Contains Confidential or Exempt Information: No

Title: Golf Links Estate Regeneration Update - Implementation of Phase 3 with GLA Grant Funding, and Master Plan Preparation and Developer procurement

Responsible Officer(s): Tony Clements, Executive Director of Place
clements@ealing.gov.uk

Author(s): Philip Browne Director of Development
brownep@ealing.gov.uk ext. 6858 Mike Kirk 07957 577 187

Portfolio(s): Councillor Mason – Housing

For Consideration By: Cabinet

Date to be Considered: 21st January 2020

Implementation Date if Not Called In: 3rd February 2020

Affected Wards: Dormers Wells

Keywords/Index: Golf Links Estate Regeneration; Phase 3 redevelopment of Portrush & Alnmouth; GLA Grant; London Development Framework; Developer Partner; Master Plan

Purpose of Report:

To update Cabinet on the next phase of development (Phase 3) of the Golf Links Estate and the wider Master Plan which is being developed for the Estate, and to recommend that a Development Partner is procured for estate wide regeneration, subject to a successful residents’ ballot.

1. It is recommended that Cabinet:

1.1 Note the progress of the redevelopment of Alnmouth & Portrush Courts (Phase 3) of the regeneration of the Golf Links Estate, and the intention of increasing the number of affordable units in the scheme.

1.2 Note the intention to develop a Master Plan for the Estate to provide the context for future development of the Estate and that this will be the subject of a residents’ ballot.
1.3 Agree to delegate to the Executive Director of Place, a decision on the timing of a ballot following consultation with the Cabinet Member for Housing.

1.4 Agree that the Executive Director of Place seek a developer partner for further phases of the redevelopment of the Golf Links Estate in addition to Phase 3 as shown on the plan in Map1 appended.

1.5 Delegate authority to the Executive Director of Place to make a decision as to the best option for delivery of the wider development of the Estate, noting the preferred option is to use the same Framework as Phase 3, following consultation with the Director of Legal and Democratic Services.

1.6 Note that a further report will be submitted for selection of a Development Partner to carry out Phase 3 and further phases of redevelopment on the Golf Links Estate.

2 Reason for Decision and Options Considered

2.1 Ealing Council’s housing regeneration strategy review in 2008 identified Golf Links as one of 8 estates where a higher level of intervention was required to provide the transformational effect, due to above average cost of repairs, poor block design leading to anti-social behaviour, and non-compliance with current housing standards.

2.2 While the other intervention estates are now the subject of comprehensive regeneration by the Council working in partnership with developers and Registered Providers (RPs), Golf Links has been redeveloped incrementally, initially by RPs, and latterly by the Council directly constructing 125 new homes in two phases at Dormers Rise and Peterhead Court, replacing 1970s system-built housing. Alnmouth & Portrush is the third phase of this programme, but a substantial number of these system-built blocks remain, and it is considered a more comprehensive approach is required through the development of a Master Plan for the Estate, and the appointment of a development partner to work with the Council. The Master Plan will develop options for residents to consider by way of a ballot, and approval by the Council.

3 Key Implications

3.1 Cabinet approved the redevelopment of Phase 3 (Alnmouth and Portrush Courts) in November 2017 and agreed that the development partner appointed to carry out this project be procured from the GLA LDP2 (London Development Partner Framework 2) in October 2018. In 2018 Cabinet also approved the inclusion of Phase 3 into the GLA Housing Delivery Programme with grant funding of 121 units in Phase 3, and also agreed in principle to consider extending the redevelopment of Golf Links into a fourth phase, noting that further phases may require a ballot of residents as a condition of GLA funding or planning consent. Cabinet also authorized the commissioning of a masterplan for the
3.2 Phase 3's capacity has now increased from 121 units to around 140 homes, and with additional grant from the GLA, this makes this phase an important decant opportunity for future phases of the Estate, so reducing the need to move secure tenants off the Estate during the development phase. The intention is to increase the amount of affordable housing in this scheme, either through agreement from the GLA to allow the movement of grant between Ealing projects, or by bidding for additional grant from the GLA. The Council is in regular dialogue with the GLA through a process known as "Continuous Market Engagement", and its position will be strengthened once planning consent has been granted for this Phase (see 3.4 below).

Summary of the Position on Phase 3

3.3 Phase 3 is currently the subject of an outline planning application submitted in December 2019, which will set the parameters of the new scheme. This has been developed to allow the mix of units to fit with the requirements of the next phase of development once housing needs have been established. The scheme will be the subject of a number of planning conditions which will need to be discharged before start on site can be made, hence the need to go through this process in good time before starting works. A start on site also requires vacant possession of the existing blocks of Alnmouth and Portrush. Fewer than 15 secure tenants remain and there are two leasehold properties where terms have not been agreed. The remaining tenants are on the highest category for rehousing, and insecurity of the blocks due to break-ins and anti-social behaviour reinforces the need to rehouse tenants as soon as possible. With regard to the leaseholders where terms have not been agreed, Cabinet has already given officers the authority to make a CPO if one is required, and this is expected to be made shortly once planning approval has been secured to demonstrate to the Secretary of State that the scheme is deliverable.

Master Plan

3.4 In October 2018 Cabinet authorised the Executive Director of Regeneration and Housing to commission a masterplan for Golf Links Estate for the next phases subject to confirmation of GLA funding for Phase 3. With this funding now confirmed the intention is to progress the Master Plan. This will cost circa £0.700m which can be funded from the New Build Round 3 budget head identified in the new HRA Business Plan report elsewhere on this agenda and explained in the Financial Considerations at para 4 below.

3.5 The preparation of a Master Plan for the wider Estate allows the density of the current phase to be increased and help improve the viability of the scheme. It is also key to improving the viability of future regeneration opportunities, and in attracting development partners from the LDP2 Framework to work with the Council. As part of the procurement process
for Phase 3, the Council has already undertaken “soft market testing” with potential partners, and all were interested on wider opportunities presented on the Estate. It is for these reasons the recommendation to Cabinet 4 remains to undertake an estate-wide Master Plan and extend procurement of the development partner using the LDP2 Framework beyond Phase 3.

3.6 The timeframe is critical to this process as to meet the GLA grant deadlines for Phase 3, start on site has to be made in the January to March of quarter 2021. Detailed planning consent needs to be obtained for Phase 3 and development partner selection completed beforehand to meet this timescale. Officers also recommend selecting the same development partner for future regeneration opportunities as Phase 3 to avoid multiple development partners working on the Estate and a diminution in the attractiveness of future opportunities by reducing their scale. To do this it is intended that the architect’s and planning team appointed for Phase 3 will engage residents in a consultation on the wider Master Plan early in the New Year. It is also a condition of GLA funding that there should be a residents’ ballot. It is recommended that the timing of this ballot be determined by the Executive Director of Regeneration following consultation with the Cabinet Member for Housing at the appropriate time when a more detailed programme for the developer selection process and development of the Master Plan process is known. The principle of a ballot on the Golf Links Estate has already been agreed by Cabinet in October 2018.

3.7 The programme for Phase 3, shown in Table 1 below assumes that the scheme submitted for outline planning for Phase 3 in December 2019, will be approved in February or March 2020. Subject to Cabinet approval, commercial advisors appointed by the Council will commence procurement of a development partner in the New Year following consultation with the Director of Legal and Democratic Services. In order to ensure that detailed planning consent for Phase 3 is obtained following outline approval, it is proposed that the prospective development partner will be asked to “work at risk” to discharge outline planning conditions until formally selected by Cabinet. The Development Partner will only be asked to do this work pending Cabinet approval. The incentive for the development partner would be the opportunity to gain further development opportunities through an approved Master Plan hence the interconnection between Phase 3 and the wider Estate. As the adoption of the Master Plan follows from a successful residents’ ballot, the timing of this is also critical hence the delegation of when to hold this ballot.

3.8 The alternative to the selection of a single development partner, would be to seek separate partners for Phase 3 and future phases. This would be costlier and lead to delay as two separate selection processes would be undertaken, and the scale of opportunity would be reduced. For these reasons this alternative is not recommended.
Table 1 Outline Programme

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Time Period</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning – Phase 3 (Alnmouth &amp; Portrush)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit outline planning application</td>
<td>December 2019</td>
<td>Decision anticipated February/March 2020</td>
</tr>
<tr>
<td>Possible CPO for 2 remaining leaseholders</td>
<td>February/March 2020</td>
<td>To secure vacant possession</td>
</tr>
<tr>
<td>Discharge planning conditions</td>
<td>July to December 2020</td>
<td>Linked to procurement of development partner</td>
</tr>
<tr>
<td>(including reserved matters applications) for Phase 3 following approval</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development Partner selection - Phases 3 and Master Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete review of procurement documents prior to selection process</td>
<td>January 2020</td>
<td>In order to commence DP selection for Phases 3 and wider Master Plan in the Spring of 2020</td>
</tr>
<tr>
<td>Complete brief for DP selection and seeking of expressions of interest</td>
<td>Issue ITT Spring 2020</td>
<td>May 2020</td>
</tr>
<tr>
<td>ITT Evaluation</td>
<td>July 2020</td>
<td></td>
</tr>
<tr>
<td>Select preferred partner</td>
<td>Cabinet September 2020</td>
<td></td>
</tr>
<tr>
<td><strong>Master Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draw up planning options and assess viability by Commercial Adviser</td>
<td>December to January 2020</td>
<td>Develop viable options for public consultation</td>
</tr>
<tr>
<td>Undertake resident consultation on a range of development options</td>
<td>February 2020 onwards</td>
<td>To agree a range of viable options prior to residents’ ballot</td>
</tr>
<tr>
<td>Submit for planning approval</td>
<td>Autumn 2020</td>
<td>Following successful residents’ ballot. This application is also referable to the GLA, and Secretary of State.</td>
</tr>
<tr>
<td>Receive planning consent for Master Plan</td>
<td>Spring/early summer 2021</td>
<td>To enable the Development Partner to progress further phases</td>
</tr>
<tr>
<td><strong>Residents Ballot</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold residents’ ballot on development options for the estate prior to submitting an outline planning application for the Master Plan</td>
<td>Either early summer or early Autumn 2020</td>
<td>Depends upon sufficient work with residents to achieve a successful outcome. The ballot to be carried out by the Electoral Reform Services.</td>
</tr>
<tr>
<td><strong>Drawdown of GLA grant for Phase 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Following Cabinet approval for Development Partner appointment for Phase 3 and the Master Plan</td>
<td>January to March 2021</td>
<td>To commit grant allocated by the GLA for Phase 3</td>
</tr>
</tbody>
</table>

3.10 The Master Plan will look at minimum, medium and maximum development options for the Estate potentially trebling its density subject to viability. The Master Plan will also look at options of future development both with and without the availability of grant, and with a base position of maintaining the existing amount of affordable housing on the Estate. Because of the scale of development, the Master Plan will be referred to the GLA and possibly Secretary of State.
3.11 In terms of delivery options, it is likely that the best option would be for development to be undertaken with a development partner by way of a Development Agreement under which the Council will exercise control. The current intention is to use the LDP2 Framework, already agreed for Phase 3 for the wider estate. Nevertheless, it is recommended that the Executive Director of Place be authorised to make a final decision on the best delivery option following consultation with the Director of Legal & Democratic Services.

Resident Consultation and Residents’ Ballot

3.12 Resident consultation on the plans to redevelop Alnmouth & Portrush was first undertaken in October 2017, with positive support for redevelopment. Further consultation on the latest proposals was carried out in November 2019 with support for the scheme maintained prior to the submission of an outline planning application.

3.13 In September 2019 Cabinet delegated authority to the Executive Director of Regeneration and Housing in September 2018 to hold a residents’ ballot for any proposal over 150 dwellings in accordance with GLA planning policy and grant funding requirements. Officers are in discussions with the GLA about whether a ballot of residents will be required for this phase. The threshold for holding a ballot is a scheme containing of 150 new units. However, even though Phase 3 is below the threshold, this may not be applicable as we are also proposing a masterplan for the rest of the estate. A ballot will be required for the wider Master Plan, and this is likely to take place next summer, prior to the submission of the Master Plan for approval. The ballot will be administered by the Electoral Reform Society. Before the ballot a process of full resident engagement will be required to ensure that what the Council is offering is fully understood and leads to a successful outcome.

3.14 The GLA ballot strategy was reported in the Cabinet report of September 2018. It stated that any ballot should include information on:

a. the broad vision, priorities, and objectives for the estate regeneration - to include
   i. the design principles of the proposed regeneration;
   ii. the estimated overall number of new homes;
   iii. the estimated scale of demolition of homes;
   iv. the future tenure mix; and
   v. proposed associated social infrastructure (such as green spaces, health, or educational facilities).

b. details of the full right to return or remain for social tenants living in homes that are to be demolished;

c. details of the offer for leaseholders and freeholders of homes that are to be demolished; and
d. commitments relating to ongoing open and transparent consultation and engagement

3.15 These requirements will be included in a Residents’ Offer document which will be sent out prior to the ballot papers being posted to all eligible residents.

4 Financial Considerations

Phase 3 - Alnmouth & Portrush.

4.1 The intention is to utilise GLA grant from the Affordable Homes Programme to develop units for both London Affordable Rent and shared ownership. The scheme is currently subject to an ongoing viability assessment. As reported in 2.4 above, an opportunity will be taken to secure additional grant above that secured for 121 units, for the larger scheme to improve both affordability and viability.

4.2 There is a budget allocation for the scheme within the HRA Business Plan in a report elsewhere on the 21st January Cabinet agenda. The table below shows the Current Plan of expenditure included in the HRA Business Plan to take account of paying professional fees and starting on site early in 2021

<table>
<thead>
<tr>
<th>Current Plan of expenditure included in the HRA Business Plan to take account of paying professional fees and starting on site early in 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheme</td>
</tr>
<tr>
<td>Alnmouth &amp; Portrush</td>
</tr>
</tbody>
</table>

Wider Estate Regeneration.

4.3 The regeneration of the wider Estate will be undertaken in agreed phases, with the Council seeking to recover its expended costs relating to leaseholder purchase, home loss and disturbance and possible CPO costs. Any surpluses would be directed to increase the amount of affordable housing in consistent with other regeneration schemes. The housing tenure mix for each phase will be agreed in advance of each phase to ensure that existing secure tenants and those resident leaseholders who wish to stay on the Estate are rehoused, and the level of private sale agreed to ensure the programme’s viability. In order to comply with planning requirements a minimum position will be that the existing amount of affordable housing on the Estate will be re-provided.

4.4 There is no specific line of expenditure included in the HRA Business Plan for the Golf Links Master Plan but the circa £0.700m cost of preparing such a master plan for this size of estate can be funded from the New Build Round 3 budget line in Appendix 5 which shows the 30 Year Proposed Capital Programme. This budget has been reviewed since period 6 approved budget, which is the time point used to populate the tables, and the level of expenditure assumed in 2019/20 will be
reduced. The approval request to revise this budget line will be sought in the February 2020 Budget Strategy Report. In addition, a review of all existing schemes in this budget head will produce sufficient underspends and savings to fund the Master Plan expenditure.

<table>
<thead>
<tr>
<th>Scheme</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council New Build Round 3</td>
<td>9.087</td>
<td>0.000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scheme</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council New Build Round 3 including GL Master Plan</td>
<td>5.254</td>
<td>3.833</td>
</tr>
</tbody>
</table>

5 **Legal Implications**

5.1 Section 105 of the Housing Act 1985 requires the Council to maintain arrangements to consult secure tenants on matters of housing management, likely to substantially affect them. This includes matters that relate to the management, maintenance, improvement or demolition of properties let to secure tenants. The proposals for the estates identified in this report are matters that fall within this requirement. The consultation arrangements must allow the tenants to make their views known to the Council within a specified period and the Council must take these views into consideration before making a final decision on the matter.

5.2 Paragraph 10 of Schedule 2 to the Housing Act 1985 provides the Council with a ground for obtaining possession from secure tenants where the Council intends, within a reasonable time of obtaining possession of their properties, to demolish the building containing the properties.

5.3 The Council has powers to acquire land by agreement under section 227 of the Town & Country Planning Act 1990 i.e. for planning purposes

- if the authority thinks that the acquisition will facilitate the carrying out of development/re-development or improvement in on or in relation to the land or
- which is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated.

5.4 In exercising this power, the Council must be satisfied that the acquisition will promote/improve the economic, social or environmental well-being of the area.
5.5 It is not necessary for the Council itself to be intending to undertake the development or re-development proposed. Land acquired under s227 of the 1990 Act may be disposed of under s233 of the Act with a view to securing its best use, or the construction of buildings needed for the proper planning of the area. The Council may therefore acquire land with a view to its disposal to another party.

5.6 Where land has been acquired for planning purposes the Council may dispose of the land under section 233(1) of the 1990 Act to secure the best use of that land or secure the construction of buildings needed for the proper planning of the area.

5.7 Under section 203 of the Housing and Planning Act 2016 the Council may override easements and other third-party rights (not including rights of way) when undertaking works to or using land where

5.8 There is planning consent for the works or use
- The land has at any time after 13 July 2016 been vested in, acquired or appropriated by the Council for planning purposes
- The Council could acquire the land compulsorily
- The works or use relate to the purpose for which the land was vested in or acquired or appropriated by the Council

5.9 The beneficiaries of any rights overridden by virtue of section 203 of the 2016 Act may, however, claim compensation (equal to the loss in value of their property caused by losing the right) but cannot seek an injunction to delay or terminate the development.

5.10 The most appropriate enabling powers for compulsory purchase of any of the sites that that cannot be acquired by agreement are those contained in section 226(1)(a) of the Town & Country Planning Act 1990. Section 226 enables the Council to acquire compulsorily any and in their area if it considers that the acquisition will facilitate the carrying out of a development, re-development or improvement on, or in relation to, the land. The Council must also consider that the proposal will help to promote or improve the economic, social or environmental well-being of the area. The CPO may also seek to acquire new rights in order to facilitate the construction or operation of the development.

5.11 Guidance on the exercise of CPO powers confirms that compulsory purchase orders should only be made where there is a compelling case in the public interest. Members will need to be satisfied that this case outweighs the impact of compulsory acquisition on existing owners and occupiers and to have regard to the effect of a CPO on their human rights. In particular members will need to be satisfied that the proposed interference with those rights is lawful, proportionate and in the public interest. Those affected by any Order will have an opportunity to object and to have their objection considered. Compensation is also available under a compensation code and any disputes over compensation are determined by a statutory tribunal.
5.12 The proposed developer detailed it this report will be selected in accordance with an EU compliant procurement procedure.

Human Rights

5.13 The United Kingdom is a signatory to the European Convention on Human Rights (ECHR) which came into force as an international treaty in 1953. The Convention comprises a statement of rights, which signatory states guarantee, and incorporates machinery and procedures for their enforcement through the European Commission of Human Rights and the European Court of Human Rights in Strasbourg.

5.14 The provisions of the ECHR which are of most relevance to compulsory purchase and the exercise of powers under section 237 in this context are as follows.

Article 6 - "In the determination of his civil rights and obligations .... everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law...."

Article 8 - "Everyone has the right to respect for his private and family life, his home and his correspondence. There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country. For the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others."

Article 1 of the First Protocol - "Every natural or legal person is entitled to the peaceful enjoyment of his possessions. No one shall be deprived of his possessions except in the public interest and subject to the conditions provided for by law and the general principles of international law. The preceding provisions shall not, however, in any way impair the right of the state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest...."

5.15 The Human Rights Act 1998 came fully into force on 2 October 2000, incorporating the provisions of the ECHR into domestic law.

5.16 Although the ECHR guarantees the right to peaceful enjoyment of property, it is clear from Article 1 of the First Protocol that compulsory acquisition of land does not involve an infringement of the ECHR so long as it is done in the public interest and subject to the law laid down by statute. Similar considerations apply to Article 8. States are given a "margin of appreciation" in deciding for themselves what constitutes sufficient public interest to justify a compulsory acquisition.

5.17 The procedure for compulsory purchase in England and Wales enables a landowner who objects to a compulsory purchase to be heard at a
public inquiry before the order is confirmed. There is a right to challenge a decision to confirm an order on two statutory grounds – that the authorisation of the order is not empowered to be granted under the Acquisition of Land Act 1981 or that a "relevant requirement" has not been complied with - and it is considered that these procedures comply with Article 6, which provides a right to a fair trial in relation to civil rights and obligations.

5.18 The Courts have considered the concept of "proportionality" in relation to compulsory purchase and the weight of authority supports the proposition that the test of proportionality is satisfied provided that the order strikes a fair balance between the public benefit sought and the interference with the rights in question. Officers are satisfied that there is clear evidence that the public benefit of the proposed redevelopment will outweigh the private loss of the sites concerned.

5.19 The procurements for the developer partner and legal services, cost consultants, architects and other building professionals will be undertaken in accordance with the Public Contracts Regulations 2015 and in accordance with the Councils Contract Procedure Rules.

6 **Value for Money**

6.1 The proposed redevelopment of Phase 3 (Alnmouth and Portrush Courts) are of blocks that do not reach Decent Homes standard and have design aspects that give poor security to residents and encourage antisocial behavior. The Asset Management Team current provision of £1.86 million over the next 30 years is insufficient to address these issues, and redevelopment to a minimum 60-year life represents better value for money and provides building that meet current design, energy efficiency standards, and current and anticipated fire regulations. The benefit of the wider Master Plan is that it allows an increase in density can both increase the amount and quality of affordable housing on the redeveloped site by at least 50%.

6.2 The proposed competitive developer selection process is intended to ensure that the value for money implications of the preferred developer offer will be assessed in relation to the other redevelopment proposals made by other bidders. This process encourages the bidders to maximise their offer to the Council so achieving the best possible regeneration outcome for the Council and residents.

7 **Sustainability impact appraisal**

7.1 The new scheme will be constructed to London Plan standards and meet Lifetime Homes, and Secure by Design. Where feasible measures will be included to address fuel poverty by making buildings highly insulated to reduce heating costs.

8 **Risk Management**
8.1 A risk matrix has been prepared identifying risks and their mitigation at each stage of the project. Current major risks relate to the need to secure vacant possession for the blocks occupying Phase 3 and discharge all necessary planning conditions to get on site by January 2021. There is a related risk with the implementation of the Master Plan that if this is delayed it will not be possible to appoint a single developer partner and if more than one developer is appointed this will reduce the attractiveness in the wider regeneration, lead to delay and increase in costs as two procurement exercises will be required. The major risk for the Master Plan is that there is not a successful residents’ ballot. The mitigation for this is to commence working with residents to ensure their support at the earliest stage.

9 Links to the 6 Priorities for the Borough

Safer
The newly designed development comprises high quality homes designed to improve community safety and the Police will be consulted during the design process to ensure developments are “secure by design”.

Healthier
The further regeneration of Golf Links will improve public health through better design of housing and the alleviation of overcrowding. Provision has been made for residents with disabilities and the provision of wheelchair accessible housing. Dormers Wells ward in which the scheme is situated is within the top 5% most deprived areas in the UK.

Cleaner
The incorporation of good design will ensure that hidden and isolated areas will be less likely to suffer from fly-tipping.

Fairer
The allocation of new housing will include existing residents who have lived in poor and overcrowded housing.

Accessible
Redevelopment of new homes to London Plan standards improves accessibility in the home and appropriate levels of parking outside especially for those with disabilities assists accessibility outside the home.

Prosperous
There is an opportunity for resident involvement in a local labour initiative as part of this project to provide employment opportunities. Expansion of the community centre crèche will allow more carers to enter employment.

10 Equalities, Human Rights and Community Cohesion
10.1 The allocation the new affordable homes in Phase 3 and elsewhere on the Estate for existing residents will help to build and retain community cohesion. An Equalities Analysis Assessment maybe required.

11 **Staffing/Workforce and Accommodation implications:**

11.1 The project can be accommodated within the existing workload of Housing Supply and Regeneration & Housing with specialist support as required.

12 **Property and Assets**

12.1 The housing regeneration scheme outlined in this paper include all housing and non-dwelling HRA assets on the Estate.

13 **Any other implications:**

13.1 None.

14 **Appendices**
- Map 1 Golf Links Estate showing development phases

15 **Background Information**
- Vol 2: High Level Intervention Estates – prepared by EDAW/Aecom for Ealing Council February 2008 (Golf Links Estate)
- Cabinet Report 22\textsuperscript{nd} July 2014 Peterhead Court (Golf Links Phase 2 Regeneration)
- Cabinet Report 15\textsuperscript{th} September 2015 Housing Regeneration Peterhead Court (Approval to go to Tender)
- Cabinet Report 17\textsuperscript{th} May 2016 Approval of Works Tender Peterhead Court
- Cabinet Report 14\textsuperscript{th} November 2017 Golf Links Estate – Regeneration Update
- Cabinet Report 10\textsuperscript{th} April 2018 Golf Links Update and Lettings Plan
- Cabinet Report 16\textsuperscript{th} October 2018 Bid for GLA Resources and ballots for Regeneration Schemes
- Cabinet Report 18\textsuperscript{th} June 2019 Housing Delivery Update (GLA Funding)

**Consultation**
<table>
<thead>
<tr>
<th>Name of consultee</th>
<th>Department</th>
<th>Date sent to consultee</th>
<th>Date response received from consultee</th>
<th>Comments appear in report para:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tony Clements</td>
<td>Executive Director Housing and Regeneration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jackie Adams</td>
<td>Head of Legal (Commercial)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sarah Halland</td>
<td>Procurement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Councillor Mason</td>
<td>Cabinet Member for Housing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Report History**

<table>
<thead>
<tr>
<th>Decision type:</th>
<th>Urgency item?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key – yes</td>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Authorised by Cabinet member:</th>
<th>Date report drafted:</th>
<th>Report deadline:</th>
<th>Date report sent:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Report No:</th>
<th>Authorised by Cabinet member:</th>
<th>Date report sent:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dave Baptiste Mike Kirk</td>
<td>Ext 6858 07957 577 187</td>
</tr>
</tbody>
</table>