knowledge and buildability to potentially avoid abortive design and planning work. However, this approach would allow the opportunity to better define the required Council outcomes and planning aspirations from any development partner and development agreement

3.13 Upton and Raynham - Update

The Council is currently reviewing the financial viability of the scheme, and reviewing funding and delivery options for this key Housing Zone 2 site. One of the advantages of bringing forward this site earlier is that it could provide greatly needed decant homes to enable the adjacent estate regeneration at Joyce and Snells. The housing mix of one and two bedroom homes for Upton and Raynham has been considered with future decanting needs in mind.

4. **ALTERNATIVE OPTIONS CONSIDERED**

4.1 The report gives Cabinet the option of supporting proposals to progress the key selected schemes.

4.2 The estates have been carefully selected as ones offering the greatest potential and need for regeneration. During the next stage of consultation and feasibility alternative options for the estates will be considered, however these are limited within:

- Estate infill development – The challenge being there is limited available land and this option does not achieve the net increase in new homes needed
- The schemes have to represent value for money, achieve financial viability within the parameters to be agreed and be affordable to the Council, particularly in the early years
- Existing stock improvement programme – Limited funding available for this option as this does not achieve any additional homes
- A 'do nothing' strategy has been considered, which effectively continues the cyclical maintenance investment and minimum investment. This option does not achieve any of the housing and area regeneration objectives of the Council or our stakeholders and will inevitably increase the challenges already on the estate over the coming years. This option

simply pushes the problems further into the future, with maintenance and management costs rising in the meantime.

5. REASONS FOR RECOMMENDATIONS

5.1 The report recommends a next phase of estate renewal schemes so that the Council can deliver:

- Better condition housing stock
- Improved housing estates, retail and other facilities
- Contribute to meeting London Mayor and Council house building targets
- Increased net housing stock
- The Council's responsibilities and duties to provide accommodation for those that need it and those that choose to live in Enfield
- Better economic and social outcomes for the borough's residents
- Improved energy efficiency by potentially connecting to the LVHN
- An estate renewal programme that can be delivered on an overall cost neutral basis that is affordable to the Council, particularly over the next five years

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

6.1 Financial Implications

6.1.1 This report seeks approval to undertake feasibility and design work and to carry out consultation on the next phase of housing development and estate renewal. The costs associated with these are included in the current HRA 30-Year Business Plan. Before any scheme progresses further, the projected costs and other financial impacts (rent loss, reduction in major repairs works etc.) will need to be modelled through the Business Plan to test affordability. Each scheme will also need to be tested for financial viability.

6.1.2 Given that the Business Plan will be constrained over the next five years, the Council will need to consider alternative financial solutions to continue to meet its estate renewal aspirations. Schemes so far have been developed through Housing Associations, the use of Council-owned companies, the sale of assets to fund projects and positive negotiation with developers. The Governments "Right to Buy one for one replacement scheme", the Council's status as a Greater London Council Investment Partner, the award of Housing Zone status by the GLA and the setting up of the Council's own Registered Provider Company will all also present opportunities to lever in funding to contribute towards scheme development.

6.2 Legal Implications

6.2.1 The proposals set out in this report are in accordance with the Council's main powers and duties, as local housing authority, contained in Part II of the Housing Act 1985.

- 6.2.2 Local authorities have a general power of competence which is set out in s. 1.1 of the Localism Act 2011 and states that “a local authority has power to do anything that individuals generally may do. Ss (2) states that “Subsection (1) applies to things that an individual may do even though they are in nature, extent or otherwise— (a) unlike anything the authority may do apart from subsection (1), or (b) unlike anything that other public bodies may do.” Where the authority can do something under the power, the starting point is that there are to be no limits as to how the power can be exercised. For example, the power does not need to be exercised for the benefit of any particular place or group, and can be exercised anywhere and in any way. Section 2 sets out the boundaries of the general power, requiring local authorities to act in accordance with statutory limitations or restrictions. Further, section 111 of the Local Government Act 1972 confers on a local authority power to do anything which is incidental or conducive to the discharge of any of its functions.
- 6.2.3 When procuring the architect, resident engagement consultants and supporting cost consultants, planning advisors and necessary legal support referred to in 3.9.1 above, the Council must comply with its Contract Procurement Rules, the terms of any framework agreement(s) and (where applicable), the requirements of the Public Contracts Regulations 2015.

6.3 Property Implications

- 6.3.1 The estate renewal programme is supported by Strategic Property Services as one of the strands for the Council’s house building target of 798 homes a year between 2015/16 and 2024/25
- 6.3.2 Following the high level review of urban capacity, it is essential that further feasibility review work is undertaken to better understand the local context and in particular further due diligence including but not limited to the following
- Town Planning opportunities and constraints
 - Title report and potential encumbrances including rights of way, easements, wayleaves and any other rights granted to leaseholders and third parties on land affected by the proposals.
 - Highways capacity (on and off street provision)
 - Utility Services (location and capacity)
 - Impact on Public Realm and amenity space
- 6.3.3 Further consideration will also be required in terms of method of sale, joint venture or direct development following completion of the feasibility studies on identified estates.

6.3.4 Decanting arrangements may be required depending upon the quantum, scale and type of proposal on each estate which may involve additional development costs which should be fully considered at the viability stage.

7. KEY RISKS

7.1 The Council has responsibility to ensure that it is:

- meeting the needs of its tenants and leaseholders
- contributing to house building targets
- maintaining its accommodation both to ensure its physical fabric is sound but also ensuring that value for money is being obtained by not investing in buildings that are becoming uneconomical to repair
- to provide housing for people that are living in the borough both to whom the Council has a statutory duty towards e.g. the homeless or those seeking accommodation via the open market

7.2 By not having a continuous supply of sites for new development the Council will find it harder to achieve the above objectives. By using its own land resources it can help deliver the wide range of targets in 7.1 without being wholly reliant on others.

7.3 Scheme financing is a key risk due to the pressures on the HRA business plan and alternative methods of developer partnering and procurement will need to be considered if the schemes are to achieve a cost neutral position. Whilst the Council may wish to develop and retain its own housing stock this may not be a viable option, which will be tested through the feasibility stage. We need to carefully consider the costs of buy backs, decanting and home loss to enable the schemes to progress.

7.4 GLA Loan – the loan is recoverable and therefore the impact of this significant borrowing (£30m) and payback period through to 2025/30 will need to be allowed for within the financial viability. A land value will therefore need to be realised to cover any outstanding loan. The Housing Zone status brings with it aspirational new homes targets which if not achieved could have reputational implications for the Council. The specific interventions and housing targets will need to be agreed on a site by site basis with continuous engagement with the GLA to ensure mutual agreement to any revisions to numbers or the programme.

7.5 Residents and leaseholders – the buy in of all stakeholders is essential for any estate regeneration. Any change in tenancy conditions or existing rights are likely to be objected to unless the wider benefits can be effectively presented.

7.6 Existing Housing Association (RP) properties – There are a number of existing properties within the estates that may have to be bought back or potentially compromise the masterplan. Early engagement with the relevant RP's will be essential to ensure they are understanding and supportive of the overall regeneration objectives.

- 7.7 Additional land acquisition and use of Compulsory Purchase Orders (CPO) – these are an obvious risk to the projects as they present uncertainty. The early land assembly and support from adjacent land owners is essential. Any requirement for a CPO which would legally permit us to acquire necessary land at properties at agreed market values set by the District Valuer, which would have to be allowed for, however members should be aware a positive outcome to a CPO is by no means a certainty.
- 7.8 Selection of partner contractor – This procurement process needs to be carefully considered to ensure we can select from approved frameworks without necessarily starting an OJEU procurement route. If this is required, it will add significant time to the programme.
- 7.9 Improvements for leaseholders – any estate improvements which impact on Section 20 notices and recoverable money will need to be carefully considered. All costs will need to be fully justified and clarified throughout to reduce the risk of objections and arbitration. There may be the need for major costs to be considered within the wider regeneration budget and not recharged back to leaseholders
- 7.10 Retail and business decanting – There will likely be the need to relocate local businesses in order to release sites. These need to be carefully considered in line with their leases and future sustainability of the local retail provision
- 7.11 Planning designation – It would be advantageous to agree a clear planning Area Action Plan in order to set out our regeneration intentions for the estates and therefore support any necessary CPO process. Planning approvals will always remain a manageable risk through continuous engagement with the planning team.
- 7.12 Lee Valley Heating Network – Although it is an aspiration for the project to tie into the wider district heating system there is a risk that the implementation could compromise the scheme financial viability. This will need to be assessed against alternative energy provision and ongoing considerations for other projects
- 7.13 Existing trees and car parking levels – these are both significant considerations, as in order to densify the estates these will both be lost or reduced, potentially creating planning and objections risks which again will need to be carefully managed

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The proposed redevelopments of these sites can provide replacement accommodation to a much higher standard, and provide an increase in the supply of much needed new housing for different tenures and income levels, along with higher quality related facilities.

New housing for mixed tenure, delivered by the Council can help tackle inequality and provide high quality, affordable and accessible accommodation for Enfield residents.

8.2 Growth and Sustainability

Increasing the supply of new housing can satisfy market demand in the borough for new housing, and help meet the borough's housing needs.

New homes will be designed to meet relatively high standards for sustainability. The Code for Sustainable Homes is being superseded but the Council will insist on Code for Sustainable Homes Level 4 or equivalent for its new developments.

8.3 Strong Communities

Increasing housing supply, designing new mixed tenure homes and schemes with strong urban design principles will encourage activity, interaction and community cohesion will have a positive impact on the local communities.

Residents living in close proximity to proposed developments, and those with interests affected by scheme proposals will be consulted on the design of new housing development proposals.

9. EQUALITIES IMPACT IMPLICATIONS

An Equalities Impact Assessment is yet to be undertaken for these schemes. These will be undertaken if the Council proceeds with the schemes.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

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

11. PUBLIC HEALTH IMPLICATIONS

- 11.1 Housing is fundamental to health; housing-related hazards that increase the risk of illness are discussed later but include damp, mould, excess cold and structural defects that increase the risk of an accident (such as poor lighting, or lack of stair handrails). Excess ill-health is estimated to cost the NHS some £600 million a year through cardiovascular diseases; respiratory diseases; rheumatoid arthritis; depression and anxiety; nausea and diarrhoea; infections; allergic symptoms; hypothermia and physical injury from accidents. In themselves cold homes are linked to in more than 30,000 excess deaths a year.

Housing has further social implications; there is evidence that people who live in cold homes may face social isolation as they may become

embarrassed and not wish to invite people into their home. This will compound physical and mental health issues.

Background papers

None

Appendix A for location map of Housing Zones 1 and 2