

Item No. 10.	Classification: Open	Date: 30 April 2019	Meeting Name: Cabinet
Report title:		Styles House and Southwark Underground Station – Enabling Principles to Facilitate New Council Homes and New Employment Space	
Ward:		Borough and Bankside	
Cabinet Members:		Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes	

FOREWORD – COUNCILLOR LEO POLLAK, CABINET MEMBER FOR SOCIAL REGENERATION, GREAT ESTATES AND NEW COUNCIL HOMES

The following report describes a land swap and new set of starting principles for the delivery of new council homes as well as new employment space above and beside Southwark tube station.

Following years of discussions between the council, Transport for London (TfL) and Styles House residents (now constituted as a TMO), we have over the past few months established a constructive negotiation towards a new set of enabling principles that establish TfL and the Tenant Management Organisation (TMO) as equal partners in the redevelopment of the wider site and lay the foundations for a strong long-term partnership between the TMO and TfL for the management of shared spaces.

The TMO have always understood the scale of our borough's housing crisis and been keen to play their part in building new council homes on their estate. Given the far-reaching changes experienced around the estate over the past 30 years the TMO have been determined to ensure that any new development is designed and managed to the maximum benefit of existing residents. Over the past few months, we have worked together to ensure that any upcoming design process protects the amenity of existing residents, gives the TMO significant influence over how the estate evolves and gives us the best chance of growing the already strong community that people enjoy at Styles House.

These principles give us a radically different starting point from last summer in a number of ways. These include moving back the building line of any employment space 10 metres by the removal of Joan St to better protect the amenity of existing residents and the creation of an enclosed shared amenity space for the exclusive use of Styles House residents and office block workers to form a 'buffer' between the TfL and TMO development and protect against any anti-social behavior spilling into the estate. The report also upholds previous commitments made to the residents of Styles House that they retain control through a critical oversight and sign off function in relation to subsequent design stages up to planning application.

I would like to personally thank members of the Styles House TMO for their tireless work in helping establish these principles, and the TfL development team for the willing they've shown to achieve a more equitable starting point to the process.

I am confident that the principles laid out in this report will give all parties the best chance for the Styles House residents to bring forward the highest quality new council housing

and shared spaces for residents in our borough, as well as for building a model partnership between Styles House TMO and the neighbouring building management for the benefit of all for years to come. I look forward to seeing what designs come forward.

RECOMMENDATIONS

That Cabinet:

1. Notes the undertakings given to the residents of Styles House set out in paragraphs 32 and 33.
2. Authorises pursuant to s32 of the Housing Act 1985 that the land shown hatched red on the plan at Appendix A be transferred to Transport for London provided that at the time of transfer that land is vacant and not subject to any housing tenancies.
3. Authorises pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985 that the land shown hatched blue on the plan at Appendix A be acquired from Transport for London provided that at the time of transfer that land is vacant and not subject to any leases, tenancies or licences.
4. Authorises pursuant to s120 of the Local Government Act 1972 and s9 of the Housing Act 1985 that the council acquires leasehold interests held by Transport for London in four dwellings in Styles House the addresses of which are specified in the closed version of the report.
5. Agree that the recommendations specified at 2 – 4 be implemented at the same time and be contingent on each other.
6. Approves the terms agreed with Transport for London for the proposed land exchange set out substantially in paragraph 25 of this report and fully in paragraph 8 of the closed report.
7. Delegates to the director of regeneration authority to agree the detailed land exchange agreement including if it is prudent to do so and in consultation with the cabinet member for social regeneration, great estates and new council homes any variation to the exchange boundaries.

BACKGROUND INFORMATION

8. The wider site in question is shown on the plan at Appendix A to this report. It is bounded to the north by Isabella Street, to the west by Hatfields, the south by The Cut and Blackfriars Road to the east; it is also bisected by the southern section of Joan Street. The freehold of the entire site is either in the council's ownership or in the ownership of Transport for London ("TfL").
9. There are a variety of different uses of the land at present including:
 - ❖ 56 dwellings forming Styles House
 - ❖ 9 lock up garages
 - ❖ Residents' meeting hall and Tenant Management Organisation ("TMO") office

- ❖ Allotments
 - ❖ Southwark underground station
 - ❖ Cycle hire station
 - ❖ Blast chiller for Jubilee Line passenger comfort
 - ❖ Cycle storage facility
 - ❖ Arts building (workshops and storage) at 1 Joan Street formerly known as Algarve House, now “Platform Southwark”.
10. The respective council and TfL freehold ownership is somewhat fragmented over the site thereby limiting the ability of the owners to optimise usage of their land. Currently TfL has freehold title to 3,375m² and LBS to 2,671m².
 11. The council and TfL have agreed land exchanges that rationalise respective freehold ownerships. Following the proposed exchanges the council will own the freehold of the land shaded yellow on the plan at Appendix A and TfL will own the freehold of the land shaded green on the same plan. The revised freehold ownership areas will therefore be TfL 3,371m² and LBS 2,675m². The proposed exchange will therefore marginally increase LBS’ ownership and decrease TfL’s. This can be seen at Appendix B that depicts the present and proposed land ownerships.
 12. Following the rationalisation the council should be able to construct new affordable housing on its site and TfL should be able to promote an office development on its land. Both aspirations are subject to the planning process.
 13. On 28 November 2018 council assembly approved the current Council Plan. This sets a number of commitments to our community including *A Place to Belong*; one of the undertakings to meet this commitment is to *Build at least 1,000 more council homes.....by 2022*. The plan also contains commitments to make Southwark *A Full Employment Borough and A Vibrant Borough*.

KEY ISSUES FOR CONSIDERATION

14. Southwark Underground Station was opened twenty years ago and was designed and constructed to enable it to be subsequently built over. Numerous proposals have been developed over the years to construct a new building above the station but they have been principally hampered by the following constraints:
 - The engineering constraints and the cost of keeping the tube station open and running during the construction above
 - The relatively small size of the tube station site which can only accommodate a small floorplate which thus impacts the business case.
15. At the time of building, this locality was very different and the property market much weaker meaning building over the station was not financially viable. That is no longer the case and in TfL’s opinion provided a minimum quantity of offices can be built, the over station development is viable. In 2018 TfL acquired Platform Southwark from U+I Group plc together with five leasehold flats at

Styles House. Before TfL's involvement, the focus had been to provide a housing led scheme but now the aspiration is to construct an office development that has potential to create around 2,100 jobs. New offices here will ultimately benefit employment opportunities for residents and employees that will spend in the local area adding vibrancy to the locality as well as sustaining local businesses.

16. Providing land for new homes in a built up environment such as Southwark is difficult but the challenge is particularly acute in the north of the Borough especially in the Bankside area. In looking at potential sites for new homes it has been identified at different points in time by the council and TMO that land by Styles House presents an opportunity to deliver some much needed new homes.
17. In order to achieve respective aspirations, the parties need to exchange pieces of land to create sites that can deliver their required outputs. Discussions to this end have been taking place over a period of years and a professional independent tenant advisor has been working closely with the Styles House TMO to develop their vision for new council homes within the estate.
18. The parties aspirations for the their sites assuming the proposed land exchange proceeds are as follows:

TfL	A single building providing around 17,500m ² of offices and to the ground floor around 650m ² of retail space
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LBS/TMO	New buildings to provide around twenty-four new units of social housing and replacement TMO hall. In addition, the existing quantity of landscaped space will be replaced over the site.
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19. In order to achieve these aspirations it will be necessary for some buildings currently on site to be demolished these are the arts facility (The Platform building) the lock up garages, the existing TMO hall and 49 - 56 Styles House.
20. 49 – 56 Styles House is a two storey block of eight studio dwellings. Seven of these are let by the council on secure tenancies, the other one has been sold under right to buy legislation and the lease is now held by TfL that has let it out by way of an assured shorthold tenancy. TfL also holds the leases of four other flats that have been sold under the right to buy in the main Styles House building. It will be a condition of the proposed land exchange that the council provides vacant possession to TfL of the seven secure tenanted dwellings in 49 – 56 Styles House. The relocation of existing tenants is extremely sensitive and potentially traumatic to those affected. In accordance with usual protocol for regeneration schemes, the local resident services officers and the TMO manager will consult with affected parties and work together with them to achieve a solution that works within housing policy that achieves the rehousing aspirations of those affected. Affected tenants will be given the highest priority for rehousing; this is known as a “band 1 priority.” Persons in Band 1 are given priority when it comes to bidding for homes featured in *Southwark Homesearch*. Cabinet will note that the proposed exchange provides for four one bedroom flats being made available to the council in the main Styles House tower. Spatially these are larger dwellings than the ones proposed for demolition and may provide helpful relocation opportunities for affected tenants that wish to remain in the immediate locality.
21. The council will also have to provide TfL with vacant possession of a finger of land fronting Joan Street that is currently used for cycle storage; this is currently

let on a short-term lease enabling possession to be readily obtained.

22. TfL will also have to provide the council with possession of the land that it is transferring, in particular the four flats in Styles House, part of the Platform Building and the community garden. Securing possession will be a matter for TfL.
23. As mentioned in paragraph 19, TfL have the leases for four one bedroom flats in the main 1 – 48 Styles House building. It is proposed that these transfer to the council – refer to paragraph 25. These flats are also currently let to assured tenants. TfL will be obliged to transfer these to the council with vacant possession. Once received by the council, they will be available for letting. It may be the case that one or more of these flats is suitable rehousing for tenants to be displaced from 49 – 56 Styles House.
24. As can be seen from the plan at Appendix A, both the council and TfL will following the proposed exchange have more uniform land ownerships. This will facilitate TfL's ability to provide new offices adjacent to and above its station. It will also enable the council to provide new affordable housing in the grounds of Styles House. It is estimated the grounds might accommodate around twenty-four new flats, though alternative massing and layout options may be developed by the TMO architects producing different outcomes. The low-rise block 49 -56 Styles House will be demolished (seven tenanted and one sold under right to buy provisions) with a resultant loss of stock but four sold properties in the main 1 – 48 Styles House block will be received by the council so the net result will be an increase of 21 homes.

<i>potential new homes</i>	24*	
<i>homes returned in main Styles House</i>	<u>4</u>	28
<i>homes to be demolished</i>	8	
<i>but one is a long leasehold</i>	<u>-1</u>	<u>7</u>
<i>net additional new homes</i>		21

* subject to the design, development and planning process

25. In order to fully explore the potential of respective proposed sites it will require planning applications to be prepared and consulted upon. The establishment of the necessary teams to prepare applications is costly so the parties require confidence that there are the necessary approvals for the land exchange to proceed in order to move forward into the planning process. It may be the case that having started the planning process there is good reason why the land boundaries and extent of the exchange may require variation and recommendation 7 covers this eventuality.

Agreed Principal Land Exchange Terms

26.
 - (a) It is conditional on both parties receiving satisfactory planning consents for their sites; the parties to make their own independent applications.
 - (b) The parties terminate any lettings or rights to occupation of the land to be transferred so that vacant possession can be provided to the acquiring party.

- (c) In the event of both parties receiving satisfactory planning consents and vacant possession being provided, the Council transfers its freehold interest in the land hatched red on the plan at Appendix A to TfL and TfL transfers its freehold interest in the land hatched blue on the plan to the council.
- (d) TfL surrenders its four leases in 1 – 48 Styles House
- (e) TfL makes a consideration payment to the council for the exchange. This is set out in the closed version of this report
- (f) TfL meet the council's reasonable costs incurred in relocating its tenants from 49 – 56 Styles House
- (g) TfL to meet the council's reasonable design/planning fees for the proposed new housing scheme design up to detailed design (RIBA stage 3) and up to a cost of £500,000 provided the application is submitted by 31 March 2020.

Commentary on Agreed Principal Land Exchange Terms

- 27.
- (a) The exchange is to deliver the parties' aspirations for their respective sites. If these cannot be achieved because of adverse planning it is not reasonable for the exchange to proceed.
 - (b) In order to take their proposals forward the parties will need the land to be received from the other clear of any encumbrances that will complicate or delay implementation.
 - (c) This sets out the land parcels being exchanged.
 - (d) The surrender of the four TfL leases forms part of the consideration being received by the Council. It also provides four dwelling available for the seven Council tenants that will have to be relocated from 49 – 56 Styles House.
 - (e) The council will be giving up land providing seven units of council housing. It is therefore appropriate that the council receives consideration. Further commentary is given in the closed version of this report.
 - (f) In relocating statutory tenants from their homes to facilitate regeneration the council has a statutory obligation to pay the tenants reasonable costs of moving as well as making home loss payments to them.
 - (g) This is recognition by TfL that in order for the council to release the land it requires new housing will need to be provided on the realigned site to justify the land transfer. This is a contribution towards the cost of bringing forward that new housing but is subject to a time limit to incentivise the early bringing forward of the planning application.

28. The terms agreed so far have been limited to the principles when it comes to formalising the appropriate land transfer contract matters of detail will arise and cabinet is recommended to delegate to the director of regeneration authority to agree those items of detail.
29. As part of the planning process the parties may agree there are good reasons why it is prudent to vary the transfer boundaries; such a variation is likely to be minor. In this eventuality, cabinet is recommended to delegate to the director of regeneration in consultation with the cabinet member for social regeneration, great estates and new council homes authority to approve the variation subject to there being an appropriate adjustment in consideration.

Styles House Tenant Management Organisation

30. Styles House whilst owned by the council is managed by the Styles House Tenant Management Organisation ("The TMO"). The proposals set out in this report have been a number of years in the formulation and the TMO has been kept abreast of their evolution. The TMO recognise there is a shortage of affordable housing in the Borough and accept there is scope for new housing to be provided at this location. However the TMO's position is that any new homes provided should not be at the expense of the amenity of existing residents. Set out below is a brief review of past history:

- In March 2015, the TMO were concerned about proposals for a residential scheme above the station by U+I and a ward councillor raised this at council assembly by way of a member question to the Leader. In response the leader assured any development on Styles House land would require agreement by Styles House residents.
- In 2016 to help develop their own proposal for new council homes within their estate, the TMO contacted the housing department to seek support in appointing an independent tenant advisor and an architect to develop a feasibility study. An independent tenant advisor was appointed and a brief was developed with the TMO to instruct an architect in July 2016. Bell Phillips an architect practice experienced at delivering new council homes was appointed to work with the TMO to complete the feasibility study. This illustrated the potential to construct 23 new homes, as well as re-providing the same amount of amenity space in the estate and a new tenant hall/TMO office. Following consultation with residents the development proposal from the TMO had community support for around 18 homes. The feasibility study relied on a land exchange with TfL. However, there was not community support for developing that piece of land, so the development would have been solely on council land. There was recognition that the complex and piecemeal land ownership is a barrier to further development.
- In September 2017, the council extended the appointment of Bell Phillips to develop the concept ideas initiated by the residents in 2016 and to work in partnership with TfL to investigate options for the construction of both the new council homes and commercial space. Bell Phillips attended three workshops with the TMO, TfL and the council and a series of options were developed which formed the basis of a

consultation exercise with each of the residents and leaseholders in the estate.

- The consultation exercise highlighted the concerns of residents, most notably the proximity and massing of the proposed commercial block to Styles House. This concern has manifested itself in March 2018 by way of a deputation from Styles House residents. The deputation expressed concern about the council exchanging housing land to enable an office development to proceed, referred to its plans to provide new housing at Styles House not receiving adequate consideration and referred to an assurance given in March 2015 that it would be given a final say over the exchange of land at this location.

31. Following receipt of the deputation last March, the cabinet member for social regeneration, great estates and new council homes has worked closely with the TMO and local ward members to discuss how the draft plans can be amended to meet the aspirations of the TMO's initial feasibility study and facilitate the new employment scheme above the station. This has seen some major adjustments to the indicative scheme:

- ❖ notably an additional 10 metre set back of the commercial building line from Styles House, giving a 28 metre gap between the two buildings.
- ❖ new 10 metre set back will be provided as a shared, enclosed, amenity space for use by the residents of Styles House and the future office workers in the commercial building and jointly managed.
- ❖ a commitment has also been made that the westerly portion of the new building will be no higher than the existing Styles House tower.
- ❖ in the event of planning consent being obtained and construction proceeding, the sites will be developed independently and no part of the Styles House will be used as a site compound for work on the TfL site.
- ❖ The TMO to have oversight of the key design stages of the proposed new council housing.
- ❖ TMO and council will not be beholden to TfL's construction timeframe and able to commence works as soon as possible following planning consent.
- ❖ The construction work to be phased so that a TMO office will be in existence throughout the project.
- ❖ Should planning consent be granted for new homes at Styles House the architect be novated to the appointed contractor.
- ❖ Further consideration be given to the TMO and TfL entering into an appropriate and long-term arrangement for the management of the common areas between the proposed new commercial building and Styles House.

32. So far all discussions have been based on indicative designs and plans. During the design phase the TMO will carry out extensive consultation with residents ahead of any planning application being submitted. When planning applications

are submitted there will be further consultation including the TMO and individual residents that will have the opportunity to further influence the proposed land uses and designs. It is possible as a consequence; the indicative proposals currently consulted upon will evolve to reflect observations/representations. As mentioned in paragraph 25, it may be prudent to slightly vary the exchange land boundaries to enable better schemes to be produced. Under the council's constitution land transfers are a function reserved for cabinet, this can be delegated to officers as provided in recommendation 6. This recommendation has the reservation that the cabinet member for social regeneration, great estates and new council homes must be consulted before agreeing any variation. Both the director of regeneration and cabinet member will seek the representations of the TMO before exercising the delegation.

33. In October 2018 cabinet received a report *New Homes Programme: Delivery Model Review 2018* that covered a range of matters for delivering new council homes. This approved a wider estate improvement plan approach, to ensure new homes projects better draw out the wider benefits to neighbouring residents, both in terms of the communal living environment and (where possible) aligning with repairs to existing homes. The proposed new homes at Styles House will fall within this policy and will be assessed against this policy at the design stage.

Proposed Sequence of Key Stages

34.

Key Stage	Action	Parties
Contract	Completion of conditional legal agreement	TfL and LBS
Pre-planning	Consultations, assessment of potential schemes	TfL, LBS, respective architects, residents, local community, TMO
Planning applications	Schemes for new commercial and housing approved by clients and submitted	TfL in the case of commercial. LBS and TMO for housing element.
Planning consultation	Submitted applications notified to community and representations received	LBS, TfL and community
49 – 56 Styles House voluntary tenant relocation	Styles House that want to move early discuss and agree relocation	Tenants, TMO and LBS
Planning determination	Planning Committee determine applications	LBS determinations may be at different committees.
The following assumes planning consents granted		
49 – 56 Styles House tenants relocation	Alternative housing found for tenants required to relocate	Tenants, TMO and LBS
49 – 56 Styles House and the Platform building	Contract becomes unconditional	TfL and LBS

Key Stage	Action	Parties
vacated		
Appropriation	Cabinet asked to appropriate housing development site to planning and back to housing to de-risk construction of new homes	LBS
Procurement of contractors	Parties to appoint contractors to deliver consented schemes	TfL and LBS (independently)
Demolition	49 – 56 Styles House and the Platform building demolished	TfL, LBS, TMO
Construction	Building of new commercial and residential accommodation (independently)	TfL, LBS, TMO
Completion of schemes	Parties arrange occupation of new buildings	TfL, LBS, TMO
Ongoing	Management of communal areas of schemes	TfL, TMO

Rationale for recommendations

35. a) To assist in providing new homes for persons on the housing waiting list.
- b) To bring new jobs into the Borough.
- c) To further a commitments within the new Council Plan.
- d) To provide a mechanism to bring forward the proposals whilst giving protection to Styles House residents and its TMO.

Community impact statement

36. The new Council Plan was the subject of extensive community consultation. The recommendations herein further the delivery of the *A Place to Belong* and *A Full Employment Borough and A Vibrant Borough* commitments set out in the Plan.
37. The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to:
- a) eliminate discrimination;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
38. Relevant protected characteristics for the purposes of the Equality Act are:
- Age
 - Civil partnership
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex and sexual orientation.
39. In considering the recommendations herein the cabinet must have due regard to the possible effects them on any groups sharing a protected characteristic in order to discharge its public sector equality duty. This is an ongoing obligation.
40. If the recommendations set out are approved, the council will have a site capable of providing new council homes but to achieve this it will transfer to TfL a block of eight dwellings; seven of which are let on secure tenancies. The quantity of new homes that will be provided will significantly exceed the number being demolished. The new homes will greatly improve the quality of life of its residents some of which may have protected characteristics. In the case of the seven tenants that will be relocated to enable 49 – 56 Styles House to be released for transfer, it is not known at the present time (because the proposed scheme is still in its relative infancy) if any have protected characteristics. Carrying out the necessary work now to establish this may be unsettling to those involved and may ultimately be fruitless if the scheme does not proceed i.e. it fails to secure a satisfactory planning consent. Also, because of the timelag between now and a scheme emerging and gaining planning consent it will be necessary to repeat the survey exercise because persons may change or the same persons' protected characteristics may change. Identification of protected characteristics and mitigation of any adverse affects arising from the proposal will therefore be identified as part of the relocation protocol referred to in paragraph 20.
41. In providing vacant possession of its four leasehold flats in 1 – 48 Styles House and the Platform Building TfL will need to consider any protected characteristics that may be affected in discharging its obligations under the Equalities Act 2010.

Financial implications

42. As advised in paragraph 25 (g) and (h) TfL will meet initial design costs and the cost of relocating the seven secure tenants in 49 – 56 Styles House. This includes the use of Bell Phillips in assisting the TMO to develop its aspiration for Styles House.
43. Officer time in managing the proposal and the cost of procuring the independent expert valuation is being met from existing budgets.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Housing and Modernisation

44. The proposed development will deliver approximately 21 new council rented homes, to help towards meeting the target of 2,500 new homes by 2022 and 11,000 by 2043. The report outlines the detailed consultation which has been undertaken with the TMO and local residents which has enabled this proposal to move forward.

Director of Law and Democracy

45. Section 1 of the Localism Act gives councils a general power of competence whereby a local authority has power to do anything that individuals generally may do. However that power does not enable a local authority to do anything which it is unable to do by virtue of a pre-commencement limitation.
46. The report recommends that the council disposes of housing land to TfL. Section 32 of the Housing Act 1985 imposes limitations on the council's powers of disposal in that the consent of the Secretary of State is required for disposals of housing land.
47. A number of general consents have been issued in the General Housing Consents 2013. The report confirms that the land to be disposed of will be vacant and free from tenancies when it is transferred to TfL. General Consent A3.1.1 provides that the council may dispose of land (which includes buildings) for a consideration equal to its market value, subject to paragraph 3.1.2. Paragraph 3.1.2 contains some exceptions to this consent, none of which apply to this proposed disposal.
48. The report further recommends that land is acquired from TfL in order to build new houses and a TMO hall. Section 120(1) of the Local Government Act 1972 ("the 1972 Act") provides that the council may acquire any land by agreement for the purposes of (a) any of its statutory functions or (b) for the benefit, improvement or development of its area. By virtue of section 120(2) of the 1972 Act the council may acquire by agreement any land for any purpose for which they are authorised by the 1972 Act or any other Act to acquire land, notwithstanding that the land is not immediately required for the purpose and, until it is required for that purpose, it may be used for the purpose of any of the council's functions.
49. Section 9 of the Housing Act 1985 provides that a local housing authority may provide housing accommodation (a) by erecting houses, or converting buildings into houses, on land acquired by them for the purposes of [this part of the Act], or (b) by acquiring houses. The report recommends the acquisition by the council of four leasehold dwellings in Styles House from TfL.

50. There are therefore adequate powers for the council to dispose of its land and to acquire land from TfL as envisaged by the recommendations in this report.
51. The report points out at paragraphs 37 – 41 that the council will need to have due regard to its obligations under the Equality Act 2010. As the report identifies, this is an ongoing duty and the equalities implications of the decision contained in this report will need to be reviewed as the transactions envisaged by the report are progressed.

Strategic Director of Finance and Governance [H&M19/001]

52. There are no financial implications arising directly from the report's recommendations. The proposed land exchange is mutually beneficial to both parties and subject to planning consent, will enable the council to construct much needed new council homes.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Council Plan 2018/9 – 2021/22	Chief Executives Office 160 Tooley Street London SE4 2QH	Matt Little 020 7525 0388
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s78763/Report%20Council%20Plan.pdf		
New Homes Programme: Delivery Model Review 2018	Asset Management 160 Tooley Street London SE4 2QH	Tim Bostridge 020 7525 1222
Link (please copy and paste into your browser): http://moderngov.southwark.gov.uk/documents/s78248/Report%20New%20Homes%20Programme%20Delivery%20Model%20Review%202018.pdf		

APPENDICES

Appendix	Title
Appendix A	Plan of Proposed Exchange Land
Appendix B	Present and proposed land ownerships

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Social Regeneration, Great Estates and New Council Homes		
Lead Officer	Kevin Fenton, Strategic Director Place and Wellbeing		
Report Author	Patrick McGreal, Regeneration-North		
Version	Final		
Dated	11 April 2019		
Key Decision?	Yes		
CONSULTATION WITH OTHER OFFICERS/DIRECTORATES/CABINET MEMBER			
Officer Title	Comments Sought	Comments included	
Strategic Director of Housing and Modernisation	Yes	Yes	
Director of Law and Democracy	Yes	Yes	
Strategic Director of Finance and Governance	Yes	Yes	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team		11 April 2019	