

**MEETING**

**CABINET RESOURCES COMMITTEE**

**DATE AND TIME**

**TUESDAY 19 OCTOBER 2010**

**AT 7.00PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, HENDON NW4 4BG**

**TO: MEMBERS OF THE COMMITTEE (Quorum 3)**

Chairman: Councillor Daniel Thomas

**Councillors:**

Brian Coleman  
Lynne Hillan

Richard Cornelius  
Robert Rams

Andrew Harper

**You are requested to attend the above meeting for which an agenda is attached.  
Aysen Giritli – Acting Democratic Services Manager**

Democratic Services contact: Jonathan Regal, 020 8359 2012

Media Relations contact: Chris Palmer 020 8359 7408

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**CORPORATE GOVERNANCE DIRECTORATE**

## ORDER OF BUSINESS

Item No.	Title of Report	Pages
1.	MINUTES	-
2.	ABSENCE OF MEMBERS	
3.	DECLARATION OF MEMBERS' PERSONAL AND PREJUDICIAL INTERESTS	-
4.	PUBLIC QUESTION TIME (If any)	-
	<b>Reports of the Cabinet Member for Housing, Planning and Regeneration</b>	
5.	Brent Cross Cricklewood Regeneration	1 – 8
6.	Leasing of empty properties on the Regeneration Estates to Barnet Homes to let as assured shorthold tenancies	9 – 15
7.	Barnet's Infrastructure Delivery Plan	16 – 71
	<b>Report of the Cabinet Member for Environment</b>	
8.	Brookside Walk Play Area	72 – 77
	<b>Reports of the Cabinet Member for Resources and Performance</b>	
9.	Stonegrove Spur Road Housing Regeneration – Advance disposal of land in Phase 5	78 – 83
10.	Hendon Central Clinic, The Burroughs, London NW4	84 – 88
	<b>Reports of the Cabinet Member for Adults</b>	
11.	Care Contract – Decision of Catalyst Communities Housing Association Limited Arbitration	89 – 93
12.	Arbitration Campus Re-provision Programme – Contract Award Intensive Supported Living Support Contract (contract reference: 50283)	94 – 100
13.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	
14.	MOTION TO EXCLUDE THE PRESS AND PUBLIC: That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 12A of the Act (as amended):	
	EXEMPT AGENDA	Exemption category
X1	<b>Report of the Cabinet Member for Housing, Planning and Regeneration</b> Exempt information relating to item 5 in public session – Brent Cross Cricklewood Regeneration	3 X1 – X35

Item No.	Title of Report	Exemption category	Pages
	EXEMPT AGENDA		
	<b>Report of the Cabinet Member for Resources and Performance</b>		
X2	Exempt information relating to item 9 in public session – Stonegrove Spur Road Housing Regeneration – Advance disposal of land in Phase 5	3	X36 – X37
	<b>Report of the Cabinet Member for Adults</b>		
X3	Exempt information relating to item 11 in public session – Care Contract – Decision of Catalyst Communities Housing Association Limited Arbitration	3	X38 – X41
X4	Exempt information relating to item 12 in public session – Campus Re-provision Programme – Contract Award Intensive Supported Living Support Contract (contract reference: 50283)	3	X42 – X45
X5	ANY OTHER EXEMPT ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT		

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**AGENDA ITEM: 5**      Pages 1 – 8

Meeting	Cabinet Resources
Date	19 October 2010
<b>Subject</b>	<b>Brent Cross Cricklewood Regeneration</b>
Report of	Cabinet Member for Housing, Planning and Regeneration
Summary	This report sets out the final agreed terms pursuant to the Cabinet Report of 21 October 2009 that outlined the heads of commercial terms of the development agreement between the Council and Hammerson and Cricklewood Regeneration Ltd (CRL) to enable the regeneration of Brent Cross and Cricklewood. Key terms have remained broadly the same but the recent acquisition of the commercial interest of Brookfield Europe in CRL by Hammerson has required some detailed changes.

Officer Contributors	Stewart Murray, Director of Planning, Housing and Regeneration Tony Westbrook, Principal Project Manager, Regeneration Service
Status (public or exempt)	Public (with separate exempt report)
Wards affected	Childs Hill, Golders Green and West Hendon
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

Contact for further information: Tony Westbrook, Principal Project Manager (Regeneration Service), 020 8359 7381.

## **1. RECOMMENDATIONS**

- 1.1 That the changes to the terms and conditions of the Development Framework Agreement (DFA) and the two Principal Development Agreements (PDA) regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009) which are set out in this and the accompanying consultants reports be approved subject to:**
- (a) All plans to be attached to the various documents being in forms to the Council's satisfaction;**
  - (b) The Council's consultants confirming that the historic costs schedule is a proper record of admissible costs for the current scheme;**
  - (c) Eversheds Solicitors being satisfied that the final documents reflect the approved terms; and**
- 1.2 That the advice of the Deputy Chief Executive & Chief Finance Officer be noted, that in the view of the Council's property advisors (CB Richard Ellis), that the DFA and PDA's represent best consideration for the Council's land assets.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 26 April 2004 (Decision item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 2.2 Cabinet, 29 March 2005 (Decision item 6) – agreed to enter into a collaboration agreement with the development partnership (Cricklewood Regeneration Limited [CRL], Hammerson and Standard Life).
- 2.3 Cabinet, 5 December 2005 (Decision item 7) – approved, amongst other matters, that
- (i) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and
  - (ii) the Eastern Lands Supplementary Guidance be incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework.
- 2.4 Cabinet Resources Committee, 25 March 2008 (Decision item 16) – approved the outline terms so far agreed with the Brent Cross partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the Development Framework Agreement (DFA) and the Principal Development Agreements (PDAs) be reported to a future meeting of the Cabinet for approval.
- 2.5 Cabinet, 21 October 2009 (Decision item 7) – approved the terms and conditions of entering into the Development Framework Agreement (DFA) and the Principal Development Agreements (PDAs), subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Corporate Plan 2010-13 commits the Council to the following three priorities which are all relevant in terms of the Brent Cross Cricklewood regeneration proposals:
- Better services with less money;

- Sharing opportunities, sharing responsibilities; and
- A successful London Suburb.

Through the 2010/2013 corporate priority, 'A successful London suburb', the regeneration of the Brent Cross Cricklewood area will provide residents with new housing opportunities, new jobs, improved retail, transport and leisure facilities, and a new town centre

- 3.2 Through the Future Shape initiative, the Council is committed to developing a new relationship with its citizens, a one public sector approach and relentless drive for efficiency. The development of innovative partnerships with the private sector is intended to maximise the value of the Council's assets whilst ensuring the delivery of a high quality suburban environment which will limit the requirement for substantial intervention from the public sector in the future. The Brent Cross Cricklewood project involves working with the private sector in a way which reflects the partnership approach envisaged in the Future Shape initiative.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 Risk management issues remain as noted in the report to Cabinet on 21 October 2009, with the exception of the points below:
- 4.1.1 Previously, it was reported that the then CRL partners would each provide a financial guarantor. There will now only be one financial guarantor, namely Hammerson UK Properties plc. Details regarding this company are included in the accompanying exempt report. However, it is the view of Council officers that having a single developer, Hammerson, in charge of CRL, will not necessarily make the scheme less likely to be delivered – indeed, the opposite may well be true.
- 4.1.2 Scheme financial viability remains a critical issue. However, during 2010 the development partners have retained their belief in the long term prospects of the scheme to continue working with a view to achieving a suitable planning consent and entering into the commercial agreements, very largely in line with all previous commitments, as outlined in the report, which is extremely encouraging for the eventual delivery of the Brent Cross Cricklewood Regeneration.

#### **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The Council is committed to improving the quality of life and wider participation for all the economic, educational, cultural, and social and community life in the Borough. This is achieved by pursuing successful regeneration of the Borough's regeneration areas. This will benefit all sections of society and the Borough's diverse communities who are seeking housing and contribute to addressing the shortage of housing in the Borough across all tenures.
- 5.2 The development of Brent Cross will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. Extensive consultation has been undertaken with the community to ensure that the scheme reflects local needs as well as securing the future of North London's only regional shopping centre. The approach taken aims to secure the delivery of a cohesive and successful suburban environment which will help to address the deprivation which is concentrated in parts of the Borough.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 The report to Cabinet on 21 October 2009 covered the commercial deal in considerable detail, so this report does not repeat the detailed considerations approved by Cabinet then. However, the key commercial terms are set out in the accompanying exempt report.
- 6.2 One key change has to do with how the Council meets its Section 123 obligations under the Local Government Act 1972 (as amended) for this transaction. This legislation provides that the Council has to obtain the best consideration reasonably obtainable for all land transfers. It was previously recommended that due to the length of time involved, that it was advisable to seek the consent of the Secretary of State's consent to the deal, on the basis that in the future the transaction may be seen not to represent best consideration. However, the Council has received further advice from its external legal advisors, Eversheds LLP that the Council is empowered to dispose of the land pursuant to S233 of the Town and County Planning Act 1990, which applies to land transfers of land acquired or appropriated by the Council for planning purposes, and can be used in place of S123 of the Local Government Act 1972. This advice is included as an appendix to the accompanying exempt report. The Council's property advisors on this project, CB Richard Ellis (CBRE) have now also come to the firm view that by considering the Brent Cross and Cricklewood Regeneration Limited commercial deals as one linked transaction (which they clearly are) and in the light of the various changes mentioned above, CBRE have been able to provide the Council with an Advice Note dated September 2010, which is also attached to the accompanying exempt report, confirming that the Brent Cross Cricklewood Regeneration Project does, in their view, represent best consideration for the Councils land assets under s233 of the Town and Country Planning Act 1990. The land affected will need to be appropriated for planning purposes at the appropriate time.
- 6.3 The Chief Finance Officer is satisfied that that on the basis of the property and legal consultants advice, the proposed transaction represents best consideration for the Council's land assets (as defined in S233 of the Town and Country planning Act 1990).
- 6.4 This report therefore recommends that the Cabinet Resources Committee notes the advice of the Council's property consultants in this respect, and also the recommendation of the Chief Finance Officer, that this transaction represents best consideration under Section 233 of the Town and Country Planning Act 1990.
- 6.5 The legal documentation further provides that in due course, if any of the specific land transfers require consent from the Secretary of State, that this can be obtained in the future, as deemed necessary by the Chief Finance Officer. This is referred to in more detail in the legal report from the Councils legal advisors, Eversheds LLP, which is attached to the accompanying exempt report.

## **7. LEGAL ISSUES**

- 7.1 These are addressed in the main body of the report and in the Appendices to the accompanying exempt report by the Council's legal advisors on this project, Eversheds LLP.

## **8. CONSTITUTIONAL POWERS**

- 8.1 The Council's Constitution in Part 3, Responsibility for Functions, states in paragraph 3.6 the functions delegated to the Cabinet Resources Committee, including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

## **9. BACKGROUND INFORMATION**

### 9.1 Executive Summary

- 9.1.1 The Council is the freehold owner of the Brent Cross shopping centre, car parks and surrounding lands, as well as being the owner of a major area of land and property on the south side of the North Circular Road.
- 9.1.2 The Brent Cross shopping centre and adjacent lands are held on long lease by Hammerson plc and Standard Life plc in 40%/60% shares.
- 9.1.3 Hammerson is now the 100% shareholder in the development company called Cricklewood Regeneration Limited (CRL), having purchased the 50% interest previously owned by Brookfield Europe in July 2010. Brookfield Europe will now not take any part in the regeneration, and therefore only one guarantor company (that to be associated with Hammerson plc) will be provided. Previously, a second guarantor associated with Brookfield Europe was to be required.
- 9.1.4 Hammerson plc have proposed that their main UK operating company, Hammerson UK Properties plc, will guarantee the legal and financial commitments of CRL. Hammerson plc have provided the Council with detailed accounts which have been reviewed by the Director of Finance whose comments are included in the accompanying exempt report.
- 9.1.5 Hammerson also has an option to purchase Network Rail lands situated to the south of the North Circular Road and to the east of the operational rail lines.
- 9.1.6 Together, the Council, CRL and Hammerson/Standard Life represent the major landowners within the Cricklewood/Brent Cross regeneration area.
- 9.1.7 In 2006 the Council entered into a collaboration agreement with CRL and the Brent Cross partners (BXP) which recorded that the Council and the Developers had agreed to work together to secure the regeneration of the Brent Cross/ Cricklewood area in accordance with the planning framework and that the Council and the Developers had agreed to negotiate with each other to ensure that the optimum regeneration benefits reasonably achievable are secured and delivered as part of the regeneration scheme. The regeneration benefits being sought by the Council included –
- A new town centre;
  - New and/or improved/expanded schools;
  - New and enhanced open spaces and recreation/leisure facilities;
  - New housing; and
  - Improved transport facilities.
- 9.1.8 The scheme proposals put forward by the developers will meet the Council's objectives and a mechanism for achieving this has been agreed with the developers. This comprises –
- (i) an overarching Development Framework Agreement (DFA) which guides the achievement of
- a satisfactory planning permission;
  - the grant of highway (stopping-up/diversion) orders;
  - a confirmed compulsory purchase order; and
  - scheme viability.



If the requirements of the DFA are not satisfied (i.e. the DFA does not become unconditional) there is a long-stop date of six years or 14 January 2016 (such long-stop date to be extended if any appeal or similar process is in train or decisions are awaited) by which the Council can look to alternative ways of achieving its objectives.

(ii) and two Principal Development Agreements (PDAs) – one with the shopping centre owners Hammerson and Standard Life, and one with CRL.

9.1.9 Members should note that the detailed terms of these agreements, that were reported in October 2009 to Cabinet, have in general not altered and approval is not being sought again for the overall deal.

A number of the recommendations of that report have been resolved in this report:

(a) Approval by the Chief Finance Officer of the Hammerson guarantor company; and

(b) The appropriate land transaction and financial arrangements now do not need to be approved by the Secretary of State, as advice has been received that the transaction represents best consideration for the Council.

9.1.10 This report concerns itself only with the changes to the commercial terms and property transactions that have occurred since the report to Cabinet in October 2009.

9.1.11 The negotiations have developed over 12 months since October 2009:

- In relation to Brent Cross, the Council receives an increasing ground rent income in perpetuity. In exchange for an improvement in the deductions regime for CAPEX (capital expenditure), which should benefit the Council financially, the Minimum Ground Rent receivable by the Council will be capped at a maximum of 2% and the revised lease term will be extended to 250 years, rather than the 225 years previously reported; and
- In relation to the land disposal aspects, the overall combined transaction is now considered by the Council's advisors to represent 'best consideration' at this point in time, thereby not requiring the DFA and PDA to be considered by the Secretary of State at this stage

9.1.12 The report also highlights the progress made towards the scheme gaining a planning consent since October 2009 and the latest predictions of the delivery programme.

## 9.2 Council Objectives

9.2.1 For over 10 years the Council have aspired to having the surplus railway lands and adjacent lands within the Cricklewood area redeveloped to provide new housing, new businesses/employment opportunities and associated local improvements. The subsequent production of the Cricklewood and Brent Cross chapter of the Unitary Development Plan, prepared in consultation with major local stakeholders, such as Hammerson/Brent Cross and Railtrack (predecessor of Network Rail) produced proposals for the regeneration of a much larger area, now incorporating Brent Cross shopping centre and Council owned lands to the south of the North Circular Road. The Councils objectives for the regeneration (9.1.7 above) are reflected within the UDP.

9.2.2 In addition to the above the Council also wanted to achieve –

- improved financial returns from its ownership of the Brent Cross freehold; and
- make better use of its run-down property resources to the south of the North Circular Road through facilitating regeneration opportunities.

9.2.3 These objectives remain unchanged from October 2009.

## 9.3 Collaboration Agreement

9.3.1 The terms of this report follow the provisions of the Collaboration Agreement, which are referred to in more detail in the report to Cabinet on 21 October 2009.

9.3.2 This Agreement provides for non-disclosure of confidential items so the financial details included in the Consultants Reports and other financial details are included in the accompanying exempt report.

#### 9.4 Planning

9.4.1 Since the report to Cabinet on 21 October 2009, the Council's Planning and Environment Committee have considered the developers' Outline Planning Application for the scheme at their meetings on 18 and 19 November 2009 and again on 29 July 2010 and 20 September 2010.

9.4.2 The scheme was referred to the Mayor of London who decided not to direct refusal and supported the application. The Secretary of State issued an Article 14 Directive to consider the scheme further. This was lifted in June 2010. The Planning and Environment Committee meeting in July agreed to a number of updated points including a slightly changed delivery programme, and to extend the period for granting the consent for 3 months, until 29 October 2010. The meeting on 19 September 2010 clarified some points raised at the July meeting. The S106 Agreement is due to be exchanged, and the planning consent issued, before the end of October 2010.

9.4.3 The entire planning process and the negotiation of the commercial terms have been kept entirely separate as a matter of law and governance, although as has been stated in previous reports, the delivery of the scheme will depend on both a valid planning consent and associated Section 106 Agreement, and the commercial arrangements outlined in this and previous reports being entered into. It is therefore in the Council's interests that the commercial terms are secured at or around the same time as the planning consent is issued.

#### 9.5 The Development Partners

9.5.1 In the report to Cabinet on 21 October 2009, it was reported that Brookfield had taken over as a partner in the CRL partnership, along with Hammerson. Brookfield Europe LP had been put forward as a guarantor to CRL, along with a Hammerson company (not identified at that time).

9.5.2 Brookfield have now sold their entire shareholding in CRL to Hammerson, leaving Hammerson the 100% owner of CRL; Brookfield will take no further part in the project. Hammerson have now put forward their main UK operating company, Hammerson UK Properties plc, to be the guarantor for CRL.

9.5.3 The financial strength of Hammerson UK Properties plc has been assessed by the Chief Finance Officer [whose report is attached in the accompanying exempt report] and who has advised that this company should be accepted as sole guarantor to CRL.

9.5.4 The identity of the companies behind the Brent Cross part of the scheme remains unaltered, i.e. subsidiaries of Hammerson and Standard Life, both of whom are FTSE 100 Companies.

#### 9.6 The Development Framework Agreement (DFA)

9.6.1 In the report to Cabinet on 21 October 2009, a timeline was set out, which suggested the development would commence in March 2015. Due to the 12 month delay in the Council being able to grant the planning permission, the more likely development commencement date could be as late as October 2017. However, the development partners have advised they are still hopeful they can achieve start no later than March 2015, subject to scheme viability.

9.6.2 The DFA also contains a longstop date so that the Agreement can come to an end allowing the Council to find alternative ways to achieving its objectives if necessary.

9.6.3 Since the last report, progress has also been made in defining the Historic Costs, which is referred to in the accompanying exempt report.

9.7 Brent Cross PDA and Head Lease

9.7.1 In the report to Cabinet on 21 October 2009 it stated that a lease extension to 225 years had been agreed. In subsequent negotiations, this has now been extended to 250 years in order to secure financial benefits to the Council from renegotiating the ground rent provisions. The Council's consultants have confirmed that the extended lease term does not materially diminish the value of the Council's land interest. This is referred to in the accompanying exempt report.

9.7.2 The major financial benefit to the Council comes from the renegotiation of the provisions of the ground rent, referred to in more detail in the exempt report, in the way the percentage ground rent is calculated to better represent a true 'side-by-side partnership' arrangement.

9.7.3 The previously agreed immediate uplift in the existing ground rent (operable whether or not the development proceeds) will still operate as from January 2010, so will be back-dated to that date.

9.7.4 The details of how the revised ground rent provisions work are considered to be commercially confidential and are therefore included in the accompanying exempt report

9.7.5 In order to lock-in the benefits of the revisions to the ground rent, the lease extension to 250 years will be progressed in advance of the rest of the documentation.

**10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal – MM  
CFO – AT

**AGENDA ITEM: 6**      Pages 9 – 15

Meeting	Cabinet Resources Committee
Date	19 October 2010
<b>Subject</b>	<b>Leasing of empty properties on the Regeneration Estates to Barnet Homes to let as assured shorthold tenancies</b>
Report of	Cabinet Member for Housing, Planning and Regeneration
Summary	This report concerns a proposal to lease empty hard to let properties on the Council's regeneration estates to Barnet Homes, so that they can be let as assured shorthold tenancies at intermediate rent levels to working households and students, as well as continuing to provide an option for potentially homeless households.

Officer Contributors	Stewart Murray, Director of Planning, Housing and Regeneration Paul Shipway, Strategy and Performance Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Table of Regeneration Estates in Barnet
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in	Not Applicable

Contact for further information: Paul Shipway, Strategy and Performance Manager, 020 8359 6002, paul.shipway@barnet.gov.uk.

## 1. RECOMMENDATIONS

- 1.1 That the relevant Chief Officer be authorised to lease properties on the Council's regeneration estates to Barnet Homes who will offer these units to households on assured shorthold tenancies at affordable rents.
- 1.2 That the relevant Chief Officer be authorised to seek approval from the Secretary of State as required in order to implement recommendation 1.1 above.

## 2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee, 2 September 2009 (Decision item 8) – approval was granted for the leasing of hard-to-let properties on regeneration estates to a housing provider who will offer units to households on assured shorthold tenancies at affordable rents.

## 3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council's Housing Strategy includes an objective ***Providing housing related support options that maximise the independence of residents*** and identified that using empty regeneration properties as temporary accommodation for homeless people was unpopular and had resulted in increasing numbers of properties remaining empty. This proposal will enable properties to be let on a non secure basis as assured shorthold tenancies to a range of people on low incomes.
- 3.2 The Council's Corporate Plan 2010-2013 includes a target to reduce the use of temporary accommodation under the Council's priority Sharing Opportunities and Sharing Responsibilities. Properties let by Barnet Homes on an assured shorthold tenancy will not count a temporary accommodation.
- 3.3 This proposal will also contribute to the Council's other Corporate Plan objectives, ***Better Services with Less Money*** and ***A Successful London Suburb***, by ensuring that the Council's properties are fully utilised and providing a more economically diverse mix of tenants on the on the regeneration estates.

## 4. RISK MANAGEMENT ISSUES

- 4.1 If the hard-to-let properties on regeneration estates are not let through Barnet Homes on assured shorthold tenancy agreements, the Council and its Housing Revenue Account will experience a continued loss of income on the empty properties and a continuation of poor void performance.
- 4.2 It needs to be clear in letting these properties that they are not standard social housing lettings and are not secure tenancies (they should not therefore be offered via the Choice Based Lettings process). We have received legal advice that these properties would fall outside of Part 6 of the Housing Act 2004. This risk will be addressed by badging lettings under these proposed arrangements differently to those that the Council lets as secure or temporary tenancies. This does not rule out offering them as a prevention of homelessness option to people in housing need if, with the customer, the Council determines it is a good solution.

- 4.3 Whilst there may be a concern of a loss of social housing units, the overall the stock of social housing units will ultimately be replenished by the delivery of the programmed regeneration schemes. This is an interim proposal to make sure that the properties are fully utilised before they are demolished. The assured shorthold tenancies will be let to a mix of people in housing need as a prevention of homelessness option, to people who are working or studying.
- 4.4 There is a risk that the properties continue to prove difficult to let under these proposals and that the additional cost of bringing them up to the Decent Homes standard is not recouped. However, housing officers have found that the regeneration properties are popular with working households on low incomes, and the new arrangement would also provide scope to let units to a broader range of people, as they can only currently be let to homeless households. Further mitigation would be provided by carrying out improvement works in phases.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The difficulty in letting units on the regeneration estates to homeless families as temporary accommodation could have a negative impact on community cohesion. Letting these properties on assured shorthold tenancies to a wider range of households is more likely to create a more balanced and cohesive community.
- 5.2 Housing staff experimenting with the way that properties are let, have found that there are households who are working on low incomes who will accept a regeneration property given the choice to do so. It is anticipated that the provision of an additional housing option which could be made available for non-priority working households will help to improve customer satisfaction. Customers will have more choice when making a decision over their housing and will assist working households through the provision of affordable rents.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 This proposal assumes that average rents would be charged at £140 a week compared to the present level of £81.75. Over a year, this could generate an additional income of £3,029 per property or £296,842 in total. It is proposed that half of this (£1,500 per property or £148,421 in total) is spent on bringing the property up to a better than Decent Homes standard, which would mean that the properties would need to be let for a minimum of six months to recoup this additional cost.
- 6.2 If all 98 properties currently empty are successfully let, the total potential income initially generated would be £713,440 per annum. The total void repair costs including enhanced repair costs described above are £491,421 giving an initial surplus of £222,019, with significantly higher surpluses in subsequent years.
- 6.3 Without this proposal, it is likely that the properties will remain empty, so that there will be an annual rent loss of £4,251 per unit if it does not go ahead before the average cost of void repair works ( £3,500) is taken into account. If all 98 properties remain empty the total void loss would be £416,598 or £73,598 net if void repair works are not undertaken.
- 6.4 The repairs will be funded entirely through revenue, it is expect that Barnet Homes, who routinely undertake such work, to fund this up front on the basis that the additional costs will be recovered from the enhanced revenue stream.

## **7. LEGAL ISSUES**

- 7.1 The Council has obtained Counsel Opinion regarding the proposals referred to in this report and Counsel confirmed that the Council can implement the proposals, subject to obtaining the relevant Consents from the Secretary of State, regarding the proposals.
- 7.2 The Council would have to obtain the Consent of the Secretary state as required under the provisions of the Section 32 of the Housing Act 1985. The Secretary of State, in 2005 gave a General consent to cover different housing transactions. If, the proposals in this report do not fall within any of the General Consents, then, the Council will have to seek the specific consent of the Secretary of State; this is particularly relevant if the consideration for the Lease is for less than the best that can be obtained.
- 7.3 If the implementation of the proposal would result in the Council providing financial assistance, by subsidising the rental value of the Lease, then the Council would have to obtain the consent of the Secretary of State under Section 25 of the Local Government Act 1988.
- 7.4 The Management Agreement between Barnet Homes Limited and the Council would have to be varied, to reflect the proposals contained in this report.

## **8. CONSTITUTIONAL POWERS**

- 8.1 The Council's constitution in Part 3, Responsibilities for Functions, paragraph 3.6 states the functions delegated to the Cabinet Resources Committee including all matters relating to buildings owned, rented or proposed to be acquired or disposed of by the Council.

## **9. BACKGROUND INFORMATION**

- 9.1 Following the formulation of plans to regenerate the Council's four largest council estates<sup>1</sup> several years ago, empty properties have been let as temporary accommodation to homeless households in order to facilitate the repossession of properties at the point they are due for demolition. The schemes have all taken longer to progress than originally anticipated, and there are now 831 properties are let as temporary accommodation (see the accompanying appendix for more details). At 2 August 2010, 98 properties on the regeneration estates were empty.
- 9.2 The Council's Housing Service has identified that the regeneration stock can provide an attractive option to households that are working on low incomes. However, at present, the Council can only let them to households to whom the Council has an accepted homeless duty. This means that in order to let the properties to Barnet residents the Council has to first find them homeless and thereby take on a long-term duty to re-house them. This process often creates delays to letting and diminishes the effective use of the empty properties as reducing rental income.
- 9.3 An alternative approach would be to let the properties as assured shorthold tenancies (ASTs) to a wider group of potential tenants with the added advantage that these lettings would not be counted as temporary accommodation in national statistics. In order to achieve this, the Council would have to lease the properties to a third party, which could then let them as ASTs; this would require permission from the Secretary of State.

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<sup>1</sup> Grahame Park, West Hendon, Stonegrove/Spur Road, Dollis Valley

- 9.4 Officials from the CLG have indicated that the Secretary of State would look favourably on an application from the Council to proceed with leasing empty regeneration properties to Barnet Homes, as the Council's contracted ALMO<sup>2</sup>, to be let as described above.

### **The Relet Proposal**

- 9.5 The proposal is that in order to get these void properties let we (LBB) wish to pass them on a lease to Barnet Homes so that they can be let on an AST to people referred to Barnet Homes by the Council. The lease would align with the regeneration proposals and would be for a maximum of 5 years, so as not to prejudice future vacant possession programming that could hinder regeneration delivery.
- 9.6 The rents would be set at a level between council rents and private rented market rents to make sure that that scheme is viable. There will be additional costs of bringing the properties up an acceptable lettable standard given that the relevant estates have not been included in the Decent Homes programme. The housing association involved with the Council at the Grahame Park estate is operating a similar scheme in properties they have purchased from owners on the estate. They are charging at Local Housing Allowance levels and are letting to students and people in work
- 9.7 The advantage of entering into this arrangement with Barnet Homes rather than another housing provider is that they already manage the stock, and no procurement process would be required. The lease would be framed so that any surplus income generated is accrued to the Council.
- 9.8 Any surplus generated would be retained within the Housing Revenue Account (HRA) although the properties will, via the leasing arrangement, have moved outside the HRA.

### **Advantages**

- 9.9 **Letting of Currently Empty Properties** – As described in paragraph 6.1 above this proposal would enable the Council to let 98 properties that otherwise will lie empty, causing possible problems with vandalism and creating a sense of abandonment within the local community.
- 9.10 **Surplus to the Housing Revenue Account** – As described in 6.1 above, this proposal could generate an annual surplus to the HRA of £203,720.
- 9.11 **Bringing regeneration properties up to a better than decent homes standard** – Given the plans to regenerate the four estates they have been excluded from the Council's Decent Homes programme. This proposal has the added benefit of bringing in additional funding through an intermediate rent which enables the Council to bring individual properties up to a better than decent homes standard
- 9.12 **Helping with Community Sustainability** – The new ASTs will be let to people who are working or who are studying as well as prevention offers to people in housing need. This will help with bring both a social and economic benefit to the estates i.e. more income for local shops and better role models. There are significant issues with turnover on the estates. In one block at Grahame Park (in one of the most unattractive locations) 23% properties have changed hands at least 4 times, 36% 3 times or more, 55% 2 times or more and 77% at least once in a 12 month period. It is thought that letting by choice rather than by compulsion will enable the community to be more stable. Also, work is needed to explore a pathway into home ownership for those who are renting on the estates so they can see their futures in the area.

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<sup>2</sup> Arms Length Management Organisation



9.13 ***Future of Barnet Homes*** – The Council has conducted an internal strategic review of its relationship with Barnet Homes and wishes to see the ALMO continue and take on new areas of business. The ability to manage properties on Assured Shorthold Tenancies fits with this strategic aim. The Council would also like to see Barnet Homes manage properties in the borough on behalf of private sector owners who do not want to manage their properties. It is understood from research carried out with customers and landlords that this would be welcomed by both parties. The Barnet Homes Board has also embraced the vision of the ALMO expanding its business into new areas.

## **10. LIST OF BACKGROUND PAPERS**

10.1 Barnet Housing Strategy 2010-2025.

10.2 Any person wishing to inspect this document should telephone Paul Shipway on 020 8359 4924.

Legal – TE  
CFO – MC

**Appendix – Table of Regeneration Estates in Barnet (data correct as of 2.8.10)**

<b>Name of Estate (Total No of Existing Properties)</b>	<b>Details</b>	<b>Partners</b>	<b>Progress</b>	<b>No of non secure tenancies</b>	<b>Voids</b>
Dollis Valley	The detail of the scheme will be part of the discussions with a partner to the development process.	RSL partner Home Group, out to procure a private sector partner	Awaiting outcome of process to procure a private sector partner	138	6
Grahame Park	No of new homes 2,970 No of new affordable homes to be provided 835, 135 low cost home ownership	RSL partner Genesis via Choices for Grahame Park, Countryside private sector partner	Phase 1a underway	377	40
Stonegrove/Spur Road	No of new 999 homes No of new affordable homes to be provided 339, 140 low cost home ownership	Family Mosiac and Barratts	Phase 1 underway, phase 2 has received detailed planning consent and funding from Kickstart 1 with the HCA.	162	46
West Hendon	No of new homes 2,171 No of new affordable homes to be provided 548, plus 132 intermediate	RSL partner Metropolitan Housing Trust Barratts private sector partner	Notified as successful in Kickstart programme 2.8.10	154	6
<b>Total</b>				<b>831</b>	<b>98</b>

**AGENDA ITEM: 7**      Pages 16 – 71

Meeting	Cabinet Resources Committee
Date	19 October 2010
<b>Subject</b>	<b>Barnet's Infrastructure Delivery Plan</b>
Report of	Cabinet Member for Housing, Planning and Regeneration
Summary	The Infrastructure Delivery Plan (IDP) is a key piece of evidence for the Council's Local Development Framework (LDF) Core Strategy. It provides a tool to make visible and join-up across public and private sector organisations strategic plans for delivery of the physical, social and green infrastructure necessary to address both natural and planned population change over the period 2011-2026. It also provides the basis for introducing a Community Infrastructure Levy for the Borough, to replace Section 106 tariffs, should the legislation introducing this be confirmed by the Coalition Government.

Officer Contributors	Stewart Murray – Director of Planning, Housing and Regeneration Lucy Shomali – Assistant Director of Strategy (Planning and Housing)
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Infrastructure Delivery Plan (Living Document)
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

Contact for further information: Adam Driscoll, Planning Obligations Officer, 020 8359 4922.

## **1. RECOMMENDATIONS**

- 1.1 That the Infrastructure Delivery Plan be published as part of the Core Strategy evidence base to be submitted for formal examination to the Secretary of State.**
- 1.2 That the Director of Planning, Housing and Regeneration be authorised, in consultation with the Cabinet Member for Housing, Planning and Regeneration, to make any necessary changes to the Infrastructure Delivery Plan prior to the Core Strategy – Submission Stage as further information becomes available.**
- 1.3 That the Infrastructure Delivery Plan be used to provide the basis for preparing a charging schedule for the Community Infrastructure Levy (CIL) to replace Section 106 agreements in Barnet as the principal mechanism for securing infrastructure funding to support new development should the coalition government confirm that the legislation introducing CIL will proceed.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 26 February 2007 (Decision item 6) – approved the Local Development Scheme (LDS) (the project programme for the Local Development Framework) which includes preparing the Core Strategy.
- 2.2 The Leader of the Council approved by delegated powers on 31 March 2007 (DPR 247) revisions to the LDS.
- 2.3 Cabinet, 23 October 2008 (Decision item 7) – approved the contents and appendix for public inspection of a Physical Infrastructure Framework outlining the transport requirements relating to the Borough's physical infrastructure needs.
- 2.4 Cabinet, 22 April 2009 (Decision item 6) – “saved” policies of the Unitary Development Plan (adopted 2006) as the statutory policy basis for planning decisions locally, pending its replacement by the Local Development Framework.
- 2.5 Cabinet, 6 September 2010 (Decision item 6) – The Local Development Framework – Core Strategy – Publication Stage be approved for a period of at least six weeks of public engagement.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 All three priorities in the Corporate Plan 2010 to 2013 are relevant to the content of the dataset within the Infrastructure Delivery Plan (IDP), as a reflection of all projects taking place across the public sector, and also in its potential future usage for creating new linkages and possibilities for economy, efficacy and efficiency.
- 3.2 On “better services with less money”, the IDP addresses:
  - The need to make more efficient use of social infrastructure assets in order to improve service delivery such as through integration of services such as libraries and children's centres into 'hubs'; and
  - The potential to establish a Community Infrastructure Levy (CIL) as the replacement for Section 106 funding through use of the requirements listed in the IDP as a basis for developing a CIL charging schedule.

- 3.3 On “sharing opportunities and sharing responsibilities”, the IDP addresses:
- The ability to create opportunities for more joined-up delivery of new and upgraded infrastructure, such as through better planning of the timing and location of utilities and highways improvements; and
  - Facilitating a spatial joining-up of delivery planned to address wider health needs through joint provision of social and green infrastructure.
- 3.4 On “a successful London Suburb”, the IDP addresses:
- The need to keep the Borough moving and maintain the capacity of essential utilities networks through co-ordinated and effective plans for delivering the necessary additional physical infrastructure;
  - Ensuring that schools, libraries, health, policing and other community facilities are delivered alongside improvements to facilities and plans for emergency services to fully address social infrastructure needs; and
  - Identifying the need and locations for protecting and enhancing open spaces, measures to ensure protection from the risk of flooding and delivering opportunities for ensuring sustainable energy and waste provision through considering the green infrastructure needs.
- 3.5 The Council ‘Three Strands Approach: Protect, Enhance and Consolidate planned Growth (PECG)’ is a key planning and regeneration strategy that requires effective infrastructure planning and funding solutions to have real effect.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 Failure to provide a detailed and up to date evidence base including an Infrastructure Delivery Plan which provides evidence of the delivery of the necessary infrastructure to support future population growth could lead to the Core Strategy being found ‘unsound’ by the Planning Inspectorate which would seriously delay plan-making in the Borough.
- 4.2 Failure to utilise the information from the Infrastructure Delivery Plan (IDP) towards the delivery of a Community Infrastructure Levy could limit the Council’s ability to secure financial contributions towards infrastructure from development. Therefore, once detailed Community Infrastructure Levy guidance is published by the government, existing Section 106 guidance must be replaced with a new ‘charging schedule’ by July 2014 to avoid the loss of income to the local authority for Education, Libraries and Healthcare facilities.
- 4.3 Failure to deliver a Charging Schedule sooner than July 2014 could lead to a loss of potential additional income for capital investment for both the existing areas of Education, Libraries and Healthcare, but also in areas where we do not currently have Section 106 policy guidance, such as parks and open spaces and in particular for transport infrastructure including highways. Furthermore, failure to ensure a local Community Infrastructure Levy is delivered in a timely manner could mean that local priorities may not sufficiently be taken into account at the regional scale when the Mayor’s Charging Schedule is assessed for its impact on development viability across London.
- 4.4 Failure to effectively utilise the strategic information available in the IDP would undermine the opportunity to deliver necessary and planned infrastructure in a more joined-up and cost-effective manner.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The IDP provides a high-level risk assessment and cost analysis framework for the delivery of infrastructure necessary to improve opportunities for and quality of life of the Borough's residents. It details the delivery of 'critical', 'necessary' and 'preferred' community benefits for future and existing residents from all of the Borough's diverse communities.
- 5.2 The Core Strategy, the parent document to the IDP will be accompanied by an Equalities Impact Assessment (EqIA) which will address the six questions for assessing equalities in the Corporate Plan and will ensure that policies developed and implemented through the LDF process as a whole contribute to improving the lives of local communities.
- 5.3 In order to ensure the comprehensiveness and completeness of the dataset within the IDP, close coordination with the Local Strategic Partnership and other relevant bodies has and is still taking place; including with representatives of the Metropolitan Police, London Fire Brigade, London Ambulance Trust, NHS Barnet, Virgin Media, BT, Thames Water, Veolia Water and the National Grid. The IDP also seeks to account for all recent strategies and investment plans within the Council and by national government departments such as the Environment and Highways Agencies.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 The cost of preparing the Infrastructure Delivery Plan is included in the Planning, Housing and Regeneration Directorate's budget. Work on improving the detail of the dataset within the IDP will continue throughout 2010-11 as part of preparation of the evidence base for the Community Infrastructure Levy.
- 6.2 Use of electronic means of communication has been maximised in order to reduce process and production costs.
- 6.3 Of the £1.2m Section 106 income received in 2009-10, £298,000, or 26% of income, related to education and libraries tariff obligations from the smaller and incremental developments i.e. schemes outside of the major regeneration projects such as Brent Cross Cricklewood and Colindale and not relating to any specific requirements or other mitigation measures. Replacement with a new Community Infrastructure Levy could mean that a larger overall sum is captured from these smaller incremental developments towards both education facilities and for current infrastructure areas that do not have a Section 106 tariff such as strategic highways, subject to ensuring that development overall remains viable.

## **7. LEGAL ISSUES**

- 7.1 The Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Development) (England) Regulations 2004 provide guidance on the preparation and adoption of Local Development Documents, of which the Core Strategy, the parent document to this piece of evidence is the key document setting out a spatial vision and a set of high level strategic policies for the Borough.
- 7.2 Upon formal adoption the Core Strategy will become a statutory Development Plan Document which provides part of the Borough's planning policy framework. The IDP will need to be kept up to date in order to sufficiently evidence achievement and management of infrastructure delivery within the annual monitoring report.

## **8. CONSTITUTIONAL POWERS**

- 8.1 The Council's Constitution in Part 3, Responsibility for Functions, states in paragraph 3.6 the functions delegated to the Cabinet Resources Committee including:
- ❖ Capital and revenue finance, forecasting, monitoring, borrowing and taxation; and
  - ❖ Monitoring the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies.

## **9. BACKGROUND INFORMATION**

- 9.1. The LDF Core Strategy comprises the long-term spatial vision and strategic place-shaping objectives for the Borough; the Infrastructure Delivery Plan (IDP) is a key piece of the monitoring and implementation framework used to evidence how planned and natural population growth will be facilitated.
- 9.2. The Core Strategy was formally approved by Cabinet on 6 September 2010 to move forward to the Publication Stage. This is the final stage of consultation prior to submission to the Secretary of State for an Examination in Public at which the soundness of the Core Strategy will be tested. Part of the soundness of the document will be determined by the robustness of the evidence which underpins it including evidence of deliverability of the necessary infrastructure to support future housing delivery and population growth. The Council therefore needs an effective and robust Borough-wide infrastructure plan and funding strategy.
- 9.3 An approved Infrastructure Delivery Plan also creates a valued dataset for successfully implementing a One-Barnet approach. This dataset enables the council as well as key partners to understand how we will shape the future of the Borough whilst continuing to work with stakeholders as well as current and future residents to meet their needs and expectations.
- 9.4 **Purpose of the Infrastructure Delivery Plan**
- 9.4.1 The IDP has a dual role as both a planning document and a corporate document; fully realising the importance of both, is key to achieving the greatest value from the dataset set out in the IDP.
- 9.4.2 The formal planning role is in satisfying the requirements of Planning Policy Statement (PPS) 12 to 'complement and inform the Core Strategy'. It does this through identifying the key pieces of physical, social and green infrastructure needed to achieve the objectives and policies set out in the Core Strategy over the lifetime of the document – in particular to ensure that an increase in population over the 15 year life of the Core Strategy through planned delivery of new housing and key regeneration projects can be supported through provision of the necessary supporting infrastructure.
- 9.4.3 The IDP also has a corporate role for the council and the Local Strategic Partnership, in that it will be a key document to support and inform other strategies, e.g. the forthcoming Libraries Strategy. It will also inform wider decisions relating to capital investment, and how funding should be distributed from sources such as Section 106 planning obligations.
- 9.4.4 The IDP contains information on the type, timing and potential costs of the infrastructure needed to support the housing development set out in the Core Strategy. The IDP and its subsequent updates will enable the Council and LSP partners to plan effectively for population change and to maximise the potential benefits associated with this to achieve wider economic, social and environmental objectives.

- 9.4.5 The IDP also sets out a broad concept of ‘prioritisation of infrastructure’ to ensure that the Council focuses on delivery of the right infrastructure at the right times that best serves the Borough and enhances Barnet as a successful London suburb. This responds to the anticipated timing for delivery of major housing developments, divided into three time periods: 2011-15, 2016-20 and 2021-25.
- 9.4.6 The objective of prioritisation is also to recognise that some infrastructure is required as a result of population growth and change, whereas other infrastructure is primarily needed to improve overall quality of life for residents or to achieve wider sustainability objectives. The IDP therefore identifies which infrastructure is *critical* in relation to delivering Core Strategy objectives, which infrastructure is *necessary* but not critical, and which is *preferred* if funding is available.
- 9.4.7 The key governance role lies in the fact that the IDP is a high-level document providing the mechanism for monitoring capital investment across our local public sector partner areas, to make plans corporately known and shared. Details are meant to be clearly exposed so that all partners know what is being delivered, where it is to happen and which agency is responsible for that delivery. However, funding does not need to be proven in order for items to be incorporated into the IDP, instead the objective is that all funding streams are visible and known and the IDP is used to identify gaps.

**9.5 Process of compiling the Infrastructure Delivery Plan**

- 9.5.1 The IDP will be a living document and therefore the Council should expect to maintain and update the content depending on the various purposes to which the data is being applied. This includes updating the level of priority and necessity in relation to the housing trajectory and annual monitoring of the Core Strategy, as well as risk management of delivery in relation to the specific infrastructure projects and items listed such as building schools or health facilities, or delivering specific highway improvements.
- 9.5.2 Preparation to date has focused on the dataset delivering a comprehensive evidence base for the Core Strategy sufficient to demonstrate that the Core Strategy is deliverable. This has therefore focused on consultation and coordination with a wide range of Council officers and key partners across the Local Strategic Partnership to ensure that all programmes and anticipated timeframes are captured.
- 9.5.3 Detailed work so far has included reviewing planned capital and infrastructure investment and cost estimation where possible. A gap analysis has been undertaken to make visible any differences between information relating to demand and plans for supply of infrastructure to ensure comprehensiveness. Lastly, the process of contingency planning is underway to begin the process of identifying reasonable alternative provision or the means for handling resulting problems in case any specific items of ‘critical’ or ‘necessary’ infrastructure are delayed or fail to be delivered.

**9.6 Structure and content**

9.6.1 The IDP is structured in three sections relating to physical infrastructure, social infrastructure and green infrastructure. Each section is divided into broad headings which are further subdivided into each key aspect as follows.

9.6.2 Physical Infrastructure

Movement and Connectivity	Highways, Junction and Public transport improvements, Parking, Cycling and Pedestrians
Utilities	Electricity, Gas, Water and Telecoms



### 9.6.3 Social Infrastructure

Education	Further and Higher Education, Secondary, Primary, Early Years and Special needs,
Health	Primary Care, Specialist Pathways, Unscheduled Care, Ambulance Service and Acute Care
Community Facilities	Libraries, Arts and Exhibition Spaces, Community Centres, Youth Provision, Religious Facilities, Other Facilities.
Sport and Recreation	Sports Centres, Sports Pitches, Swimming Pools, Play Facilities
Police and Justice	Back Office, Customer Facing, Courts
Fire and Rescue	Emergency Planning, Fire and Rescue Services

### 9.6.4 Green Infrastructure

Open Spaces	Natural Open Spaces, Parks, Green Chains, Hard Landscaping, Biodiversity
Energy	Decentralised Energy, Energy Efficiency
Waste	Waste Collection, Waste Transfer, Local Recycling Facilities
Flooding	Fluvial Flood Prevention, Localised Flood Prevention, Drainage Network

9.6.5 The draft IDP is attached as Appendix A. This remains subject to change as further information becomes available and the dataset is refined. The final version will be accompanied by a brief summary document which will capture the headline issues for Barnet within the IDP. The final version of the IDP will be submitted to the Planning Inspector as part of the Core Strategy Evidence Base in the autumn of 2010.

### 9.7 Funding Infrastructure: The 'Community Infrastructure Levy' (CIL)

9.7.1 Currently planning and development related infrastructure funding is principally generated from Section 106 contributions, details of the income and its application are reported to this committee through the monitoring report. It is anticipated that current usage of Section 106 will largely be replaced through a new form of charge upon most development known as the 'Community Infrastructure Levy'. This was introduced in the Planning Act 2008 by the previous Government and brought into force through formal regulations published on 6 April 2010. However, final confirmation that the CIL legislation will proceed is still awaited from the new Coalition Government.

9.7.2 If formally introduced CIL will primarily replace the use of Section 106 for 'tariff obligations' and will operate as a process by which local authorities will publish a 'charging schedule' at approximately 5 year intervals as a formal document within the Local Development Framework. This charging schedule is required to be formally consulted upon and also deemed 'sound' by a Planning Inspector, meaning that the total financial impact of required infrastructure investment must ensure development stays economically viable; something that will need to be carefully assessed prior to submission.

- 9.7.3 The 'charging schedule' will essentially comprise of firstly a table of costs on a per unit or per m<sup>2</sup> basis for each type of development broken down into the cost for each kind of infrastructure. However, where it differs from Section 106 tariffs is that it secondly needs to include a detailed and costed list of all the infrastructure items required to be funded. In simplistic terms the total cost for the listed infrastructure is to be divided by all the anticipated development over the period in order to give the 'per unit' or 'per m<sup>2</sup>' levy.
- 9.7.4 A new requirement on local authorities is anticipated from this new system, being the need to publish online the infrastructure list from the charging schedule. This is then to be regularly maintained in order to evidence to developers how received funds have been applied to enable delivery of each of the items. This would sit under the LDF Core Strategy and Area Action Plans.
- 9.7.5 By 2014 this levy will become the only permitted mechanism through which contributions from new development can be legally 'pooled' for the delivery of required local and regional infrastructure. This means that the introduction of CIL will in particular affect income received through Section 106 tariffs the Council currently uses to address the impact of development on Education, Libraries and Healthcare facilities. These are structured on the basis of the average effect of each type of development in the form of a 'cost per unit constructed'. Therefore the implication for the Borough is a need to plan and cost all the facilities that we think we will need in order to address growth from both population and new development pressures; instead of planning the required facilities once a clear funding stream is secured.
- 9.7.6 Introduction of the charging schedule will offer the Council an opportunity to holistically compile the policy information required to extend the existing Section 106 investment streams to other strategic infrastructure such as parks, strategic highways, transport and community facilities. Production of sufficiently justifiable evidence under Section 106 legislation would have been difficult; CIL therefore offers a transparent and more acceptable means of legally justifying to developers the required infrastructure investment.
- 9.7.7 Progress in delivering a Barnet CIL is currently on hold whilst local authorities wait for the new Government to publish the required detailed guidance on how the process set out in the published technical regulations should operate in practice. We are informed by CLG that CIL will be progressed by the new administration in a similar way, but some minor adjustments are anticipated. Therefore whilst commencement on any detailed plans for delivering CIL remains 'on hold'; it is still sensible to begin preparing for a local CIL by compiling a detailed and accurate picture of the requirements for infrastructure investment.
- 9.7.8 Timing of the delivery of a local CIL will also be important as London will be the only region in the country where there is also the option for a regional scale CIL. The Mayor has confirmed that he will be seeking to deliver a regional CIL as soon as possible once the guidance is published. This Charging Schedule will allow him to set a charge for strategic transport infrastructure in London; this is likely to be directed to support the £300m CIL contribution required by government as part of the Crossrail funding package. A regional CIL will likely affect all development in London and therefore to ensure that the scale and impact of this Mayoral CIL is proportionate to local infrastructure needs, the Council will ideally need to progress its local CIL in parallel or ahead of the Mayor.

**9.8 The Future Shape Project**

- 9.8.1 The IDP will provide a valuable dataset of all building and service re-profiling measures being undertaken across public sector bodies to improve capacity and cost-effectiveness of infrastructure and public services. Close working with stakeholders and partners to align and better coordinate delivery programmes through the IDP will enable value-added service provision or efficiency savings in build costs to be realised from project budgets. This will require strong governance and leadership roles to be agreed corporately.
- 9.8.2 Opportunities for better coordination of utilities upgrade and highways improvement programmes could be facilitated through the analysis and alignment of the investment programmes detailed in the IDP. Furthermore in key growth areas by making the detailed costs of key infrastructure investment visible, there is potential to ensure utilities are laid so as to reduce long term road maintenance costs by insisting upon more effective and shared ways of laying the utilities.
- 9.8.3 Preparation of the IDP has identified the need to look at development of an integrated borough-wide strategy for delivering green infrastructure in order to make most effective use of all potential capital and revenue funding sources available, particularly in relation to open spaces.
- 9.9 Overall, the IDP has the potential to be a powerful tool to support the improved understanding of current and future assets and their long term investment and management, as well as raising significant financial contributions to the Council in support of infrastructure delivery related to consolidated growth and development.

**10. LIST OF BACKGROUND PAPERS**

- 10.1 None.

Legal – CEH  
CFO – JM

# Infrastructure Delivery Plan (Living Document)

## Appendix

Cabinet Resources Committee  
19 October 2010

## Key

- Each section begins with a dark grey box summarising the general data quality and stage of the forward planning for required infrastructure.
- Rows highlighted in green relate to ‘completed’ projects, these are included to demonstrate historic ability to deliver infrastructure to the Planning Inspector. *(FYI – the IDP is valid for the period 1 April 2011 - 31 March 2026 so some projects listed as ‘completed’ will only complete during the current financial year 2010-11).*
- Rows highlighted in grey relate to information or assessments of ‘expected needs’ and the risk to delivery during either a single period of the plan (a 5-year interval) or over the full 15-year period. These rows are listed before all the rows detailing the individual proposed infrastructure projects for the period.
- Commercially sensitive estimated costs from developers have been blacked out.

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

Need or Delivery	Primary Category	Secondary Category	Item	Delivery Partners	Delivery Mechanism (completed projects are highlighted in green - applies to all 2006-2010 projects)	Cost (italicised if estimate, blacked-out if commercially sensitive)	Risks / Contingency	Area (West, Northeast, Southeast)	Sub Area	Phase	Period (2006-2010, 2011-2015, 2016-2020, 2021-2025)	Priority (Critical, Necessary, Preferred)	Core Strategy Policy Source	Data Source
			<p>TfL Strategic Public Transport Capacity Study, plus Brent Cross Cricklewood, Mill Hill East and Colindale AAP Transport Assessments have fed into this understanding of locally required movement infrastructure to meet growth, and this will be updated in tandem with the emerging Local Investment Plan that the Council is required to provide to TfL. Further development of this information is contingent on publication of the Mayor of London's Transport Plan in Summer 2010 and associated completion by the GLA of boroughwide modelling on the effect of growth as well as completion of further work on the coordination of opportunity and delivery of infrastructure relating to the A5 / North West London to Luton Corridor.</p> <p>Provisional costing for Transport Infrastructure Improvements is notoriously difficult due to the unknown 'utilities factor' which leads to contingency allocations of around 70% on the cost of the work, therefore in order to further develop an understanding of the detailed cost to deliver movement infrastructure many of the items will require 'feasibility studies' in order to gain a clearer picture of the level of investment required.</p>											
Delivery	Movement	Passenger Transport	High Barnet Underground Station (step free access)	TfL	Completed	£500,000	None	Northeast	Town Centre Chipping Barnet	N/A	2006-2010	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Woodside Park Underground Station (step free access)	TfL	Completed	£0	None	Northeast	N/A	N/A	2006-2010	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	West Finchley Underground Station (step free access)	TfL	Completed	£100,000	None	Southeast	N/A	N/A	2006-2010	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Finchley Central Underground Station (step free access)	TfL	Completed	£6,000,000	None	Southeast	Town Centre Finchley Church End	N/A	2006-2010	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Hendon Central Underground Station (step free access)	TfL	Completed	£3,000,000	None	West	N/A	N/A	2006-2010	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Mill Hill Broadway (platform length improvements)	Network Rail, First Capital Connect	Completed	Costed under Thameslink	None	West	N/A	N/A	2006-2010	Critical	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	New MML Bridges at Aerodrome Road and lowered carriageway (double-decker buses)	St George, LBB, LDA, CLG	Completed	£21,077,108	None	West	AAP: Colindale	Beaufort Park (phase 1)	2006-2010	Critical	CS09	Colindale AAP - Package 1 Highways Infrastructure
Delivery	Movement	Passenger Transport	Bus 186 Route Change	St George, LBB, London Buses	Completed	£660,000	None	West	AAP: Colindale	Beaufort Park (phase 1)	2006-2010	Critical	CS09	Sponsored Route Agreement SRA074 between LB Barnet & London Bus Services Ltd.
Need	Movement	Passenger Transport	Natural and planned increases to Barnet's population require additional public transport capacity.				Failure to deliver additional capacity will lead to increased road congestion and severe peak rail and tube congestion.				2011-2015			

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

Need or Delivery	Primary Category	Secondary Category	Item	Delivery Partners	Delivery Mechanism (completed projects are highlighted in green - applies to all 2006-2010 projects)	Cost (italicised if estimate, blacked-out if commercially sensitive)	Risks / Contingency	Area (West, Northeast, Southeast)	Sub Area	Phase	Period (2006-2010, 2011-2015, 2016-2020, 2021-2025)	Priority (Critical, Necessary, Preferred)	Core Strategy Policy Source	Data Source
Delivery	Movement	Passenger Transport	Northern Line - 1st Upgrade: 20% capacity increase and 18% faster journey times (additional trains; upgraded signalling; upgrading track...etc)	TfL	TfL	£912m]	If not delivered then passenger conditions will be unacceptable and peak congestion will lead to modal shift away from Public Transport use for those commuting to Central London.	All	N/A	N/A	2011-2015	Critical	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Delivery	Movement	Passenger Transport	Thameslink Line Capacity Enhancement. (16 trains per hour + train lengthening)	Network Rail, First Capital Connect	First Capital Connect	£2,395m]	Existing peak extreme congestion continued plus added pressure from growth in Colindale and Brent Cross	All	N/A	N/A	2011-2015	Critical	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Need	Movement	Passenger Transport	Great Northern Line potential through trains to South London	Network Rail, First Capital Connect	Unfunded TfL Programme	costed under Thameslink	This project is unlikely to be delivered in order to retain the 24 train line capacity for trains on MML - Thameslink route.	All	N/A	N/A	2011-2015	Preferred	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Need	Movement	Passenger Transport	New Southgate Railway Station (improvements required in relation to new development)	Network Rail, First Capital Connect, LB Enfield, LBB	New Southgate AAP (Enfield Developer Contributions)	Feasibility & costing work required	Poor quality & unsafe station environment, poor access, and reduced public transport usage, interchange & safety.	Northeast	N/A	N/A	2011-2015	Necessary	CS09	Discussion with E&O staff (20/07/2010)
Need	Movement	Passenger Transport	North London Business Park - improved bus-related public transport accessibility.	LBB, Developer Partner, London Buses	LBB, Developer Contribution	Feasibility & costing work required	Maximised use of space on the site through development will require significant modal shift in travel behaviour.	Northeast	NLBP	N/A	2011-2015	Necessary	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Unspecified Bus Route Changes (redirected through AAP area)	London Buses, Inglis Consortium	Developer obligation - (MHE Consortium)	Feasibility & costing work required	Insufficient penetration of public transport through AAP area, especially in early phases to support mode shift.	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS09	Mill Hill East AAP Policy MHE12
Delivery	Movement	Passenger Transport	Cricklewood Railway Station (step-free access)	BXC Partners, LBB, Network Rail, TfL	Developer Contribution	Unknown	BXC site less accessible to those with access problems	West	Brent Cross Cricklewood	1	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Cricklewood Railway Station (interchange)	BXC Partners, Network Rail, TfL	Funded by BXC Partners	Unknown	Failure to encourage mode shift to make traffic acceptable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Brent Cross Underground Station (interchange)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Failure to encourage mode shift to make traffic acceptable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Templehof Bridge: new road link over North Circular (A406)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to traffic congestion	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Transport Fund (inc bus subsidies)	BXC Partners, TfL	Developer Contribution	Unknown	Insufficient access to public transport through BXC area to support mode shift.	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Station Square - Colindale (transport interchange)	Fairview, LBB	Funded by developer of Colindale Hospital	£21,500,000]	Poor quality gateway leading to the failure of the Colindale project & public realm	West	AAP: Colindale	Colindale Hospital (phase 1)	2011-2015	Critical	CS09	S106 Agreement requirements for Colindale Hospital (planning application ref. H/00342/09) and Station House (planning application ref. H/00343/09)

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Delivery	Movement	Passenger Transport	Colindale Underground Station (external structure)	Developers, TfL	Funded by developer of Colindale Hospital	To be delivered by developer	Poor quality station building & lack of image transformation of key Colindale gateway.	West	AAP: Colindale	Colindale Hospital (phase 1)	2011-2015	Necessary	CS09	S106 Agreement requirements for Colindale Hospital (planning application ref. H/00342/09) and Station House (planning application ref. H/00343/09)
Delivery	Movement	Passenger Transport	Colindale Tube Station (step-free access)	TfL	Funded by Developer Contributions and TfL	Feasibility & costing work required	Poor public transport accessibility for residents & residents of new development	West	AAP: Colindale	Colindale Hospital (phase 1)	2011-2015	Necessary	CS09	S106 Agreement requirements for Colindale Hospital (planning application ref. H/00342/09) and Station House (planning application ref. H/00343/09)
Delivery	Movement	Passenger Transport	New Bus Route (Colindale - Finchley Central)	Developers, LBB, London Buses	Funded by developer contributions and London Buses	Feasibility & costing work required	Insufficient penetration of public transport through AAP area to support mode shift.	West	AAP: Colindale	N/A	2011-2015	Critical	CS09	S106 Agreements for Colindale hospital (planning application ref. W/01731/JS/04) + Grahame Park Estate (planning application ref. W/01731/JS/04).
Delivery	Movement	Junction Improvements	Edgwarebury Lane / Hale Lane / Station Rd <i>Subject to outcome of Town Centre Strategy</i>	LBB	Funded by developer contributions (TBC)	Feasibility & costing work required	Potential additional peak time congestion & reduced public transport speeds	West	Town Centre Edgware	N/A	2011-2015	Preferred	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Edgware Underground Station (interchange) - <i>Subject to outcome of Town Centre Strategy</i>	TfL, Developer Partner, London Buses, LBB	Funded by developer contributions (TBC) and possibly TfL	Feasibility & costing work required	Poor quality gateway & public realm creating bad impression of Edgware Town Centre	West	Town Centre Edgware	N/A	2011-2015	Preferred	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Passenger Transport	Bus Station Enlargement (to prevent queuing from main road)	TfL, Developer Partner, London Buses	Funded by developer contributions (TBC) and possibly TfL	Unquantifiable at present	Continued effects of congestion caused by buses queuing on the main road	West	Town Centre Edgware	N/A	2011-2015	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Need	Movement	Passenger Transport	Planned increases to Barnet's population will require additional public transport capacity.				Failure to deliver additional capacity will lead to increased road congestion and severe peak rail and tube congestion.				2016-2020			
Delivery	Movement	Passenger Transport	Thameslink Line Capacity Enhancement. (24 trains per hour - <i>uncertain if this can be reliably delivered</i> )	Network Rail, First Capital Connect	First Capital Connect	costed under Thameslink	Future peak time congestion anticipated plus added pressure from growth in Colindale and Brent Cross	All	N/A	N/A	2016-2020	Necessary	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Delivery	Movement	Passenger Transport	Great Northern Line change of usage on 2 lines Alexandra Palace to Finsbury Park = improved services	DfT, Network Rail, First Capital Connect	Unfunded TfL Programme	£45,100,000	Lost opportunity to reduce extreme peak time crowding experienced by Barnet residents travelling towards Finsbury Park and Moorgate.	All	N/A	N/A	2016-2020	Necessary	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Delivery	Movement	Passenger Transport	Northern Line - 2nd Upgrade: 20% extra capacity (additional trains; enhancement of Camden Town station through improved platforms, points and interchange tunnels)	TfL	TfL	[£312m]	If not delivered then peak capacity will quickly become unacceptable, particularly on the Edgware Branch due to natural & additional housing related population growth.	All	N/A	N/A	2016-2020	Critical	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)



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Delivery	Movement	Passenger Transport	Mill Hill Broadway (step free access)	Network Rail, First Capital Connect	Unfunded	Feasibility & costing work required	Thameslink inaccessible to those with access problems	West	N/A	N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Need	Movement	Passenger Transport	New Barnet Railway Station (improved and step-free access)	Network Rail, First Capital Connect	Unfunded	Feasibility & costing work required	Continuing low quality station environment & lack of access, means reduced public transport usage & safety.	Northeast	N/A	N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Need	Movement	Passenger Transport	Oakleigh Park Railway Station (improved and step-free access)	Network Rail, First Capital Connect	Unfunded	Feasibility & costing work required	Continuing low quality station environment & lack of access, means reduced public transport usage & safety.	Northeast	N/A	N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Delivery	Movement	Passenger Transport	Tottenham and Whetstone Underground Station (step free access)	TfL	Unfunded	Feasibility & costing work required	Unfunded - feasibility and funding (linked to TfL plans) will determine. If not delivered, transport less accessible	Northeast		N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Delivery	Movement	Passenger Transport	Mill Hill East Underground Station (step-free access)	TfL	Unfunded	Feasibility & costing work required (in the region of £3,000,000)	Poor public transport accessibility for residents & residents of new development	Southeast	AAP: Mill Hill East	TBC	2016-2020	Necessary	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Delivery	Movement	Passenger Transport	East Finchley Underground Station (step free access)	TfL	Unfunded	Feasibility & costing work required	Unfunded - feasibility and funding (linked to TfL plans) will determine. If not delivered, transport less accessible	Southeast	N/A	N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Delivery	Movement	Passenger Transport	Mill Hill East Underground Station (bus interchange)	London Buses, TfL and Inglis Consortium	Funded by developer of Mill Hill East	Feasibility & costing work required	Unfunded- feasibility & funding (linked to development) will determine. If not delivered, transport less accessible	Southeast	AAP: Mill Hill East	TBC	2016-2020	Necessary	CS09	Mill Hill East AAP Policy MHE12
Delivery	Movement	Passenger Transport	Burnt Oak Underground Station (step free access)	TfL	Unfunded	Feasibility & costing work required	Unfunded - feasibility and funding (linked to TfL plans) will determine. If not delivered, transport less accessible	West	N/A	N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Delivery	Movement	Passenger Transport	Golders Green Underground Station (step free access)	TfL	Unfunded	£4,000,000	Unfunded - there is an existing lift, but it does not serve all platforms. Feasibility and funding (linked to TfL plans) will determine.	West	N/A	N/A	2016-2020	Preferred	CS09	Confirmed as possible project by E&O staff (Sep 2010)
Delivery	Movement	Passenger Transport	Brent Cross Underground Station (step-free access)	BXC Partners, TfL	Developer Contribution	Unknown	BXC site less accessible to those with access problems	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Brent Cross Underground Station (interchange and station improvements)	BXC Partners, TfL	Developer Contribution	Unknown	Brent Cross station less appealing arrival and drop-off area and reduced interchange if not adapted for RTs.	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Brent Cross Bus Station (bus interchange)	BXC Partners, TfL	Funded by the BXC Partners	Unknown	Inability to develop the existing bus garage site without replacement provided	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Transport Fund (inc bus subsidies)	BXC Partners, TfL	Developer Contribution	Unknown	Insufficient access to public transport through BXC area to support mode shift.	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)

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Delivery	Movement	Passenger Transport	Transport Fund (inc bus subsidies)	BXC Partners, TfL	Developer Contribution	Unknown	Insufficient access to public transport through BXC area to support mode shift.	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	New Bus Route (Burnt Oak / Mill Hill, East-West route)	Developers, LBB, London Buses	Funded by developer contributions and London Buses	Feasibility & costing work required	Insufficient penetration of public transport through AAP area to support mode shift.	West	AAP: Colindale	TBC	2016-2020	Critical	CS09	Colindale AAP - Policy 3.3 and 8.3
Need	Movement	Passenger Transport	Planned increases to Barnet's population will require additional public transport capacity.				Failure to deliver additional capacity will lead to increased road congestion and severe peak rail and tube congestion.				2021-2025			
Delivery	Movement	Passenger Transport	Transport Fund (inc bus subsidies)	BXC Partners, TfL	Developer Contribution	Unknown	Insufficient access to public transport through BXC area to support mode shift.	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Brent Cross Railway Station (station)	BXC Partners, Network Rail	Funded by BXC Partners	Unknown	Failure to encourage mode shift within the commercial district to make traffic acceptable	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Brent Cross Railway Station (interchange)	BXC Partners, Network Rail	Funded by BXC Partners	Unknown	Failure to encourage mode shift within the commercial district to make traffic acceptable	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Transport Fund (inc bus subsidies)	BXC Partners, TfL	Developer Contribution	Unknown	Insufficient access to public transport through BXC area to support mode shift.	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Passenger Transport	Colindale Underground Station (booking hall + barriers)		Funded by Developer Contributions and TfL	Feasibility & costing work required	Potential overcrowding of Colindale station in later phases of development	West	AAP: Colindale	Peel Centre West	2021-2025	Necessary	CS09	Draft Mayor's Transport Strategy - Public Draft (October 2009)
Need	Movement	Goods Transport	To reduce road network congestion, road-rail freight interchange would be beneficial				Failure to deliver BXC project in its entirety would lose this opportunity for extra capacity				2021-2025			
Delivery	Movement	Goods Transport	Rail Freight Facility	BXC Partners, TfL	Funded by BXC Partners	Unknown	If not delivered then one of six identified freight/rail transfer points is lost.	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Goods Transport	New MML Train Stabling Facility	BXC Partners, Network Rail	Funded by BXC Partners	Unknown	Required to enable Phase 4 and new MML station.	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Need	Movement	Junction Improvements	Projected population & travel behaviour will need capacity in key road network junctions to be addressed.				Failure to deliver additional capacity will lead to increased road congestion or a spread to increased use of minor roads				2011-2015			

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Delivery	Movement	Junction Improvements	Henly's Corner: Finchley Road (A598) / North Circular (A406) / Great North Way (A1) "Half-Hamburger" - as temporary measure pending major scheme	TfL	TfL	£8,300,000	Continued effects of severe congestion if not delivered - particularly in the medium term. Review required to balance consideration of short-term significant impacts from construction work against risk of long term loss of investment and necessary extra capacity	All	N/A	N/A	2011-2015	Critical	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Great North Road / Wood Street Subject to outcome of Town Centre Strategy	LBB	Funded by Barnet College & developer of Barnet Trading Estate	Feasibility and costing required	Additional congestion and/or pedestrian safety risks outside the new Barnet College facility	Northeast	Town Centre Chipping Barnet	N/A	2011-2015	Necessary	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Great North Road / Oakleigh Road North / Tottenham Lane - (Various improvement scheme options which may need to involve amendment to previous improvement scheme)	LBB & TfL	Unfunded	Unknown	Potential additional peak time congestion & reduced public transport speeds if sufficient changes not made to junction.	Northeast	N/A	N/A	2011-2015	Necessary	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Brunswick Park Road / Side Entrance	LBB, Developer Partner	Direct Provision: (developer obligation - NLPB)	To be delivered by developer	Potential peak time queuing on Brunswick Park Road	Northeast	NLPB	TBC	2011-2015	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Oakleigh Park South / Main Entrance	LBB, Developer Partner	Direct Provision: (developer obligation - NLPB)	To be delivered by developer	Potential peak time queuing on Oakleigh Park Road	Northeast	NLPB	TBC	2011-2015	Preferred	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Ballards Lane / Nether Street Subject to outcome of Town Centre Strategy	LBB	Funded by developer contributions (TBC)	Feasibility and costing of various options required	Potential additional peak time congestion & reduced public transport speeds	Southeast	Town Centre Finchley Church End	N/A	2011-2015	Preferred	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Great North Road / Ballards Lane / Woodhouse Lane Subject to Outcome of Town Centre Strategy	LBB	Funded by developer obligations (TBC)	Feasibility and costing of various options required	Unsafe junction for meeting of various road users.	Southeast	Town Centre North Finchley	N/A	2011-2015	Preferred	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Watford Way (A41) / Aerodrome Road	TfL, LBB	Funded by developer of Beaufort Park and Grahame Park Estate	Feasibility & costing work required	Inadequate capacity at junction between Colindale, Middx Uni and Strategic A41 route, leading to greater congestion.	West	AAP: Colindale	Grahame Park (phase 1b)	2011-2015	Critical	CS09	Colindale AAP - Package 1 Highways Infrastructure
Delivery	Movement	Junction Improvements	Mid Level Junction: Watford Way (A41) / North Circular (A406)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Access/Egress Junction: North Circular (A406)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)

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Delivery	Movement	Junction Improvements	Edgware Road (A5) / Humber Road / Geron Way (Access to waste handling facility)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable in transport terms	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Edgware Road (A5) / Chichele Road / Cricklewood Lane (A407)	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Claremont Road North Junction	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Claremont Road South Junction	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	1	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Cricklewood Lane (A407) / Claremont Rd	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Templehof Link Road / Claremont Avenue	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable in transport terms	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Colindale Avenue / Edgware Road (A5)	TfL, LBB	Funded by developer contributions & possibly also TfL	Cost Estimate programmed for 2010-11	Colindale this junction will become significantly more congested if additional capacity is not delivered	West	AAP: Colindale	Colindale Hospital (phase 1)	2011-2015	Critical	CS09	Colindale AAP - Package 1 Highways Infrastructure
Delivery	Movement	Junction Improvements	Aerodrome Road / Colindale Avenue / Lanacre Avenue / Grahame Park Way	Developers, LBB	Developer land swap and contributions	Unknown	As the key junction in Colindale it will become significantly more congested if additional capacity is not delivered	West	AAP: Colindale	Middx Uni Halls Site	2011-2015	Critical	CS09	Colindale AAP - Package 2 Highways Infrastructure
Delivery	Movement	Junction Improvements	North Lanacre Avenue / Grahame Park Way	Developers, LBB	Funded by developer of Grahame Park Estate	TBC - speak to developer	This junction is likely to become more congested if extra capacity is not delivered	West	AAP: Colindale	Grahame Park (phase 3b)	2011-2015	Critical	CS09	S106 Agreement requirements for Grahame Park Estate (Planning Application ref. W01731/J/S/04)
Delivery	Movement	Junction Improvements	Bunns Lane / Grahame Park Way	Developers, LBB	Funded by developer of Grahame Park Estate	Figure TBC	This junction is likely to become more congested if extra capacity is not delivered	West	AAP: Colindale	Grahame Park (phase 3b)	2011-2015	Critical	CS09	S106 Agreement requirements for Grahame Park Estate (Planning Application ref. W01731/J/S/04)
Delivery	Movement	Junction Improvements	Montrose Avenue / Edgware Road (A5)	TfL, LBB	Funded by developer contributions (TBC)	Figure TBC	This junction is likely to become more congested if extra capacity is not delivered	West	AAP: Colindale	Unknown	2011-2015	Necessary	CS09	Colindale AAP - Package 1 Highways Infrastructure
Delivery	Movement	Junction Improvements	Edgware Road (A5) / Station Road (A5100) (re-signalisation)	LBB	Funded by developer contributions (TBC) Local Investment Plan	£175,000	If not delivered then safety would be compromised and traffic flows delayed.	West	Town Centre Edgware	N/A	2011-2015	Critical	CS09	Information from E&O staff detailing Local Investment Plan funding allocations (dated 30 April 2010)
Delivery	Movement	Junction Improvements	Canons Corner junction capacity improvements	LBB	Funded by developer of Stonegrove Estate	£165,000	Inadequate highways capacity leading to significant extra traffic congestion	West	Stonegrove and Spur Road Estate	TBC	2011-2015	Necessary	CS09	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)

## Infrastructure Delivery Plan

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Need or Delivery	Primary Category	Secondary Category	Item	Delivery Partners	Delivery Mechanism (completed projects are highlighted in green - applies to all 2006-2010 projects)	Cost (italicised if estimate, blacked-out if commercially sensitive)	Risks / Contingency	Area (West, Northeast, Southeast)	Sub Area	Phase	Period (2006-2010, 2011-2015, 2016-2020, 2021-2025)	Priority (Critical, Necessary, Preferred)	Core Strategy Policy Source	Data Source
Delivery	Movement	Junction Improvements	Spur Road Roundabout (A41) Edgware Way / Spur Road / Estate Road Network	LBB, TTL	Funded by developer of Stonegrove Estate	Included within Canon's Corner cost	Inadequate highways capacity leading to significant extra traffic congestion	West	Stonegrove and Spur Road Estate	TBC	2011-2015	Necessary	CS09	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)
Delivery	Movement	Junction Improvements	New estate road network / Stonegrove	LBB, Baratt's	Funded by developer of Stonegrove Estate	Unknown	Potential queuing to enter or exit the new development onto the strategic road network	West	Stonegrove and Spur Road Estate	TBC	2011-2015	Necessary	CS09	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)
Delivery	Movement	Junction Improvements	New estate road network / Spur Road	LBB, Baratt's	Funded by developer of Stonegrove Estate	Unknown	Only a risk if development proceeds and junctions not delivered, else not required.	West	Stonegrove and Spur Road Estate	TBC	2011-2015	Necessary	CS09	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)
Delivery	Movement	Junction Improvements	New estate road network / Kings Drive	LBB, Baratt's	Funded by developer of Stonegrove Estate	Unknown	Potential queuing to enter or exit the new development onto the strategic road network	West	Stonegrove and Spur Road Estate	TBC	2011-2015	Necessary	CS09	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)
Need	Movement	Junction Improvements	Projected population & travel behaviour will need capacity in key road network junctions to be addressed.			Unknown	Failure to deliver additional capacity will lead to increased road congestion or a spread to increased use of minor roads				2016-2020			
Delivery	Movement	Junction Improvements	Great North Road (A1000) / Underhill and Mays Lane / Barnet Lane junctions - (will require suitable mitigation measures)	LBB, Developer Partner	Funded by Dollis Valley Estate developers	Unknown	Additional peak time congestion when Dollis Valley and others sites redeveloped should be carefully considered and mitigation put in place should these be required.	Northeast	Dollis Valley Estate	TBC	2016-2020	Necessary	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Junctions connecting existing estate and surrounding network will need reviewing (will require suitable mitigation measures)	LBB, Developer Partner	Funded by Dollis Valley Estate developers	Unknown	There will be constrained public transport opportunities affecting redevelopment, as well as estate access and egress issues if not holistically and broadly considered.	Northeast	Dollis Valley Estate	TBC	2016-2020	Necessary	CS09	Email from E&O staff (28/07/2010)
Delivery	Movement	Junction Improvements	Staples Corner and pedestrian bridge: M1 (Junction 1) / North Circular Road (A406) / Edgware Road (A5).	BXC Partners, LBB, TTL	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Watford Way (A41) / Whitefield Avenue	BXC Partners, LBB, TTL	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Cool Oak Lane / Edgware Road (A5)	Baratt's, LBB	Funded by developer of West Hendon Estate	Costings to be included in A5 widening	if not delivered pedestrian safety compromised & congestion from Colindale & BXC would be unacceptable	West	West Hendon Estate	TBC	2016-2020	Necessary	CS09	West Hendon Estate Planning Application (ref. W/13937/04)
Delivery	Movement	Junction Improvements	Garrick Road / Edgware Road (A5)	Baratt's, LBB	Funded by developer of West Hendon Estate	Costings to be included in A5 widening	if not delivered congestion from Colindale & BXC would be unacceptable	West	West Hendon Estate	TBC	2016-2020	Necessary	CS09	West Hendon Estate Planning Application (ref. W/13937/04)
Delivery	Movement	Junction Improvements	Station Road / Edgware Road (A5)	Baratt's, LBB	Funded by developer of West Hendon Estate	Costings to be included in A5 widening	if not delivered congestion from Colindale & BXC would be unacceptable	West	West Hendon Estate	TBC	2016-2020	Necessary	CS09	West Hendon Estate Planning Application (ref. W/13937/04)

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Delivery	Movement	Junction Improvements	New Link Road / Edgware Road (A5)	Baratt's, LBB	Funded by developer of West Hendon Estate	Costings to be included in A5 widening	Only a risk if development proceeds and junctions not delivered, else not required.	West	West Hendon Estate	TBC	2016-2020	Necessary	CS09	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Movement	Junction Improvements	New Link Road / Edgware Road (A5)	Baratt's, LBB	Funded by developer of West Hendon Estate	Costings to be included in A5 widening	Only a risk if development proceeds and junctions not delivered, else not required.	West	Hendon Estate	TBC	2016-2020	Necessary	CS09	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Movement	Junction Improvements	Colindale Lane (A5150) / Peel Access Link	Met Police - Barnet, LBB, Developer	Funded by developer of Peel Centre Site	Unknown	Without a carefully considered junction design, this new route to Aerodrome Rd could cause congestion on Colindale Lane	West	AAP: Colindale	Peel Centre East	2016-2020	Critical	CS09	Colindale AAP - Package 3 Highways Infrastructure
Delivery	Movement	Junction Improvements	Aerodrome Road / Peel Access Link	Met Police - Barnet, LBB, Developer	Funded by developer of Peel Centre Site	Unknown	Without a carefully considered junction design, this new route to Colindale Lane could cause congestion on Aerodrome Rd	West	AAP: Colindale	Peel Centre East	2016-2020	Critical	CS09	Colindale AAP - Package 3 Highways Infrastructure
Need	Movement	Junction Improvements	Projected population & travel behaviour will need capacity in key road network junctions to be addressed.				Failure to deliver additional capacity will lead to increased road congestion or a spread to increased use of minor roads				2021-2025			
Delivery	Movement	Junction Improvements	Henly's Corner: Finchley Road (A598) / North Circular (A406) / Great North Way (A1) - Major underpass and improvement scheme	TfL	Unfunded - costs currently too prohibitive to deliver	Unknown	Severe and long-term local congestion, particularly in later years if the 'half-hamburger' scheme is not implemented.	All	N/A	N/A	2021-2025	Critical	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Golders Green Road / North Circular (A406) / Edgware Road (A5) / MML Link Bridge	TfL		Included within Henley's Corner cost	Additional congestion from localised growth plus added pressure from displaced traffic due to growth in BXC	All	N/A	N/A	2021-2025	Critical	CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Junction Improvements	Junction inc works to Oxgate Gardens and Dollis Hill Lane	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	5	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Junction Improvements	Edgware Road (A5) / Rail Freight Facility	BXC Partners, TfL	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Need	Movement	Highways	Projected population & travel behaviour will need new road linkages network capacity to be addressed.				Failure to deliver capacity will prevent required new access points to road network, as well as leading to increased road congestion or a spread to increased use of minor roads				2011-2015			

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Delivery	Movement	Highways	M25 J16-23 [M40-A1] Widening to Dual 4 Lane in stages: 2009-2012	Highways Agency	Highways Agency	[£697m]	Additional pressure on A406 from some orbital movement, also potential for additional orbital journeys switching and causing congestion on key A & B class roads to avoid M25 congestion hotspots.	All	N/A	N/A	2011-2015	Critical	CS09	http://www.highways.gov.uk/roads/projects/5747.aspx - envisaged costs on 06/03/08, parliamentary response to question from Norman Baker: http://www.highways.gov.uk/roads/21788.aspx
Delivery	Movement	Highways	M25 J23-27 [A1-M11] Implementation of Managed Motorway scheme through Hard Shoulder Running (enabling dual 4 Lanes) delivered 2012-2015	Highways Agency	Highways Agency	[£419m]	Additional pressure on A406 from some orbital movement, also potential for additional orbital journeys switching and causing congestion on key A & B class roads to avoid M25 congestion hotspots.	All	N/A	N/A	2011-2015	Critical	CS09	http://www.highways.gov.uk/roads/projects/5743.aspx - envisaged costs on 06/03/08, parliamentary response to question from Norman Baker: http://www.highways.gov.uk/roads/21788.aspx
Need	Movement	Highways	A110 / A411 Corridor (Current issues and works feasibility study)	LBB	Local Implementation Plan	£475,000	Orbital travel needs assessing to identify congested and unsafe sections and suggest suitable measures	All	N/A	N/A	2011-2015	Critical	CS09	Email from E&O staff (03/08/2010)
Need	Movement	Highways	A109 / A5109 Corridor (Current issues and works feasibility study)	LBB	Local Implementation Plan	£400,000	Orbital travel needs assessing to identify congested and unsafe sections and suggest suitable measures	All	N/A	N/A	2011-2015	Critical	CS09	Email from E&O staff (03/08/2010)
Need	Movement	Highways	A1003-(A598)-A504 Corridor (Current issues & feasibility study)	LBB	Local Implementation Plan	£615,000	Radial travel needs assessing to identify congested and unsafe sections and suggest suitable measures	All	N/A	N/A	2011-2015	Critical	CS09	Email from E&O staff (03/08/2010)
Need	Movement	Highways	A1000 Corridor (Current issues & feasibility study)	LBB	Local Implementation Plan	£710,000	Radial travel needs assessing to identify congested and unsafe sections and suggest suitable measures	All	N/A	N/A	2011-2015	Critical	CS09	Email from E&O staff (03/08/2010)
Need	Movement	Highways	Highway Improvements identified by & linked to School Travel Plans	LBB	Local Investment Plan, LBB	£300,000	Unsafe highway environments & congestion issues around some schools in the borough	All	N/A	N/A	2011-2015	Necessary	CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Need	Movement	Highways	Highway Improvements identified by & linked to specific accessibility cases and issues	LBB	Local Investment Plan, LBB	£100,000	Lack of appropriate accessible parking spaces near houses of specific residents and other key locations.	All	N/A	N/A	2011-2015	Necessary	CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Need	Movement	Highways	Strategic East-West Road through AAP site Hill, Frith Lane & Holders Hill Circus	LBB, Inglis Consortium	Funded by developer of Mill Hill East	£12,000,000	East-West distribution of travel will be compromised and pressure on existing congested junctions increased	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS09	Route required under Mill Hill East AAP Policy MHE10 - Costing figure listed in Barnet Finance Plan Report
Delivery	Movement	Highways	Improvements to Bittay Hill, Frith Lane & Holders Hill Circus	LBB, Inglis Consortium	Funded by developer of Mill Hill East	£5,000,000	Pressure on existing congested junction increased	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS09	Route required under Mill Hill East AAP Policy MHE11 - Costing figure listed in Barnet Finance Plan Report
Need	Movement	Highways	Modified highway layout Subject to Outcome of Town Centre Strategy	LBB	Funded by developer obligations (TBC)	Feasibility and costing of options required	Loss of opportunity to create higher quality and safer town centre environment	Southeast	Town Centre North Finchley	N/A	2011-2015	Preferred	CS09	Discussion with E&O staff (20/07/2010)

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Need	Movement	Highways	Edgware Road (A5) Corridor Study	BXC Partners, TTL	Funded by BXC Partners	Unknown	Radial travel and distributor road network needs assessing to identify areas at risk of congestion and suggest suitable transport measures	West	Brent Cross Cricklewood	Planning	2011-2015	Critical	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Colindale Avenue	LBB	Funded by developer of Peel Centre Site	£9,000,000	Without improvement, traffic on Colindale Av will be worse, & transformation of Colindale as a place to be is limited.	West	AAP: Colindale	Peel Centre West	2011-2015	Critical	CS09	Colindale AAP - Package 2 Highways Infrastructure
Delivery	Movement	Highways	Realignment of Lanacre Avenue	LBB	Funded by developer of Grahame Park Estate	Unknown	Without the creation of this new route, the Grahame Park Planning Application cannot be implemented.	West	AAP: Colindale	Grahame Park (phase 1-4)	2011-2015	Critical	CS09	Colindale AAP - Policy 4.4 and Grahame Park Planning Application (ref. W/01731/JS/04)
Need	Movement	Highways	Projected population & travel behaviour will need new road linkages network capacity to be addressed.				Failure to deliver capacity will prevent required new access points to road network, as well as leading to increased road congestion or a spread to increased use of minor roads				2016-2020			
Delivery	Movement	Highways	Division of 'Prince Charles Drive'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Alterations to Templehof Link Road	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Tiling Rd Improvements (West of Whitefield Av)	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Creation of new road 'Claremont Avenue'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Creation of new road 'Claremont Park Road 1'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	North Circular (A406) Noise Reduction Surfacing	BXC Partners, TTL	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	On line improvements for A5 Widening	Baratt's, LBB	Funded by developer of West Hendon Estate	TBC	Without delivery of this key improvement then traffic flows on the A5 will be severely affected, in particular relating to growth in both Colindale and Brent Cross.	West	West Hendon Estate	TBC	2016-2020	Critical	CS09	West Hendon Estate Planning Application (ref. W/13937/04)
Delivery	Movement	Highways	(Peel Access Link) Aerodrome Road / Colindale Lane (A5150)	Met Police - Barnet, LBB, Developer	Funded by developer of Peel Centre Site	Unknown	entry points into Colindale would be unacceptable with development at the Peel Centre	West	AAP: Colindale	Peel Centre East	2016-2020	Critical	CS09	Colindale AAP - Package 3 Highways Infrastructure



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Need	Movement	Highways	Projected population & travel behaviour will need new road linkages network capacity to be addressed.				Failure to deliver capacity will prevent required new access points to road network, as well as leading to increased road congestion or a spread to increased use of minor roads				2021-2025			
Delivery	Movement	Highways	High Street North of North Circular (A406)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Required in order to assist make BXC part of an external facing Town Centre	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	High Street South of North Circular (A406)	BXC Partners, TfL	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Creation of new road 'Whitefield Street'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Tiling Rd Improvements (East of Whitefield Av)	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Creation of new road 'Claremont Park Road 2'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Creation of new road 'School Lane'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to provide access to the education campus in the Eastern Lands	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Creation of new road 'Whitefield Avenue'	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Bridge link road over Midland Main Line	BXC Partners, TfL	Funded by BXC Partners	Unknown	Inadequate highways capacity leading to significant extra traffic congestion	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Spine Road North of MML Link Bridge	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Highways	Spine Road South of MML Link Bridge	BXC Partners, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Need	Movement	Parking	Growth in specific areas will need suitable parking facilities as well as clear management of on-street parking.				Failure to adequately provide new facilities & manage on-street parking could lead to increased road congestion / compromise pedestrian safety.				2011-2015			
Need	Movement	Parking	Key growth areas to consider parking need and deliver suitable management proposals as appropriate				Failure to deliver proper consideration for parking needs in developments upon construction would require prohibitively expensive retrofitting at a later date	All	N/A	Planning	2011-2015	Necessary	CS09	Discussion with E&O staff (08/10/2010)

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Delivery	Movement	Parking	Colindale AAP: Electric Car Charging Points	LBB	Directly provided by developers	Unknown	Failure to deliver Charging Points in developments upon construction would require prohibitively expensive retrofitting at a later date	West	AAP: Colindale	Planning	2011-2015	Necessary	CS09	Colindale AAP - Policy 3.7
Need	Movement	Parking	BXC to consider parking needs and deliver management and/or Electric Car Charging Points as appropriate	LBB	Funded by developers as required	Unknown	Failure to deliver proper consideration for parking needs in developments upon construction would require prohibitively expensive retrofitting at a later date	West	Brent Cross Cricklewood	Planning	2011-2015	Necessary	CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Need	Movement	Cycling / Pedestrians	Walking and cycling facilities improvements required to improve access, safety and quality of environment				Failure to provide adequate pedestrian / cycle routes could compromise safety, failure to improve the public realm could compromise usage.				2011-2015			
Delivery	Movement	Cycling / Pedestrians	3 Greenway Cycle Corridors (Improved cycling facilities)	LBB	Local Investment Plan, LBB	£970,000	Poor quality leisure cycling corridors.	All	N/A	N/A	2011-2015	Necessary	CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Delivery	Movement	Cycling / Pedestrians	Off-road footpaths and alleyways (Improved pedestrian facilities)	LBB	Local Investment Plan, LBB	£300,000	Poor quality unsafe pedestrian environment and decline of the neighbourhood centre	All	N/A	N/A	2011-2015	Necessary	CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Delivery	Movement	Cycling / Pedestrians	Improved public realm & pedestrian facilities <i>Subject to outcome of Town Centre Strategy</i>	LBB	Funded by Barnet College & developer of Barnet Trading Estate	Feasibility and costing of options required	Additional congestion and/or pedestrian safety risks outside the new Barnet College facility	Northeast	Town Centre Chipping Barnet	N/A	2011-2015	Necessary	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Cycling / Pedestrians	Colney Hatch Lane (Improved public realm & pedestrian facilities)	LBB	Local Investment Plan, developer contributions, LBB	£385,000	Poor quality unsafe pedestrian environment and decline of the neighbourhood centre	Southeast	N/A	N/A	2011-2015	Necessary	CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Delivery	Movement	Cycling / Pedestrians	New Cycle Routes through AAP area inc. North-South linkage	LBB, Inglis Consortium	Funded by developer of Mill Hill East	TBC	Insufficient access through AAP area to station, sufficient to support mode shift.	Southeast	AAP: Mill Hill East	TBC	2011-2015	Necessary	CS09	Routes required under Mill Hill East AAP Policy MHE10.
Delivery	Movement	Cycling / Pedestrians	New Pedestrian Routes through AAP area inc. North-South linkage	LBB, Inglis Consortium	Funded by developer of Mill Hill East	TBC	Insufficient access through AAP area to station, sufficient to support mode shift.	Southeast	AAP: Mill Hill East	TBC	2011-2015	Necessary	CS09	Routes required under Mill Hill East AAP Policy MHE10.
Delivery	Movement	Cycling / Pedestrians	Finchley Church End Town Centre (Improved public realm & pedestrian facilities) <i>Subject to outcome of Town Centre Strategy</i>	LBB	Funded by developer contributions (TBC)	Feasibility and costing of options required	Poor quality public realm leading to less successful Town Centre environment	Southeast	Town Centre Finchley Church End	N/A	2011-2015	Preferred	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Delivery	Movement	Cycling / Pedestrians	North Finchley Town Centre (public realm & pedestrian facilities) <i>Subject to Outcome of Town Centre Strategy</i>	LBB	Funded by developer obligations (TBC)	Feasibility and costing of options required	Loss of opportunity to create higher quality and safer town centre environment	Southeast	Town Centre North Finchley	N/A	2011-2015	Preferred	CS06 & CS09	Discussion with E&O staff (20/07/2010)
Need	Movement	Cycling / Pedestrians	Pedestrian and Cycle Network Study.	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	Planning	2011-2015	Necessary	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)

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Delivery	Movement	Cycling / Pedestrians	Cycle and Pedestrian Routes: Improvements to networks across Colindale.	TfL, LBB	Funded by developer contributions (TBC)	Unknown	Without safe and clearly marked cycle routes through Colindale, there will not be sufficient mode shift in travel	West	AAP: Colindale	Various Phases	2011-2015	Necessary	CS09	Colindale AAP - Policy 3.2
Delivery	Movement	Cycling / Pedestrians	Colindale Lane (Improved public realm & pedestrian facilities)	LBB	Local Investment Plan, LBB	£189,000	Poor quality & unsafe pedestrian environment	West	N/A	N/A	2011-2015	Necessary	CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Delivery	Movement	Cycling / Pedestrians	Edgware Town Centre (Improved public realm to allow intensification of pedestrian traffic)	TfL, Developer Partner, London Buses	Funded by developer contributions (TBC) Local Investment Plan	£250,000	If not delivered then pedestrian safety and quality of environment is reduced.	West	Town Centre Edgware	N/A	2011-2015	Critical	CS06 & CS09	Email from E&O staff detailing LIP funding allocations (30/04/2010)
Need	Movement	Cycling / Pedestrians	Walking and cycling facilities improvements required to improve access, safety and quality of environment				Failure to provide adequate pedestrian / cycle routes could compromise safety, failure to improve the public realm could compromise usage.				2016-2020			
Delivery	Movement	Cycling / Pedestrians	Brent Cross Pedestrian Underpass Works	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS02 & CS09	Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Cycling / Pedestrians	Footbridge over Welsh Harp from West Hendon Estate	Baratt's, LBB	Funded by developer of West Hendon Estate	£420,000	Inability to reduce severance + improve access to the site	West	West Hendon Estate	TBC	2016-2020	Preferred	CS09	West Hendon Estate Planning Application (ref. W/13937/04)
Delivery	Movement	Cycling / Pedestrians	Footbridge over Silk Stream to Sainsbury's Site from West Hendon Estate	Baratt's, LBB	Funded by developer of West Hendon Estate	£548,000	Inability to reduce severance + improve access to the site	West	West Hendon Estate	TBC	2016-2020	Preferred	CS09	West Hendon Estate Planning Application (ref. W/13937/04)
Need	Movement	Cycling / Pedestrians	Walking and cycling facilities improvements required to improve access, safety and quality of environment				Failure to provide adequate pedestrian / cycle routes could compromise safety, failure to improve the public realm could compromise usage.				2021-2025			
Delivery	Movement	Cycling / Pedestrians	Pedestrian and Cyclist bridge over M1 J1	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Movement	Cycling / Pedestrians	Footbridge over MML from Geron Way to Southern Town Centre	BXC Partners, TfL, LBB	Funded by BXC Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	5	post 2026	TBC	CS02 & CS09	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
UTILITIES	UTILITIES		Planning for growth in usage of utilities is almost universally focused at the national scale (except for local providers such as Thames Water). It is therefore very difficult to relate infrastructure planning to local planned growth except where detailed assessment (Brent Cross + MHE) has taken place. Where details are known it has been included, but in the main it is hoped that emerging information from the Mayor of London's Utilities Team will further add detail and costing to this section as well as discussions with developer partners.											

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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Delivery	Utilities	Electricity	Doubling small-scale domestic/local electricity generation by 2020 (to 15GW nationally)	National Grid, LBB	See Green Infrastructure section	TBC	Insufficient local contribution towards energy generation will increase grid loading and the need for new largescale electricity generation plants elsewhere in the UK.	All	N/A	N/A	2011-2015	Necessary	CS1	Point 2.9 - Operating the Electricity Transmission Networks in 2020 ( <a href="http://www.nationalgrid.com/NR/rdonlyr/es/32879A26-D6F2-4D82-9441-40FB2B0E2E0C/39517/Operatingin2020Consultation1.pdf">http://www.nationalgrid.com/NR/rdonlyr/es/32879A26-D6F2-4D82-9441-40FB2B0E2E0C/39517/Operatingin2020Consultation1.pdf</a> )
Delivery	Utilities	Electricity	33 Kv Cable to link Leicester Road (Grid) substation with Brent Cross Cricklewood Dev.	BXC Partners, National Grid	Developer Obligation	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Electricity	New Grid Transformer Station and 33 Kv Switchgear at Leicester Road substation	BXC Partners, National Grid	Developer Obligation	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	TBC	2021-2025	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Electricity	Primary Substation (30MVA) under approach span of MML	BXC Partners, National Grid	Developer Obligation	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	TBC	2021-2025	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Electricity	Primary Substation (30MVA) on NE corner of site South of M1/A406 roundabout	BXC Partners, National Grid	Developer Obligation	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Electricity	Substation Distribution Centre to increase capacity of wider area	Baratt's, National Grid	Funded by developer of West Hendon Estate	Unknown	Required to upgrade infrastructure networks to meet need from redevelopment	West	Hendon Estate	TBC	2016-2020	Necessary	CS1	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Utilities	Electricity	Primary Service Mains Diversion	Baratt's, National Grid	Funded by developer of West Hendon Estate	Unknown	Required to upgrade infrastructure networks to meet need from redevelopment	West	Hendon Estate	TBC	2016-2020	Necessary	CS1	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Utilities	Electricity	Electricity Network Upgrades	Inglis Consortium, National Grid	Funded by developer of Mill Hill East	Unknown	Required in order to make the MHE Planning Application acceptable and deliverable	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS1	Requirement for upgrades detailed and costed in Mill Hill East Planning Application - Viability Appraisal
Delivery	Utilities	Gas	Relocation of Gas Governor to South of shopping centre	BXC Partners, National Grid	Developer Obligation	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	TBC	2021-2025	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Gas	Gas Network Upgrades	Inglis Consortium, National Grid	Funded by developer of Mill Hill East	Unknown	Required in order to make the MHE Planning Application acceptable and deliverable	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS1	Requirement for upgrades detailed and costed in Mill Hill East Planning Application - Viability Appraisal
Delivery	Utilities	Fresh Water	Upper Thames Reservoir to meet demand for London	Thames Water	Thames Water	[£2.30m]	TBC	All	N/A	N/A	2016-2020	Necessary	CS1	<a href="http://www.thameswater.co.uk/gps/rdex/bcr/corp/business-plan-summary-document-09.pdf">http://www.thameswater.co.uk/gps/rdex/bcr/corp/business-plan-summary-document-09.pdf</a>
Delivery	Utilities	Fresh Water	Desalination Plant at Becton to meet demand for London	Thames Water	Thames Water	[£1.4bn]	TBC	All	N/A	N/A	TBC	TBC	CS1	TBC
Delivery	Utilities	Fresh Water	750m of 450mm diam truck main (near A41)	BXC Partners, Thames Water	Funded by the BXC Development Partners	Unknown	Required in order to make the BXC Planning Application acceptable and deliverable	West	Brent Cross Cricklewood	TBC	2021-2025	TBC	CS1	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Fresh Water	Fresh Water Network Upgrades	Inglis consortium, Thames Water	Funded by developer of Mill Hill East	Unknown	Required in order to make the MHE Planning Application acceptable and deliverable	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS1	Requirement for upgrades detailed and costed in Mill Hill East Planning Application - Viability Appraisal

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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Delivery	Utilities	Foul Water	Increased capacity at Mogden and Becton Treatment Works	Thames Water	Thames Water	TBC	TBC	All	N/A	N/A	TBC	TBC	CS1	TBC
Delivery	Utilities	Foul Water	New sewage tunnel to prevent stormflow into River Lee	Thames Water	Thames Water	[£600m]	TBC	All	N/A	N/A	2011-2015	Necessary	CS1	<a href="http://www.thameswater.co.uk/cps/rde/x/bcr/corpbusiness-plan-summary-document-april-09.pdf">http://www.thameswater.co.uk/cps/rde/x/bcr/corpbusiness-plan-summary-document-april-09.pdf</a>
Delivery	Utilities	Foul Water	Land and design costs for new sewage tunnel to prevent stormflow into River Thames	Thames Water	Thames Water	[£393m]	TBC	All	N/A	N/A	2011-2015	Necessary	CS1	<a href="http://www.thameswater.co.uk/cps/rde/x/bcr/corpbusiness-plan-summary-document-april-09.pdf">http://www.thameswater.co.uk/cps/rde/x/bcr/corpbusiness-plan-summary-document-april-09.pdf</a>
Delivery	Utilities	Foul Water	Foul and Storm Water Network Upgrades	Inglis consortium, Thames Water	Funded by developer of Mill Hill East		Required in order to make the MHE Planning Application acceptable and deliverable	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS1	Requirement for upgrades detailed and costed in Mill Hill East Planning Application - Viability Appraisal
Delivery	Utilities	Telecomms	Installation of Superfast Broadband Network	BT & Virgin Media	Re-allocation of digital switchover fee + higher user charges	TBC	Failure to be a primary area for the delivery of superfast broadband will affect Barnet's competitiveness for SMEs	Northeast	N/A	N/A	2011-2015	TBC	CS1	TBC
Delivery	Utilities	Telecomms	Installation of Superfast Broadband Network	BT & Virgin Media	Re-allocation of digital switchover fee + higher user charges	TBC	Failure to be a primary area for the delivery of superfast broadband will affect Barnet's competitiveness for SMEs	Southeast	N/A	N/A	2011-2015	TBC	CS1	TBC
Delivery	Utilities	Telecomms	Installation of Superfast Broadband Network	BT & Virgin Media	Re-allocation of digital switchover fee + higher user charges	TBC	Failure to be a primary area for the delivery of superfast broadband will affect Barnet's competitiveness for SMEs	West	N/A	N/A	2011-2015	TBC	CS1	TBC
Delivery	Utilities	Telecomms	Telecoms Infrastructure Upgrades	Inglis consortium, BT	Funded by developer of Mill Hill East		Required in order to make the MHE Planning Application acceptable and deliverable	Southeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS1	Requirement for upgrades detailed and costed in Mill Hill East Planning Application - Viability Appraisal
Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	5	post 2026	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)

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(Cabinet Resources Committee - 19 October 2010)

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Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	6	post 2026	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Combined	Installation of new networks of utilities (telecoms, electricity, district heating...etc)	BXC Partners and relevant service providers	Funded by the BXC Development Partners	Unknown	Development is unacceptable without adequate servicing	West	Brent Cross Cricklewood	7	post 2026	TBC	CS1 & CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Utilities	Combined	National Code of Conduct for Street Works (reduction in peak loss of highways)	TfL	TfL	N/A	TBC	All	N/A	N/A	2011-2015	Necessary	CS1	<a href="http://www.oneroadnetwork.org/news/2010/jun/nlug-launches-national-code-conduct-street-works-mayor-london/">http://www.oneroadnetwork.org/news/2010/jun/nlug-launches-national-code-conduct-street-works-mayor-london/</a>

## Infrastructure Delivery Plan

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	EDUCATION	EDUCATION	Forward Planning by the Council's Children's Service using GLA general population growth predictions is enabling a more detailed understanding of infrastructure demand and costs in the near future. In terms of planned growth, assessments related to key growth areas have been undertaken as required and built into the detailed delivery in terms of cost and site allocations. Mitigation measures for the cancellation of the BSF project are underway.											
Delivery	Education	Further / Higher	Barnet College - Wood Street Campus (Rebuild to provide equivalent teaching provision to much higher quality)	LSC, Barnet College	Completed	£50,000,000	None	Northeast	Town Centre: High Barnet	N/A	2006-2010	Critical	CS10	Wood Street Planning Application (ref: N01076AT/07) and development website: <a href="http://www.barnet.ac.uk/external/redevelopment/index.htm">http://www.barnet.ac.uk/external/redevelopment/index.htm</a>
Delivery	Education	Further / Higher	Middlesex University Hendon Campus Plan - Phase 2-3 (Consolidation - closure of dispersed sites & development of excellent new facilities at the Hendon Campus)	DBIS, Middlesex University, LBB	Completed	£125,000,000	None	West	N/A	N/A	2006-2010	Critical	CS10	<a href="http://www.mdx.ac.uk/Assets/corp_plan_09_14.pdf">http://www.mdx.ac.uk/Assets/corp_plan_09_14.pdf</a> and <a href="http://www.mdx.ac.uk/aboutus/estate_strategy/campus/index.aspx">http://www.mdx.ac.uk/aboutus/estate_strategy/campus/index.aspx</a>
Need	Education	Further / Higher	Improvements to Further and Higher Education Facilities will benefit both residents & businesses	LBB			Lack of support for the plans, development and projects means potential benefits to Barnet are not optimised	All	N/A	N/A	2011-2015	Preferred	CS10	Barnet College and Middlesex University websites + Cabinet Paper on Middlesex University.
Delivery	Education	Further / Higher	Barnet College - Grahame Park Estate Campus (Rebuild on Colindale Hospital Site / refurbish existing site)	LSC, Barnet College	Learning and Skills Council Grant, Barnet College - Site Rationalisation Plan across Barnet	Dependent on grant funding	Inability for Barnet College to move to a more sustainable and accessible location if it does not receive sufficient government funding by 2014. Contingency is to refurbish existing site & increase usage	West	AAP: Colindale	Colindale Hospital	2011-2015	Necessary	CS10	Strategic Plan 2008/09-2010/11 <a href="http://www.barnet.ac.uk/mwcontent/0/imag/es/governance/Strat%20Plan%2008-11%20%28update%2009-12%29.pdf">http://www.barnet.ac.uk/mwcontent/0/imag/es/governance/Strat%20Plan%2008-11%20%28update%2009-12%29.pdf</a>
Delivery	Education	Further / Higher	Middlesex University - Hendon Campus Plan Phase 4-5 (Consolidation of Archway, Trent Park & Enfield Sites along with facilities expansion)	DBIS, Middlesex University, LBB	Department for Business Innovation and Skills Grant, Middlesex University - Site Rationalisation Plan for N. London	Unknown	This stage of the programme is less certain and will depend on the business case for further consolidation and site rationalisation of these specific campuses	West	N/A	N/A	2011-2015	Necessary	CS10	Cabinet report 17 November 2008 'Civic and University Quarter' Draft Masterplan
Delivery	Education	Secondary	East Barnet Lower School (consolidate sites to release land, 50 additional places)	DCSF, LBB, Developer Contributions	Completed	£34,200,000	None	Northeast	N/A	N/A	2006-2010	Critical	CS10	East Barnet School Planning Application (ref: B/00746/08) Project costs detailed in CRC monitoring reports. Build costs listed in DPR 651 dated 26 September 2008
Delivery	Education	Secondary	East Barnet Upper School (rebuild as 'Jewish Community Secondary School' - total 1180 new places)	JCoSS Trust, DCSF, LBB	Completed	£48,000,000	None	Northeast	N/A	N/A	2006-2010	Critical	CS10	East Barnet School (Westbrook Crescent) Planning Application (ref: N02587K/07 dated 05 December 2008)
Delivery	Education	Secondary	Replacement Christchurch School as 'When Academy' (900 additional places)	Academy Trust, DCSF, LBB	Completed	£23,000,000	None	Southeast	N/A	N/A	2006-2010	Critical	CS10	Various Cabinet Reports in 2004-2006, detail from discussion with Children's Service staff (Mar 2010)
Delivery	Education	Secondary	Replacement Edgware School as 'London Academy' (no additional places incorporated)	Academy Trust, DCSF, LBB	Completed	Unknown	None	West	Stonegrove and Spur Road Estate	N/A	2006-2010	Critical	CS10	Edgware School Playing Fields Planning Application (ref: W13031/02)

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<b>Need</b>	Education	Secondary	No additional secondary places are identified as required, due to capacity already delivered.	LBB			That the current use of spare places leads to Senior Management not seeing the longer term investment need.	All	N/A	N/A	2011-2015	Necessary	CS10	Discussion with Children's Service staff (Mar 2010)
<b>Delivery</b>	Education	Secondary	Additional places from the 2006-2010 period improvements used to address growth.	LBB	N/A	£0	Low risk that GLA figures might have underestimated need & extra places required.	All	N/A	N/A	2011-2015	Necessary	CS10	Discussion with Children's Service staff (Mar 2010)
<b>Need</b>	Education	Secondary	Additional Secondary School Places will be needed if lack of spaces (1050x 11-16 places & 350x 17-18 places)	N/A	N/A	N/A	Demand for Primary Places in 2011-2015 translates into secondary need, but spare capacity fully used up	All	N/A	N/A	2016-2020	Critical	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Education	Secondary	OPTION A (2016-2020): Potentially a new Secondary School (1200 additional places)	DfE, LBB	DfE, Planning Contributions	£30,000,000	Insufficient spare secondary level places, if not addressed as single school will need to be delivered through 6 school expansions (Option B below)	All	N/A	N/A	2016-2020	Critical	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Education	Secondary	OPTION B (2016-2020): 1 FE expansion of Christ College Boys School (200 additional places)	DfE, LBB	DfE, LBB	Included in secondary school above	Insufficient spare secondary level places to accommodate Mill Hill East development, unless new secondary school delivered in Barnet	Southeast	AAP: Mill Hill East	N/A	2016-2020	Critical	CS10	Paragraph 5.6.2 of Mill Hill East Area Action Plan Part 2 - Policies and Proposals <a href="http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-pt1.pdf">http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-pt1.pdf</a>
<b>Delivery</b>	Education	Secondary	OPTION B (2016-2020): 1FE expansion of Copthall Girls School (200 additional places)	DfE, LBB	DfE, LBB	Included in secondary school above	Insufficient spare secondary level places to accommodate Mill Hill East development, unless new secondary school delivered in Barnet	Southeast	AAP: Mill Hill East	N/A	2016-2020	Critical	CS10	Paragraph 5.6.2 of Mill Hill East Area Action Plan Part 2 - Policies and Proposals <a href="http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-pt1.pdf">http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-pt1.pdf</a>
<b>Delivery</b>	Education	Secondary	OPTION B (2016-2020): 5FE expansions to Secondary Schools (800 additional places)	DfE, LBB	DfE, LBB	Included in secondary school above	Insufficient spare secondary level places to accommodate demand for secondary schools, unless new secondary school delivered in Barnet	Southeast	N/A	N/A	2016-2020	Critical	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Education	Secondary	Replacement Whitefield School (expanded by 200 places)	BXC Partners, LBB	Funded by the BXC Partners	Unknown	The existing facility cannot be closed until the new facility is ready for occupation.	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref: C/17559/08 dated October 2010)
<b>Need</b>	Education	Secondary	Further capacity may be required due to growth, but amount unknown	N/A	N/A	N/A	Projections indicate likelihood of increased need, risk is that figures underestimate situation if not regularly reappraised.	All	N/A	N/A	2021-2025	Necessary	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Education	Secondary	Further Secondary School may be required (1180 places) - to be confirmed	DfE, LBB	DfE, LBB	Unknown	If projections are not suitably checked regularly, then risk of not ensuring land is available for necessary new provision	West	N/A	N/A	2021-2025	Preferred	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Education	Primary	Replacement Akiva School (expanded by 210 places, 1FE)	DCSF, LBB	Completed	£9,000,000	None	Southeast	N/A	N/A	2006-2010	Critical	CS10	Akiva School Planning Application (ref: C00403CL/05 dated 30 September 2005)
<b>Delivery</b>	Education	Primary	1/2 FE expansion of St Catherine's RC School (105 additional places)	DCSF, LBB	Completed	£1,750,000	None	Northeast	N/A	N/A	2006-2010	Critical	CS10	St Catherine's Catholic Primary School Planning Application (ref: B/00114/10 dated 10 March 2010)



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Delivery	Education	Primary	Replacement Parkfield School (expanded by 105 places 1/2FE)	DCSF, LBB	<b>Completed</b>	£9,100,000	None	West	N/A	N/A	2006-2010	Critical	CS10	Parkfield School Planning Application (ref: W/02475/K/07 dated 20 August 2007)
Delivery	Education	Primary	Replacement Colindale School (expanded by 210 places 1FE)	DCSF, LBB	<b>Completed</b>	£12,800,000	None	West	AAP: Colindale	Beaufort Park (Block B)	2006-2010	Critical	CS10	Cabinet Report (dated 8 June 2009) and Planning Application (ref: H/04220/09, dated 17 February 2010)
Need	Education	Primary	Identified natural and planned growth requires X additional places.	N/A	N/A	N/A	Insufficient primary places = failure to meet legal obligations	All	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	37 additional temporary 'classes' in existing schools as 1FE each (1110 additional places)	DCSF, LBB	Planning Contributions, LBB and DCSF Grant	£8,000,000	Insufficient primary places = failure to meet legal obligations	All	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	1 FE expansion to school in East Barnet Area (210 places)	DCSF, LBB	LBB and DIE Grant	£5,000,000	Insufficient primary places = failure to meet legal obligations	Northeast	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	1 FE expansion to Jewish primary place provision (210 places)	DIE, LBB, Governors	LBB and DIE Grant, Governors Contribution	£5,000,000	Insufficient primary places = failure to meet legal obligations	Southeast	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	1 FE expansion to school in Finchley Area (210 places)	DCSF, LBB	LBB and DIE Grant	£5,000,000	Insufficient primary places = failure to meet legal obligations	Southeast	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	Akiva School (expanded by 210 places)	DCSF, LBB	LBB and DIE Grant	£3,000,000	Insufficient primary school places in 2010-11 if not provided	Southeast	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	Blessed Dominic moves into new school building built on Barnet College/Graham Park site (expansion: 210 places)	LSC, Barnet College, LBB, Developer Partners	Funded by developer of Barnet College Site	£11,500,000	There is a high risk that Barnet College will not move and release this site. This will be addressed through use of the Mill Hill Sports Club site.	West	AAP: Colindale	Barnet College (phase 1)	2011-2015	Critical	CS10	Colindale Area Action Plan http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm
Delivery	Education	Primary	Orion School expanded onto vacated 'Blessed Dominic' school site. (expansion: 210 places)	LSC, Barnet College, LBB, Developer Partners	Funded by developer contributions (TBC)	£1,500,000	Insufficient primary school places in Colindale area if not provided and particularly if the Barnet College site does not deliver a new primary facility	West	AAP: Colindale	Barnet College (phase 1)	2011-2015	Critical	CS10	Colindale Area Action Plan http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm
Delivery	Education	Primary	1 FE expansion to Broadfields school (210 places)	DIE, LBB	LBB and DIE Grant	£3,000,000	Insufficient primary places = failure to meet legal obligations	West	N/A	N/A	2011-2015	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Need	Education	Primary	Additional places / sites delivered as identified.	N/A	N/A	N/A	Insufficient primary places = failure to meet legal obligations	All	N/A	N/A	2016-2020	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	3FE expansions to Primary Schools (location to be identified)	DCSF, LBB	LBB and DIE Grant	£15,000,000	Insufficient primary places = failure to meet legal obligations	All	N/A	N/A	2016-2020	Critical	CS10	Cabinet Briefing Paper "Primary School Places" - 6 September 2010
Delivery	Education	Primary	Replacement Claremont School (expanded by 210 places)	BXC Partners, LBB	Funded by the BXC Partners	Unknown	BXC Development unacceptable without it	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref: C/17559/08 dated October 2010)
Delivery	Education	Primary	New School built at Mill Hill East (increase of 420 places)	Inglis Consortium DCSF, LBB	Funded by developer for Mill Hill East	£10,000,000	Mill Hill East Development (phase X) unacceptable without it, but does not affect other developments	Southeast	AAP: Mill Hill East	TBC	2016-2020	Critical	CS10	Mill Hill East Area Action Plan http://www.barnet.gov.uk/mill-hill-east-aap-adopted-jan-2009

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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<b>Need</b>	Education	Primary	Additional places / sites delivered as identified.	N/A	N/A	N/A	West of the borough is the area of particular risk	All	N/A	N/A	2021-2025	Critical	CS10	Discussion with Children's Service staff (Jul 2010)
<b>Delivery</b>	Education	Primary	New School built on Peel Centre East Land (increase of 420 places) Children's Centres (Army Centre)	LBB, Police, Development Partners	Funded by developer for Peel Centre Site	£10,000,000	Insufficient primary places in Colindale if the Peel Centre and other later sites are developed and this is not provided	West	AAP: Colindale	Peel Centre East	2021-2025	Critical	CS10	Colindale Area Action Plan http://www.barnet.gov.uk/index/council-democracy/unity-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm
<b>Delivery</b>	Education	Early Years	(Phase 3) - Sweets Way (Army Centre)	DCSF, LBB	<b>Completed</b>	£50,000	None	Northeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	(Phase 3) - Church Passage, High Barnet	DCSF, LBB	<b>Completed</b>	£50,000	None	Northeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - Canada Villa	DCSF, LBB	<b>Completed</b>	£120,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - North Finchley Library	DCSF, LBB	<b>Completed</b>	£200,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - Moss Hall Nursery	DCSF, LBB	<b>Completed</b>	£200,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - Garden Suburb, Site TBC	DCSF, LBB	<b>Completed</b>	£200,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 2) - Coppetts Wood Extension	DCSF, LBB	<b>Completed</b>	£60,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 2) - Childs Hill	DCSF, LBB	<b>Completed</b>	£900,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - Edgware Library	DCSF, LBB	<b>Completed</b>	£400,000	None	West	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - West Hendon / Golders Green	DCSF, LBB	<b>Completed</b>	£0	None	West	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 3) - Mill Hill Library	DCSF, LBB	<b>Completed</b>	£200,000	None	West	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 2) - Bell Lane Extension	DCSF, LBB	<b>Completed</b>	£150,000	None	West	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Delivery</b>	Education	Early Years	Children's Centres (Phase 2) - Fairway / Northway redev.	DCSF, LBB	<b>Completed</b>	£300,000	None	West	N/A	N/A	2006-2010	Necessary	CS10	Cabinet Resources Committee Report - Dated: 19th Jan 2010
<b>Need</b>	Education	Early Years	Recent investment in Children's Centres means that there is little additional capacity required in near future	N/A	N/A	N/A	Affects of growth on ability to meet the need for early years education & related provision will be monitored to ensure needs can be met	All	N/A	N/A	2011-2015	Necessary	CS10	Discussion with Children's Service staff (Aug 2010)

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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<b>Delivery</b>	Education	Special	Jewish Community Secondary School' - Autism Resource Centre (total 50 new places)	JCoSS Trust, DCSF, LBB, Norwood	<b>Completed</b>	Costed under secondary school	None	Northeast	N/A	N/A	2006-2010	Preferred	CS10	East Barnet School (Westbrook Crescent) Planning Application (ref: N02587K/07 dated 05 December 2008)
<b>Need</b>	Education	Special	Identified need for additional special school places - but no delivery programme in place.	N/A	N/A	N/A	Oak Lodge previously identified for expansion, risk of not identifying funding and project to deliver the required places.	All	N/A	N/A	2011-2015	Necessary	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Education	Special	Mapledown School (expansion planned) Oak Lodge (potential for expanded intake. Early discussions had about becoming special unit in mainstream school, no clear plans in place yet)	LBB, BXC Partners	Funded by the BXC Partners	Unknown	The existing facility cannot be closed until the new facility is ready for occupation. Oak Lodge was identified for expansion under Building Schools for the Future, now cancelled there is a risk of not identifying funding and project to deliver any required places..	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref: C/17559/08 dated October 2010)
<b>Need</b>	Education	Special	The delivery of Healthcare at both the Primary and Secondary levels of care will be subject to significant changes in direction and control resulting from the recent publication of the new Coalition Government's White Paper.	N/A	N/A	N/A		All	N/A	N/A	2011-2015	Preferred	CS10	Discussion with Children's Service staff (Aug 2010)
	HEALTH	HEALTH	However to demonstrate the currently identified infrastructure needs and existing coordinated plans to address them, the direction for addressing Primary healthcare as detailed in the Primary Care Strategy of March 2010 is provided here until a replacement strategy emerges. Types of Primary Healthcare provision are therefore divided into 'Primary Care Centres' where specialist primary care services are provided and 'Primary Care Health Centres' as the lowest and most localised level of healthcare provision, mostly comprising GP practices.											
			Secondary care will need to be addressed through planning for acute, unscheduled and other specialist care pathways, but providing detail on these areas will require a clearer direction to emerge during 2011 as both primary level and national changes become clearer.											
<b>Need</b>	Health	Primary Care Centre	Creation of Vale Drive Primary Care Centre and improvement to the network of Primary Care services & GP practices	NHS Barnet	ELEVATE Partnership	N/A	This is required to ensure local access to the full range of Primary Care services provided in suitable premises	Northeast	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Delivery</b>	Health	Primary Care Centre	Vale Drive Primary Care Centre	DH, NHS Barnet	<b>Completed</b>	5,000,000	None	Northeast	N/A	N/A	2006-2010	Critical	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Need</b>	Health	Primary Care Health Centre	Consideration of local provision and suitability of existing premises (process will depend on Health White Paper)				Required to address existing constraints in provision over quality, access & affordability of current facilities.	Southeast	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Need</b>	Health	Primary Care Centre	Creation of the Finchley Memorial Hospital Primary Care Centre and improvement to the network of Primary Care services & GP practices	NHS Barnet	ELEVATE Partnership	N/A	This is required to ensure local access to the full range of Primary Care services provided in suitable premises	Southeast	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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<b>Delivery</b>	Health	Primary Care Centre	Finchley Memorial Hospital Primary Care Centre (expansion and redevelopment)	DH, NHS Barnet	ELEVATE Partnership	£45,000,000	Inadequate capacity for increased primary level care and inability to operate and deliver the polyclinic system	Southeast	N/A	N/A	2011-2015	Critical	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2) & Finchley Memorial Hospital Planning Application (ref. F/03573/09, dated 20 April 2010)
<b>Need</b>	Health	Primary Care Health Centre	Consideration of local provision and suitability of existing premises (process will depend on Health White Paper)	DH, NHS Barnet	ELEVATE Partnership	Unknown	Required to address existing constraints in provision over quality, access & affordability of current facilities.	Southeast	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Delivery</b>	Health	Primary Care Health Centre	Brunswick Park Primary Care Health Centre (replacement facility required either through co-location, shared or direct provision)	DH, NHS Barnet	ELEVATE Partnership	£500,000-£2,500,000 dependent on preference of emerging options	Long term housing of the Health Centre in temporary accommodation due to fire. Meaning use of substandard facilities and increased revenue cost implications.	Northeast	N/A	N/A	2011-2015	Critical	CS11	Brunswick Park Planning Application planned to deliver (ref. B/01960/10), but withdrawn as funding source removed. Various alternatives are therefore currently under consideration.
<b>Delivery</b>	Health	Primary Care Health Centre	Option for GP Surgery or other health usage in former Officer's Mess	DH, NHS Barnet, Developer Partners	Funded by developer of Mill Hill East		Lack of local sense of GP access if solely reliant on the existing available capacity at the Primary Care Health Centre on Mill Hill Gas Works Site	Southeast	AAP: Mill Hill East	TBC	2011-2015	Preferred	CS11	Delivery of a D1 facility listed as the change of use - <a href="http://www.millhill-east.co.uk/documents/planning%20application/MHEOPA%20Planning%20Application%20Specification.pdf">http://www.millhill-east.co.uk/documents/planning%20application/MHEOPA%20Planning%20Application%20Specification.pdf</a>
<b>Need</b>	Health	Primary Care Centre	Creation of BXC Primary Care Centre and improvement to the network of Primary Care services & GP practices	NHS Barnet	ELEVATE Partnership	N/A	This is required to ensure local access to the full range of Primary Care services provided in suitable premises	West	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Delivery</b>	Health	Primary Care Centre	OPTION A (2016-2020): BXC Primary Care Centre (as part of development scheme)	DH, NHS Barnet, Developer Partners	Funded by the BXC Partners	Unknown	Timescale issues, potential inadequate capacity in Southwest of Borough until commencement of BXC unless interim option is delivered.	West	Brent Cross Cricklewood	TBC	2021-2025	TBC	CS2 & CS11	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
<b>Delivery</b>	Health	Primary Care Centre	OPTION B (2011-2015): BXC Interim Primary Care Centre & Urgent Care provision (PCT-led)	NHS Barnet	ELEVATE Partnership	Unknown	NHS Barnet is still the lead on Primary Care provision so has control over delivery options, but white paper timescales pose risk to delivery of facility.	West	N/A	N/A	2011-2015	Critical	CS2 & CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Delivery</b>	Health	Primary Care Centre	OPTION C (2011-2015): Alternative Interim Primary Care Centre & Urgent Care provision (market-based contract)	NHS Barnet	ELEVATE Partnership	Unknown	A market-based option may provide an interim solution to meet timescale issues, but issues of cost, quality & scale of investment are challenging	West	N/A	N/A	2011-2015	Critical	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Need</b>	Health	Primary Care Health Centre	Consideration of local provision and suitability of existing premises (process will depend on Health White Paper)	DH, NHS Barnet	ELEVATE Partnership	Unknown	Required to address existing constraints in provision over quality, access & affordability of current facilities.	West	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
<b>Delivery</b>	Health	Primary Care Health Centre	Temporary Brent Cross Cricklewood Primary Care Health Centre	DH, NHS Barnet, Developer Partners	Funded by the BXC Partners	Unknown	This option is required due to the number of dwellings delivered before the Primary Care Centre.	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS11	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
<b>Delivery</b>	Health	Primary Care Health Centre	Delivery of specialist paediatric health provision as part of Oak Lane Children's Centre	NHS Barnet	ELEVATE Partnership	Costed under children's centres	Loss of opportunity to provide specialist paediatric healthcare in an area of identified need.	Southeast	N/A	N/A	2011-2015	Preferred	CS11	Discussion with NHS Barnet staff (04/08/2010)

## Infrastructure Delivery Plan

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Delivery	Health	Primary Care Health Centre	Golders Green Primary Care Health Centre (1000m <sup>2</sup> )	DH, NHS Barnet, Developer Partners	Funded by developer contributions (TBC) and NHS Barnet	£2,500,000	Poor quality existing local GP facilities, therefore new premises for 4 GPs to co-locate is required	Southeast	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet Estate Strategy
Delivery	Health	Primary Care Health Centre	West Hendon Primary Care Health Centre	DH, NHS Barnet, Developer Partners	Funded by developer of West Hendon Estate	TBC - speak to dev. partners	Viability concerns as part of the development lead to delays in provision of this facility.	West	West Hendon Estate	TBC	2016-2020	Necessary	CS11	West Hendon Estate Planning Application (ref: W13937/04 dated 01 July 2008).
Need	Health	Primary Care Centre	Creation of the Edgware Community Hospital Primary Care Centre & improvement to network of Primary Care services & GP practices	NHS Barnet	ELEVATE Partnership	N/A	This is required to ensure local access to the full range of Primary Care services provided in suitable premises	West	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
Delivery	Health	Primary Care Centre	Edgware Community Hospital (remodelled)	DH, NHS Barnet	Completed	40,000,000	None	West	N/A	N/A	2006-2010	Critical	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
Need	Health	Primary Care Health Centre	Consideration of local provision and suitability of existing premises (process will depend on Health White Paper)	NHS Barnet	ELEVATE Partnership	Unknown	Required to address existing constraints in provision over quality, access & affordability of current facilities.	Southeast	N/A	N/A	2011-2015	Necessary	CS11	NHS Barnet - Polysystem Asset Utilisation Plan - March 2010 (Version 2)
Delivery	Health	Primary Care Health Centre	South of the borough GP-led Health Centre (converted offices utilised in Cricklewood)	NHS Barnet, investment company	Completed	TBC	None	West	N/A	N/A	2011-2015	Preferred	CS11	Discussion with NHS Barnet staff (04/08/2010)
Delivery	Health	Primary Care Health Centre	Colindale (Grahame Park) GP-led Health Centre - (1000-2000m <sup>2</sup> )	DH, NHS Barnet, Developer Partners	External 1000m <sup>2</sup> structure = developer obligation & fit-out by NHS Barnet. If extra 1000m <sup>2</sup> needed, also pay difference in cost	£2,160,000	Inability to cater for healthcare need related to redevelopment of Grahame Park Estate and the Colindale area as a whole	West	AAP: Colindale	Grahame Park (phase ?)	2011-2015	Critical	CS11	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Delivery	Health	Primary Care Health Centre	OPTION A (2011-2015): Colindale (Colindale Hospital) GP-led Health Centre (1000m <sup>2</sup> )	DH, NHS Barnet, Developer Partners	External structure = developer obligation: Colindale Hospital & fit-out by NHS Barnet	£2,500,000	Risks insufficient funding to support delivery of the centre may require provision of an alternative on a different site (Newspaper Library Site)	West	AAP: Colindale	Colindale Hospital	2011-2015	Critical	CS11	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Delivery	Health	Primary Care Health Centre	OPTION B (2011-2015): Colindale (Newspaper Library Site) GP-led Health Centre (1000m <sup>2</sup> )	DH, NHS Barnet, Developer Partners	External structure = developer obligation: British Library Site & fit-out by NHS Barnet	Costed under option A	Provision of this alternative site may come at a cost to the council on other benefits, as it's not option identified within the Colindale Area Action Plan	West	AAP: Colindale	British Library Site	2011-2015	Critical	CS11	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Need	Health	Unscheduled Care and Ambulance Services	Unscheduled Care many require additional special provision or facilities. Ambulance Service may require improvements	NHS Barnet	ELEVATE Partnership	N/A	To meet budget constraints, effects of growth and need to cover the changed location and sizes of population.	West	N/A	N/A	2011-2015	Necessary	CS11	TBC
Need	Health	Acute Care	Acute conditions many require additional special provision or facilities and changes to Care Pathways to	NHS Barnet	ELEVATE Partnership	N/A	To deliver annual budgets and meet the need to deliver services at a more specialist level at a more local scale may affect plans.	West	N/A	N/A	2011-2015	Necessary	CS11	TBC

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Need	Health	Specialist Care Pathways	Specialist Care Pathways and other acute conditions many require additional special provision or facilities	NHS Barnet	ELEVATE Partnership	N/A	To deliver annual budgets and meet the need to deliver services at a more specialist level at a more local scale may affect plans.	West	N/A	N/A	2011-2015	Necessary	CS11	TBC
Delivery	Health	Specialist Care Pathways	Centre for Independent Living - providing services to disabled	DH, NHS Barnet	Funded by developer of Grahame Park	£2,145,970	Unacceptable loss of existing Flightways Welfare Centre related to redevelopment of Grahame Park Estate if not reprovided.	All	AAP: Colindale	Grahame Park (phase ?)	2016-2020	Necessary	CS11	Graham Park Planning Application (ref. W01731JS/04 )
	<b>POLICING &amp; JUSTICE</b>	<b>POLICING &amp; JUSTICE</b>	<b>The Metropolitan Police do not have any specific infrastructure requirements at this time but will be reviewing the forecasted growth in the Borough to assess future policing infrastructure requirements. However at the local level the needs in terms of the three key growth areas have been considered and detail are listed below.</b>											
Need	Policing & Justice	Front Counters	The Metropolitan Police do not have any specific infrastructure requirements at this time but will be reviewing the forecasted growth in the Borough to assess future policing needs	Met Police	Met Police	N/A	None identified.	Unknown	N/A	N/A	2011-2015	Necessary	CS12	Awaiting confirmation from CGMS
Delivery	Policing & Justice	Front Counters	Safer Neighbourhoods Team Base (30m <sup>2</sup> ) at Mill Hill East Development	Met Police, Developer Partners	Funded by developer of Mill Hill East	TBC	The Mill Hill East development is unacceptable without these facilities being provided.	Southeast	AAP: Mill Hill East	2	2016-2020	Necessary	CS2 & CS12	Mill Hill East Area Action Plan <a href="http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-p12.pdf">http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-p12.pdf</a>
Delivery	Policing & Justice	Front Counters	2x Police Kiosks at 93sqm or 1 at 186sq.m	Met Police, Developer Partners	Funded by the BXC Partners	Unknown	The Brent Cross development is unacceptable without these facilities being provided.	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS12	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Policing & Justice	Front Counters	Community Safety Office (27m <sup>2</sup> ) at Colindale Hospital Development	Met Police, Developer Partners	Funded by developer of Colindale Hospital	£155,000	Without this facility the safer Neighbourhoods Team would need to operate out of the custody centre instead of close to the Tube Station	West	AAP: Colindale	N/A	2016-2020	Necessary	CS2 & CS12	Colindale Hospital Planning Application (ref. H/00342/09)
Need	Policing & Justice	Back Office / Policing	The Metropolitan Police do not have any specific infrastructure requirements at this time but will be reviewing the forecasted growth in the Borough to assess future policing needs	Met Police	Met Police	N/A	None identified.	Unknown	N/A	N/A	2011-2015	Necessary	CS12	Awaiting confirmation from CGMS
Delivery	Policing & Justice	Back Office / Policing	Borough Custody Centre (Colindale Police Station)	Met Police	Completed	TBC	None	West	AAP: Colindale	N/A	2006-2010	Critical	CS12	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar-10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar-10.htm</a>

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

Need or Delivery	Primary Category	Secondary Category	Item	Delivery Partners	Delivery Mechanism (completed projects are highlighted in green - applies to all 2006-2010 projects)	Cost (italicised if estimate, blacked-out if commercially sensitive)	Risks / Contingency	Area (West, Northeast, Southeast)	Sub Area	Phase	Period (2006-2010, 2011-2015, 2016-2020, 2021-2025)	Priority (Critical, Necessary, Preferred)	Core Strategy Policy Source	Data Source
Need	Policing & Justice	Court Facilities	Awaiting completion of HMCS review of London facilities and processes, which might identify reconfiguration or need for new courthouses	MoJ	MoJ	N/A	There is a small risk that the justice side of policing is not properly resourced to manage with increased demands or pressures if not reviewed.	All	N/A	N/A	2006-2010	Necessary	CS12	Email dated 27 April 2010 from DPP LLP who are acting as the representative of HMCS on the Barnet Core Strategy.
	FIRE & RESCUE	FIRE & RESCUE	The London Fire and Emergency Planning Authority produce three year safety strategies. The 2010-2013 plan does not appear to identify planned growth as specifically increasing the risk profile of Barnet and therefore any need for additional infrastructure or equipment. However LFB officers are now working in detail with localised expectations of growth over the full IDP period, to analyse further the combined impact on stations such as Mill Hill and Hendon of multiple growth areas.											
			Consolidation of emergency response facilities to provide specialist bases to enable full cover at reduced revenue costs	LFB		N/A	If regional and specialist consultation of resources does not take place then the cost for delivering them and introducing any new skills and equipment will be prohibitive	All	N/A	N/A	2011-2015	Necessary	CS1	Conversations and email from Paul Davis dated 27 July 2010
Need	Fire & Rescue	Emergency Planning	London Regional Control Centre (Merton Industrial Park - subject to review)	LFB		N/A	Inability to deliver sufficient major incident capacity for co-ordination of services, with reduced levels of funding.	All	N/A	N/A	2011-2015	Necessary	CS1	http://www.communities.gov.uk/fire/resilience/response/firecontrol/regions/london/
Delivery	Fire & Rescue	Emergency Planning	Harrow Incident Support Centre (consolidation of specialist support equip into 4 London locations)	LFB	Revenue Funding	N/A	Different crews trained to use different specialist equipment and therefore extra staffing costs of service patterns	All	N/A	N/A	2011-2015	Preferred	CS1	London Safety Plan 2010-2013 (page 25) <a href="http://www.london-fire.gov.uk/Documents/LSP4.pdf">http://www.london-fire.gov.uk/Documents/LSP4.pdf</a>
Delivery	Fire & Rescue	Emergency Planning	Edmonton Rescue Centre (consolidation of specialist rescue equip into 5 London locations)	LFB	Revenue Funding	N/A	Different crews trained to use different specialist equipment and therefore extra staffing costs of service patterns	All	N/A	N/A	2011-2015	Preferred	CS1	London Safety Plan 2010-2013 (page 25) <a href="http://www.london-fire.gov.uk/Documents/LSP4.pdf">http://www.london-fire.gov.uk/Documents/LSP4.pdf</a>
Need	Fire & Rescue	Fire Stations	Currently 4 fire stations within Barnet and 4 neighbouring Barnet. No additional sites required, but equipment may need to change if risk profiles change in relation to new dev.	LFB		N/A	Currently provision across the fire stations is sufficient. With most fire stations having capacity for at least 2 engines but only 1 located on site, so there is existing space should the risk profiles increase in any particular area.	All	N/A	N/A	2011-2025	Preferred	CS1	Conversations and email from Paul Davis dated 27 July 2010
Delivery	Fire & Rescue	Fire Stations	Replacement of Finchley Fire Station in a more suitable location on strategic road network if site becomes available	LFB	Funded by London Fire Brigade and sale of current site	£5,000,000	Slower response times to certain Southern and South Eastern parts of the borough if not provided direct access to the North Circular Road.	South East	N/A	N/A	2016-2020	Necessary	CS1	LFB Asset Management Plan 2009 - Confirmed as still valid in email from Paul Davis dated 27 July 2010.
	COMMUNITY FACILITIES	COMMUNITY FACILITIES	An assessment of Community Facilities was undertaken in Autumn 2009, this has not produced sufficient information to enable detailed infrastructure planning. Further work is currently being undertaken to improve the depth and quality of information; the challenge is that it is difficult to measure supply and demand and therefore additional capacity requirements. However increasing use of and access to the schools estate will play a large role in addressing growth and existing demand pressures, and to date has delivered full out of hours Youth Provision across the borough. Sufficient provision has been identified in key growth areas through AAPs & Planning Applications, but a holistic plan for delivery of community facilities and under a wider definition is needed if needs for community facilities are to be managed even in more organic community-led manner.											

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(Cabinet Resources Committee - 19 October 2010)

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<b>Delivery</b>	Community Facilities	Libraries	Replacement Library - South Friem	LBB	<b>Completed</b>	£400,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Information from Libraries and Culture (April 2010)
<b>Delivery</b>	Community Facilities	Libraries	Mill Hill Library & Children's Centre	LBB	<b>Completed</b>	Costed under children's centres	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Information from Libraries and Culture (April 2010)
<b>Delivery</b>	Community Facilities	Libraries	Edgware Library & Children's Centre	LBB	<b>Completed</b>	Costed under children's centres	None	West	Town Centre: Edgware	N/A	2006-2010	Necessary	CS6 & CS10	Information from Libraries and Culture (April 2010)
<b>Delivery</b>	Community Facilities	Libraries	Replacement Library & Customer Access Centre - Burnt Oak	LBB	<b>Completed</b>	£1,200,000	None	West	N/A	N/A	2006-2010	Necessary	CS10	Information from Libraries and Culture (April 2010)
<b>Delivery</b>	Community Facilities	Libraries	Local Studies Centre from Daws Lane to Hendon Library	LBB	<b>Completed</b>	£20,000	None	West	N/A	N/A	2006-2010	Necessary	CS10	Information from Libraries and Culture (April 2010)
<b>Need</b>	Community Facilities	Libraries	Identified need to address population increase, budget reductions and changing needs from libraries	LBB		N/A	There is a risk that libraries provision may not meet the needs of natural and planned population growth if not considered holistically	All	N/A	N/A	2011-2015	Necessary	CS10	Information from Libraries and Culture (September 2010)
<b>Delivery</b>	Community Facilities	Libraries	Strategy to address these Libraries Needs is being progressed (due out December 2010).	LBB	Needs resulting from growth to be addressed by funding from developers	Unknown	If a strategy is not delivered then there is a risk that libraries provision may not meet the needs of natural and planned population growth	All	N/A	N/A	2011-2015	Necessary	CS10	Information from Libraries and Culture (September 2010)
<b>Delivery</b>	Community Facilities	Arts and Exhibition Spaces	Barnet College - New Public Gallery Space	Barnet College	<b>Completed</b>	Costed under Barnet College Rebuild	None	Northeast	Town Centre: High Barnet	N/A	2006-2010	Preferred	CS6 & CS10	Planning Application (ref. N101076AT/07)
<b>Delivery</b>	Community Facilities	Arts and Exhibition Spaces	Replacement Hampstead Garden Suburb Institute	Hampstead Garden Suburb Institute Trust	<b>Completed</b>	£6,500,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Email from Principal of The Institute (dated 31 August 2010)
<b>Delivery</b>	Community Facilities	Arts and Exhibition Spaces	Phoenix Cinema - refurbishment + new café / social facilities	Phoenix Cinema Trust	<b>Completed</b>	£700,000	None	Southeast	N/A	N/A	2006-2010	Preferred	CS10	<a href="http://www.durkan.co.uk/news-durkan-to-renovate-britains-oldest-cinema.asp">http://www.durkan.co.uk/news-durkan-to-renovate-britains-oldest-cinema.asp</a>
<b>Delivery</b>	Community Facilities	Arts and Exhibition Spaces	Rithmik Music Studio within Canada Villa Youth Centre	LBB	<b>Completed</b>	£37,000	None	West	N/A	N/A	2006-2010	Preferred	CS10	Youth and Connexions
<b>Delivery</b>	Community Facilities	Youth Provision	Finchley Youth Theatre Refurbishment	LBB	<b>Completed</b>	TBC	None	Southeast	N/A	N/A	2006-2010	Preferred	CS10	Youth and Connexions, Youth Opportunities Fund
<b>Need</b>	Community Facilities	Arts and Exhibition Spaces	Barnet sees needs for arts + exhibition spaces as being addressed organically by the 300+ community-based organisations offering arts, sports & leisure activities in Barnet				The 'Big Society' should read on arts, but there is a small risk that groups are unable to find suitable facilities to deliver projects and new networks, to be mitigated by the Council as appropriate responding to issues as they arise.	All	N/A	N/A	2011-2015	Preferred	CS10	Discussion with Children's Service staff (Aug 2010)
<b>Delivery</b>	Community Facilities	Arts and Exhibition Spaces	Incognito Theatre - Friem Barnet (minor extension)	Incognito Theatre Group	Incognito Member Donations, Grants and Fundraising	£120,000	Poor quality facilities for audiences and rehearsals, as well as for youth work	Northeast	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.incognitototheatre.com/">http://www.incognitototheatre.com/</a>
<b>Delivery</b>	Community Facilities	Arts and Exhibition Spaces	Hartley Hall rebuild to provide Exhibition, Theatre & Youth Space	Developer and Church	Funded by developer of adjacent site	£1,339,092	Poor quality facilities for amateur theatre, as well as for youth & community functions	West	N/A	N/A	2011-2015	Necessary	CS10	Planning Application (ref. H104296/08) - figure as quoted in the viability appraisal as exceptional additional cost of building



## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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Delivery	Community Facilities	Arts and Exhibition Spaces	Orien School Theatre new school and community theatre and sports hall proposed	TBC	Unfunded	£2,000,000	Opportunity to deliver local arts facilities for Colindale to address growth as part of school expansion project. Will assist in ensuring Brent Cross retail + leisure offer remains competitive, appropriate for a new metropolitan town centre.	West	AAP: Colindale	Barnet College (phase 1)	2011-2015	Necessary	CS10	<a href="http://www.ch-architects.com/projects/education/orion-school-theatre">http://www.ch-architects.com/projects/education/orion-school-theatre</a> <a href="http://www.theorion.org.uk/pages/5/orion_primary_school/bright_star_enterprise">http://www.theorion.org.uk/pages/5/orion_primary_school/bright_star_enterprise</a>
Delivery	Community Facilities	Arts and Exhibition Spaces	New multi-screen cinema facility	BXC Partners, LBB	Funded by the BXC Partners	Unknown	Lower quality and less inviting areas of public realm	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Arts and Exhibition Spaces	Public Art	BXC Partners, LBB, Arts Council	BXC Partner Contribution	Unknown	Lower quality and less inviting areas of public realm	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Arts and Exhibition Spaces	Public Art	BXC Partners, LBB, Arts Council	BXC Partner Contribution	Unknown	Lower quality and less inviting areas of public realm	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Arts and Exhibition Spaces	Public Art	BXC Partners, LBB, Arts Council	BXC Partner Contribution	Unknown	Lower quality and less inviting areas of public realm	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Arts and Exhibition Spaces	Public Art	BXC Partners, LBB, Arts Council	BXC Partner Contribution	Unknown	Lower quality and less inviting areas of public realm	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Arts and Exhibition Spaces	Public Art	BXC Partners, LBB, Arts Council	BXC Partner Contribution	Unknown	Lower quality and less inviting areas of public realm	West	Brent Cross Cricklewood	5	post 2026	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Community Centre	Greenport Centre (Replacement for Log Cabin Day Centre) New and refurbished community meeting facilities are needed in a variety of forms and costs for hire to address population growth, ageing & diversification of social activities	Developer, LBB	Completed	£190,000	None	West	AAP: Colindale	Grahame Park (phase 1)	2006-2010	Necessary	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unity-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unity-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Need	Community Facilities	Community Centre	New Community Centre projects will be added as they are identified and come forwards - led by the voluntary sector	N/A	N/A		If the quality, availability, diversity and location of facilities are wrong then there is a risk that community groups are limited in their provision, reducing the creation of a 'Big Society' with strong & active participation in local groups	All	N/A	N/A	2011-2025	Preferred	CS10	Discussion with Property Services staff (Sep 2010)
Delivery	Community Facilities	Community Centre	Community Buildings'	BXC Partners	Funded by the BXC Partners	Unknown	Assist develop sense of place and focus of new community	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Community Centre	Community Buildings'	BXC Partners	Funded by the BXC Partners	Unknown	Assist develop sense of place and focus of new community	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Community Facilities	Community Centre	New Community Centre (440m2)	Developer, Community Trust	Funded by developer of Stonegrove Estate	£1,865,608	Development plans would be unsound if this community facility is not delivered	West	Stonegrove and Spur Road Estate	2	2016-2020	Necessary	CS10	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)

**Infrastructure Delivery Plan**  
(Cabinet Resources Committee - 19 October 2010)

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<b>Delivery</b>	Community Facilities	Religious Facilities	Sikh Community - Nanak Darbar Temple (internal facilities improvements)	N/A	<b>Completed</b>	TBC	None	Northeast	N/A	N/A	2006-2010	Preferred	CS10	<a href="http://www.nanakdarbar.co.uk/facilities.htm">http://www.nanakdarbar.co.uk/facilities.htm</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	New North London Synagogue Rebuild	New North London Synagogue Community	<b>Completed</b>	£6,500,000	None	Southeast	N/A	N/A	2006-10	Preferred	CS10	<a href="http://www.nnis-masorti.org.uk/page.php?ID=13">http://www.nnis-masorti.org.uk/page.php?ID=13</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	North Western Reform Synagogue Rebuild	North West London (Alyh) Synagogue Community	<b>Completed</b>	£4,000,000	None	Southeast	N/A	N/A	2006-10	Preferred	CS10	Synagogue Website
<b>Need</b>	Community Facilities	Religious Facilities	Barnet has a diverse number of religious groups who own and rent buildings for prayer and community activities, some of which require substantial investment to meet changing needs of their communities.				A number of existing facilities could become unsuitable or unable to meet needs of their communities if investment is not provided. Poorer quality facilities will limit the role these communities can play in the delivery of a Big Society.	All	N/A	N/A	2011-2025	Preferred	CS10	CommUnity Barnet Website
<b>Delivery</b>	Community Facilities	Religious Facilities	Hindu Cultural Centre - (Facilities Upgrade)	Hindu Cultural Society	Funded by community fundraising	TBC	Poorer quality and less well used community facilities	Northeast	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.hinduculturalsociety.co.uk/index.htm">http://www.hinduculturalsociety.co.uk/index.htm</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	Mosque to accommodate 80-100 extra people (undelivered in 2008-09 due to lack of funds, permission lapsed)	Islamic Centre of North London	Funded by community fundraising	£220,000	Inadequate capacity to meet membership needs and therefore potentially poorer quality community facilities and overall prayer experience	Southeast	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.iaml.org.uk/index.php?option=com_content&amp;view=article&amp;id=96%3Aamosqu e-extension-details&amp;catid=15%3Aatmosque-information&amp;Itemid=73">http://www.iaml.org.uk/index.php?option=com_content&amp;view=article&amp;id=96%3Aamosqu e-extension-details&amp;catid=15%3Aatmosque-information&amp;Itemid=73</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	Finchley Reform Synagogue (rebuild and 50% expansion)	Finchley Reform Synagogue	Funded by community fundraising	£2,000,000	Inadequate and poorer quality community facilities	Southeast	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.frsonline.org">www.frsonline.org</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	Golders Green Synagogue (refurbishment and rear of building expansion)	Golders Green Synagogue	Funded by community fundraising	£3,500,000	Unsuitable and inappropriate existing community facilities	Southeast	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.goldersgreensynagogue.co.uk/G/Community_Development_Strateg.htm">http://www.goldersgreensynagogue.co.uk/G/Community_Development_Strateg.htm</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	Mill Hill Synagogue (building expansion)	Mill Hill Synagogue	Funded by community fundraising	£3,600,000	Inadequate and inappropriate existing community facilities	West	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.ltheic.com/community/community-life/30819/mill-hills-synagogue-%2%A336m-development-plan">http://www.ltheic.com/community/community-life/30819/mill-hills-synagogue-%2%A336m-development-plan</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	Holy Mission of Guru Nanak - Cricklewood Broadway - (Extension to existing facility)	Holy Mission of Guru Nanak Community	Funded by community fundraising	£250,000	Inadequate and poorer quality community facilities	West	N/A	N/A	2011-2015	Preferred	CS10	<a href="http://www.holymission.org.uk/html/initiative.asp">http://www.holymission.org.uk/html/initiative.asp</a>
<b>Delivery</b>	Community Facilities	Religious Facilities	New Church Building (400m2)	Developer, Diocese	Funded by developer of Stonegrove Estate	£1,948,588	Development plans would be unsound if this community and nursery facility is not delivered	West	Stonegrove and Spur Road Estate	4	2021-2025	Necessary	CS10	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07), cost detailed in the financial model.
<b>Delivery</b>	Community Facilities	Youth Provision	Extended Schools Programme (8am-6pm)	LBB, DCSF	<b>Completed</b>	TBC	None	Northeast	N/A	N/A	2006-2010	Necessary	CS10	Discussion with Children's Service staff (Mar 2010)
<b>Delivery</b>	Community Facilities	Youth Provision	Extended Schools Programme (8am-9pm)	LBB, DCSF	<b>Completed</b>	TBC	None	Southeast	N/A	N/A	2006-2010	Necessary	CS10	Discussion with Children's Service staff (Mar 2010)
<b>Delivery</b>	Community Facilities	Youth Provision	Extended Schools Programme (8am-9pm)	LBB, DCSF	<b>Completed</b>	TBC	None	West	N/A	N/A	2006-2010	Necessary	CS10	Discussion with Children's Service staff (Mar 2010)

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<b>Need</b>	Community Facilities	Youth Provision	Issues of capacity and need must be holistically addressed through the 'Big Society' including multi-agency approaches and the voluntary sector (200 organisations work with children, young people & families in Barnet)				If the accommodation and capacity requirements for organisations working with young people are not fully considered and regularly monitored then there is a risk that suitable accommodation or opportunities for revenue cost reductions will be lost	All	N/A	N/A	2011-2025	Preferred	CS10	CommUnity Barnet Website
<b>Delivery</b>	Community Facilities	Youth Provision	Children's Centres (Phase 3) - Canada Villa for 0-19 year olds	DCSF, LBB	First stage completed, remainder TBC	Costed under early years provision	If funding is withdrawn then this project to expand the scope cannot be delivered	West	N/A	N/A	2011-2015	Preferred	CS10	Youth and Connexions
<b>Delivery</b>	Community Facilities	Youth Provision	Children's Centres (Phase 3) - Chipping Barnet Library for 0-19 year olds	DCSF, LBB	TBC	TBC	If funding is withdrawn then this project to expand the scope cannot be delivered	Northeast	N/A	N/A	2011-2015	Preferred	CS10	Youth and Connexions
<b>Delivery</b>	Community Facilities	Youth Provision	Loss of existing Youth Centre facility on Barnet College Site will require replacement provision	LBB, Developer	Funded by developer of Barnet College Site	Unknown	If funding for replacement provision is not utilised for a multi-agency approach then the opportunity to improve services at reduced revenue funding costs will be lost.	West	AAP: Colindale	Barnet College (phase 1)	2016-2020	Necessary	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
<b>Delivery</b>	Community Facilities	Youth Provision	Aerodrome Park Youth Facilities	LBB, Developer	Funded by developer of Peel Centre Site	Unknown	If a joined-up approach is not taken to the design and development of the Peel Centre then a key opportunity for improving provision in the area will be lost.	West	AAP: Colindale	Peel Centre East	2021-2025	Preferred	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
<b>Delivery</b>	Community Facilities	Youth Provision	Childcare Facilities'	BXC Partners	Funded by the BXC Partners	Unknown	Lack of accessible childcare facilities for construction and other jobs for local residents and new employees.	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
<b>Delivery</b>	Community Facilities	Youth Provision	Childcare Facilities'	BXC Partners	Funded by the BXC Partners	Unknown	Lack of accessible childcare facilities for construction and other jobs for local residents and new employees.	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
<b>Delivery</b>	Community Facilities	Youth Provision	Childcare Facilities'	BXC Partners	Funded by the BXC Partners	Unknown	Lack of accessible childcare facilities for construction and other jobs for local residents and new employees.	West	Brent Cross Cricklewood	5	post 2026	TBC	CS2 & CS10	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
<b>Need</b>	Community Facilities	Funeral Facilities	The capacity and quality of existing crematoria needs to be assessed in relation to growth plans and population change, to ensure sufficient investment so they can meet modern standards.			N/A	The overall level of risk is small and needs for growth and investment can be addressed through private capital.	All	N/A	N/A	2011-2025	Preferred	CS10	Discussion with Environmental Health Service (Jul 2010)

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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<b>Need</b>	Community Facilities	Funeral Facilities	The capacity and quality of existing cemeteries needs to be assessed in relation to growth plans and population change.			N/A	Currently sufficient capacity; if pressure increases this will likely impact on out-of-borough facilities where any need for expansion can be addressed. Much of the pressure is reduced by the various Jewish Communities all running their own cemeteries	All	N/A	N/A	2011-2025	Preferred	CS10	Discussion with Environmental Health Service (Jul 2010)
<b>Delivery</b>	Community Facilities	Funeral Facilities	Expansion of Edgwarebury Lane Jewish Cemetery into neighbouring fields.	Beisze Park Synagogue Liberal Judaism, Spanish & Port, Sephardi Jewish Communities, West London Synagogue	Expansion funded by ongoing 'Burial Fees' paid via subscription to a Synagogue Community or through fees & charges at the time of death	TBC	If not delivered then a number of Jewish Communities in Barnet and London will not have sufficient burial space.	All	N/A	N/A	2011-2015	Necessary	CS10	Edgwarebury Cemetery Planning Application - Planning Inspectorate Appeal Decision (Ref. APP/N5090/A/10/2122850)
<b>Delivery</b>	Community Facilities	Other	New community centre / business meeting rooms 400+ local community based organisations in Barnet offer cultural activities for the hugely diverse communities living in Barnet. Needs from growth should therefore be addressed organically as identified by these local groups	Developer	<b>Completed</b>	£1,000,000	None	West	AAP: Colindale	Beaufort Park (Block B)	2006-10	Preferred	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
<b>Need</b>	Community Facilities	Other	The 300+ community organisations providing specialised help, advice & signposting to services require suitable facilities. Needs from growth should therefore be addressed organically as identified by these local groups				There is a risk that local groups are unable to develop if there isn't sufficient support & leadership to co-ordinate as individual opportunities arise for co-location or co-delivery of services.	All	N/A	N/A	2011-2025	Preferred	CS10	CommUnity Barnet Website
<b>Need</b>	Community Facilities	Other					There is a risk that local groups are unable to develop if there isn't sufficient support & leadership to co-ordinate as individual opportunities arise for co-location or co-delivery of services.	All	N/A	N/A	2011-2025	Preferred	CS10	CommUnity Barnet Website
<b>Delivery</b>	Community Facilities	Other	New 'Community Office' on Colindale Hospital Site for 'Wright Trust'	Fairview	Direct Provision (developer obligation - Colindale Hospital)	£50,000	If the new facility is not delivered then the Wright Trust will not have a space from which to operate its community building activities	West	AAP: Colindale	Colindale Hospital	2011-2015	Preferred	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
<b>Delivery</b>	Community Facilities	Other	New facility on British Library Site	Developer	Direct Provision (developer obligation - British Library)	TBC	If the new facility is not delivered then will there be sufficient spaces from which community groups can operate and services run from?	West	AAP: Colindale	British Library Site	2016-2020	Preferred	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>

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(Cabinet Resources Committee - 19 October 2010)

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Delivery	Community Facilities	Other	New facility on Peel Centre West Site	Developer	Direct Provision (Developer obligation - Peel Centre West)	TBC	If the new facility is not delivered then will there be sufficient spaces from which community groups can operate and services run from?	West	AAP: Colindale	Peel Centre West	2021-2025	Preferred	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Delivery	Community Facilities	Other	New facility in Aerodrome Way Corridor	Developer	Direct Provision (Developer obligation - Peel Centre East)	TBC	If the new facility is not delivered then will there be sufficient spaces from which community groups can operate and services run from?	West	AAP: Colindale	Peel Centre East	2021-2025	Preferred	CS10	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
	SPORT & RECREATION	SPORT & RECREATION	<p><b>A holistic assessment and resulting strategy for Sport and Recreational infrastructure is needed. The PPS 17 assessment only included analysis of required playing pitches and play facilities, it does not deliver a strategy for addressing demonstrated needs. Localised plans for delivering required sporting infrastructure have been developed for the key planned growth areas - these form the basis of the information detailed below. A more holistic and 'across the piece' assessment and resulting strategy is needed. In terms of informal recreation, a number of play facilities were delivered through the Playbuilder Scheme - but future funding has been cancelled.</b></p>											
Need	Sport & Recreation	Sports Centre	Sports Facilities Usage & Access Assessment Programmed Aug 2010 (Item 1: Sports Halls)	LBB, GLL, Sport England	Unknown Need	N/A	Analysis of supply and demand issues is being assessed through Leisure Services assessment	All	N/A	N/A	2011-2025	Preferred	CS10	Leisure Facilities Assessment Consultancy Specification (March 2010)
Delivery	Sport & Recreation	Sports Centre	OE Girls School Sports Centre (improvements)	LBB, GLL, Sport England	Unfunded	TBC	Existing sports facilities need updating to cater for sports needs in this locality	Northeast	Town Centre: High Barnet	N/A	2011-2015	Necessary	CS7	Conversation with lead officer for leisure assessment (May 2010)
Delivery	Sport & Recreation	Sports Centre	Replacement Sailing Base on Welsh Harp	Developer, LBB, GLL, Sport England, BXC Partners	Funded by developer of West Hendon Estate	£1,000,000	Redevelopment of the West Hendon Estate will require the existing facility to be replaced	West	West Hendon Estate	TBC	2011-2015	Necessary	CS7	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Sport & Recreation	Sports Centre	Replacement Hendon Leisure Centre	LBB, GLL, Sport England, BXC Partners	Funded by the BXC Partners	Unknown	The Brent Cross development is unacceptable unless these facilities are reprovided.	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Sport & Recreation	Sports Centre	Upgrade to Cophall Athletic Stadium + Associated Facilities	LBB, Sport England	Unfunded	Unknown	Cophall facilities are heavily used so any opportunity to deliver investment in the quality of the facilities on offer would be beneficial.	West	N/A	N/A	2016-2020	Preferred	CS7 & CS10	Conversation with lead officer for leisure assessment (May 2010)
Delivery	Sport & Recreation	Sports Pitches	East Barnet School / Livingstone School MUGA installation	JCCSS Trust, Sport England, LBB	Completed	£70,000	None	Northeast	N/A	N/A	2006-2010	Preferred	CS7	East Barnet School (Westbrook Crescent) Planning Application (ref: N02587K/07 dated 05 December 2008)
Delivery	Sport & Recreation	Sports Pitches	Glebelands Playing Fields Drainage	LBB	Completed	£83,000	None	Southeast	N/A	N/A	2006-2010	Necessary	CS7	Cabinet Resources Committee Report - Dated: 28 July 2004
Delivery	Sport & Recreation	Sports Pitches	Purchase of Broadfields Sports Pitches - now publicly accessible	Broadfields School, LBB	Completed	Costed under Broadfields School	None	West	N/A	N/A	2006-2010	Preferred	CS7	Broadfields School Planning Application (ref. H/04494/08, dated 05 February 2009)
Need	Sport & Recreation	Sports Pitches	Need for 129ha of additional Playing Pitches to meet Sport England minimum	[Unknown]	Requires design-led mechanism at local level to resolve	Unknown	Analysis of supply and demand issues is being assessed through Leisure Services assessment	All	N/A	N/A	2011-2025	Preferred	CS7	PPS 17 - Open Spaces Assessment: <a href="http://www.barnet.gov.uk/open-space-assessment-dec09.pdf">http://www.barnet.gov.uk/open-space-assessment-dec09.pdf</a>
Need	Sport & Recreation	Sports Pitches	Sports Facilities Usage & Access Assessment Programmed Aug 2010 (Item 3: Synthetic Pitch)	LBB, GLL, Sport England	Unknown Need	N/A		All	N/A	N/A	2011-2025	Preferred	CS10	Leisure Facilities Assessment Consultancy Specification (March 2010)

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(Cabinet Resources Committee - 19 October 2010)

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Delivery	Sport & Recreation	Sports Pitches	King George's Playing Fields Sports Pitches Drainage + Upgrade	LBB, Sport England	Funded by developer of Dollis Valley Estate	Unknown	Improved connections to surrounding open spaces is required to maximise access for existing & future residents. Insufficient access to high quality sports facilities for the new Primary School	Northeast	Dollis Valley Estate	Unknown	2016-2020	Necessary	CS7	Comments made in Design for London surgery meeting to discuss mechanisms for ensuring redevelopment creates a successful sense of place Mill Hill East Area Action Plan <a href="http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-pl2.pdf">http://www.barnet.gov.uk/mill-hill-aap-jan-2009-policies-pl2.pdf</a>
Delivery	Sport & Recreation	Sports Pitches	Mill Hill East Primary School Multipurpose Pitch	LBB, Sport England	Funded by developer of Mill Hill East	Costed under the provision of the school	The existing Police Training College has sports pitches and therefore some must be reprovided within the delivery of the new Aerodrome Park	Southeast	AAP: Mill Hill East	TBC	2016-2020	Necessary	CS7	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a> Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Sport & Recreation	Sports Pitches	Aerodrome Park quality pitches made accessible for public usage	LBB, Sport England	Funded by developer of Peel Centre Site	Costed under 'Aerodrome Park' in green infrastructure	The Brent Cross development is unacceptable unless these improvements are provided.	West	AAP: Colindale	Peel Centre East	2021-2025	Necessary	CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Sport & Recreation	Sports Pitches	Clitherhouse Playing Fields Upgrading	LBB, GLL, Sport England, BXC Partners	Funded by the BXC Partners	Unknown	The Brent Cross development is unacceptable unless these new facilities are provided.	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Sport & Recreation	Sports Pitches	Clitherhouse Playing Fields new pavilion with changing facilities	LBB, GLL, Sport England, BXC Partners	Funded by the BXC Partners	Unknown	If usage by local groups and clubs is not increased then opportunity for passive surveillance of the park lost	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Sport & Recreation	Sports Pitches	Montrose Park Sports Pitches + Clubhouse	LBB, Sport England	Funded by developer of Colindale Hospital	Unknown	Copthall Facilities are heavily used so any opportunity to deliver investment in the quality of the facilities on offer would be beneficial.	West	N/A	Colindale Hospital	2011-2015	Necessary	CS7	Colindale Hospital Planning Application (ref. H/00342/09)
Delivery	Sport & Recreation	Sports Pitches	Upgrade to Copthall Sports Pitches+Facilities	LBB, Sport England	Unfunded	Unknown		West	N/A	N/A	2016-2020	Preferred	CS7	Conversation with lead officer for leisure assessment (May 2010)
Delivery	Sport & Recreation	Swimming Pools	Upgraded Whittings Hill Primary School Swimming Pool	LBB	Completed	Costed under Whittings Hill School	None	Northeast	N/A	N/A	2006-2010	Necessary	CS10	Whittings Hill School Planning Application (ref. B/00752/08, dated 25 June 2008)
Delivery	Sport & Recreation	Swimming Pools	Upgraded Colindale Primary School Swimming Pool	LBB	Completed	Costed under Colindale School	None	West	N/A	Beaufort Park (Block B)	2006-2010	Necessary	CS10	Cabinet Report (dated 8 June 2009) and Planning Application (ref. H/04220/09, dated 17 February 2010)
Need	Sport & Recreation	Swimming Pools	Access Assessment Programmed Aug 2010 (Item 2: Swimming Pools)	LBB, GLL, Sport England	[Unknown Need]	N/A	Analysis of supply and demand issues is being assessed through Leisure Services assessment	All	N/A	N/A	2011-2025	Preferred	CS10	Leisure Facilities Assessment Consultancy Specification (March 2010)
Delivery	Sport & Recreation	Swimming Pools	Upgrade to Copthall Swimming Pool	LBB, Sport England	Unfunded	Unknown	Pool has limited lifespan and will need reconstruction.	West	N/A	N/A	2016-2020	Preferred	CS10	Conversation with lead officer for leisure assessment (May 2010)
Delivery	Sport & Recreation	Play Facilities	1 LEAP & 1 NEAP at Annington Development	Annington Homes	Completed	TBC - speak to dev. partners	None	Southeast	AAP: Mill Hill East	Inglis Barracks Site	2006-2010	Necessary	CS7	Inglis Barracks Planning Application (ref. W01708X/99, dated 30 August 2002)
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Swan Lane Open Space	DCSF, LBB, SMP	Completed	£35,000	None	Northeast	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009

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Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Oak Hill Park	DCSF, LBB, SMP	<b>Completed</b>	£60,000 None		Northeast	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Tudor Park	DCSF, LBB, Wicksteed	<b>Completed</b>	£35,000 None		Northeast	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Bethune Park	DCSF, LBB, SMP	<b>Completed</b>	£60,000 None		Southeast	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Mill Hill Park	DCSF, LBB, SMP	<b>Completed</b>	£60,000 None		Southeast	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Cherry Tree Woods	DCSF, LBB, Wicksteed	<b>Completed</b>	£55,000 None		Southeast	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Sunny Hill Park	DCSF, LBB, Kompan	<b>Completed</b>	£60,000 None		West	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Stonefields Park	DCSF, LBB, Kompan	<b>Completed</b>	£40,000 None		West	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Colindale Park	DCSF, LBB, SMP	<b>Completed</b>	£35,000 None		West	AAP: Colindale	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Silkstream Park	DCSF, LBB, Wicksteed	<b>Completed</b>	£35,000 None		West	AAP: Colindale	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at York Park	DCSF, LBB, Wicksteed	<b>Completed</b>	£55,000 None		West	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Delivery	Sport & Recreation	Play Facilities	New Play Equipment at Brent Park	DCSF	<b>Completed</b>	£40,000 None		West	N/A	N/A	2006-2010	Necessary	CS7	Delegated Powers Report 947 dated 02 December 2009
Need	Sport & Recreation	Play Facilities	Need for 35 LEAPS & 24 NEAPS, in total 3.8ha of additional Play Space to meet NPPA standards	TBC	Requires 'design-led mechanism' at local level to resolve	Unknown	Insufficient areas of play leading to enhanced risk of social exclusion issues	All	N/A	N/A	2011-2025	Necessary	CS7	PPS 17 - Open Spaces Assessment: <a href="http://www.barnet.gov.uk/open-spaces-assessment-dec09.pdf">http://www.barnet.gov.uk/open-spaces-assessment-dec09.pdf</a>
Delivery	Sport & Recreation	Play Facilities	Creation of new LAP 'mini park' within site	Fairview, LBB	Funded by developer of Colindale Hospital	TBC - speak to dev. partners	If this LEAP is not provided then the need for local play space for early years children will not be accommodated.	West	AAP: Colindale	Colindale Hospital	2011-2015	Necessary	CS7	Colindale Hospital Planning Application (ref. H/00342/09)
Delivery	Sport & Recreation	Play Facilities	Creation of new 'Phase 1 NEAP for formal play'	Developers, LBB	Funded by developer of Grahame Pk Estate	Costed within overall park delivery cost	If this LEAP is not provided then the need for local play space for early years children will not be accommodated.	West	AAP: Colindale	Grahame Park (phase 1)	2011-2015	Necessary	CS7	Graham Park Planning Application (ref. W01731JS/04 )
Delivery	Sport & Recreation	Play Facilities	Creation of new 'Phase 5 LEAP mini park'	Developers, LBB	Funded by developer of Grahame Pk Estate	TBC - speak to dev. partners	If this LEAP is not provided then the need for local play space for early years children will not be accommodated.	West	AAP: Colindale	Grahame Park (phase 5)	2021-2025	Necessary	CS7	Graham Park Planning Application (ref. W01731JS/04 )
Delivery	Sport & Recreation	Play Facilities	Creation of new 'Phase 6 LEAP mini park'	Developers, LBB	Direct Provision: (developer obligation - Grahame Pk Estate)	TBC - speak to dev. partners	If this LEAP is not provided then the need for local play space for early years children will not be accommodated.	West	AAP: Colindale	Grahame Park (phase 6)	2021-2025	Necessary	CS7	Graham Park Planning Application (ref. W01731JS/04 )

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(Cabinet Resources Committee - 19 October 2010)

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Delivery	Sport & Recreation	Play Facilities	Improvements to Play Facilities at either Stonegrove Park or Edgewarebury Park	Community Panel, LBB and Developers	Funded by developer of Stonegrove Estate	150,000	Improvements to Play Facilities are required in the local area in order to deliver suitable youth facilities in the locality	West	Stonegrove and Spur Road Estate	2	2016-2020	Necessary	CST	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)



## Infrastructure Delivery Plan

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	ENERGY	ENERGY	The GLA 'Heatmapping' Project identified the five areas as those sites most capable of delivering a decentralised energy centre and network. Four of the sites require an energy strategy to be developed, and Brent Cross where this was part of the planning application is now ready for detailed feasibility. Renewable Energy installation is expected to rise as the Government's Renewable Energy Strategy schemes and financial incentives come into effect over the coming years. A final key piece in the puzzle is energy efficiency, whereby Code for Sustainable Homes levels will continue to influence design of local development.											
Delivery	Energy	Decentralised Energy	Combined Heat & Power Plant Located at Barnet Fire Station	LFB	Completed	Unknown	None	Northeast	N/A	N/A	2006-2010	Preferred	CS13	Email from London Fire Brigade dated 27 July 2010 - confirmed these had been installed.
Delivery	Energy	Decentralised Energy	Combined Heat & Power Plant Located at Finchley Fire Station	LFB	Completed	Unknown	None	Southeast	N/A	N/A	2006-2010	Preferred	CS13	Email from London Fire Brigade dated 27 July 2010 - confirmed these had been installed.
Need	Energy	Decentralised Energy	Leadership is required to deliver investment for feasibility work in order to enable private sector delivery of sustainable energy futures in the key growth areas.				There is a present opportunity to install decentralised energy networks, not doing so at the time of construction will mean they are unlikely to ever be an affordable proposition.	All	N/A	N/A	2011-2025	Necessary	CS13	TBC
Delivery	Energy	Decentralised Energy	Central Government Feed-in tariff scheme to increase uptake of onsite renewables	DECC	DECC Policy implementation programme	Unknown	This scheme will allow existing users to adapt their homes, a scheme very suitable in Barnet allowing residents to choose	All	N/A	N/A	2011-2015	Preferred	CS13	The Feed-in Tariffs Order 2010: <a href="http://www.ofgem.gov.uk/Sustainability/Environ/ment/fts/Pages/fts.aspx">http://www.ofgem.gov.uk/Sustainability/Environ/ment/fts/Pages/fts.aspx</a>
Delivery	Energy	Decentralised Energy	Chipping Barnet District Heating Network (energy strategy)	Developers, LDA, LBB	Unfunded	Unknown	Lack of co-ordination will lead to opportunities coming forwards being misseed	Northeast	Dollis Valley Estate	N/A	2011-2015	Preferred	CS13	GLA Heat Mapping Project - June 2010
Delivery	Energy	Decentralised Energy	North Finchley District Heating Network (energy strategy)	Developers, LDA, LBB	Unfunded	Unknown	Lack of co-ordination will lead to opportunities coming forwards being misseed	Northeast	Town Centre North Finchley	N/A	2011-2015	Preferred	CS13	GLA Heat Mapping Project - June 2010
Delivery	Energy	Decentralised Energy	Mill Hill East District Heating Network (feasibility and costing)	Developers, LDA, LBB	Funded by developer of Mill Hill East		Without sufficient enforcement and support for strong planning controls then the opportunity will be lost	Southeast	AAP: Mill Hill East	Various Phases	2011-2015	Necessary	CS13	GLA Heat Mapping Project - June 2010
Delivery	Energy	Decentralised Energy	Colindale District Heating Network (feasibility and costing)	Developers, LDA, LBB	Funded by developers of Colindale Hospital, Peel Centre Sites and Beaufort Park)	Feasibility & Costing work required	Without sufficient enforcement and support for strong planning controls then the opportunity will be lost	West	AAP: Colindale	Various Phases	2011-2015	Necessary	CS13	GLA Heat Mapping Project - June 2010
Delivery	Energy	Decentralised Energy	Combined Heat and Power / Combined Cooling, Heat & Power	Developers, LDA, LBB	Funded by the BXC Partners	Unknown	Supporting homeowners to reduce fuel consumption and new developments to be more energy efficient will reduce infrastructure costs, consumer bills and emissions.	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS13	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Need	Energy	Energy Efficiency	Energy efficiency measures should be delivered to reduce household & employer energy consumption.					All	N/A	N/A	2011-2025	Necessary	CS13	TBC

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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Delivery	Energy	Energy Efficiency	All new homes built to Code for Sustainable Homes minimum levels	CLG	LBB Policy Implementation		Without sufficient enforcement and support for strong planning controls then the opportunity £0 will be lost	All	N/A	N/A	2011-2015	Necessary	CS13	<a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/local-development-frameworks/spds-sustainable-design-and-construction.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/local-development-frameworks/spds-sustainable-design-and-construction.htm</a>
Delivery	Energy	Energy Efficiency	Public Sector Energy Efficiency Programme - CO2 emissions cut by 1.2 tonnes per property across 8,500 homes.	Barnet Homes	Barnet Homes' Decent Homes' Programme	Unknown	If funding is withdrawn from the decent homes or revenue support for housing then this project could end up at risk.	All	N/A	N/A	2011-2015	Necessary	CS13	<a href="http://barnethomes.org/News%20and%20Publications/PressReleases/Pages/BarnetHomescreateesborough%E2%80%99sfirstestco-estate.aspx">http://barnethomes.org/News%20and%20Publications/PressReleases/Pages/BarnetHomescreateesborough%E2%80%99sfirstestco-estate.aspx</a>
Delivery	Energy	Energy Efficiency	Private Sector Energy Efficiency Programme - Details to be confirmed by EH team	?	?		Without sufficient enforcement and support for strong planning controls then the opportunity will be lost	All	N/A	N/A	2011-2015	Necessary	CS13	Discussion with Environmental Health staff (Aug 2010)
Delivery	Energy	Energy Efficiency	West Hendon Estate (energy strategy for delivering efficiencies)	Developers, LDA, LBB	Funded by developer of West Hendon Estate	TBC	Without sufficient enforcement and support for strong planning controls then the opportunity will be lost	West	West Hendon Estate	1	2011-2015	Necessary	CS13	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Energy	Energy Efficiency	Stonegrove Estate (energy strategy for delivering efficiencies)	Developers, LDA, LBB	Funded by developer of Stonegrove Estate		Without sufficient enforcement and support for strong planning controls then the opportunity will be lost	West	Stonegrove and Spur Road Estate	1	2011-2015	Necessary	CS13	Stonegrove and Spur Road Planning Application (ref. W13582/E/07)
	<b>WASTE</b>	<b>WASTE</b>	<b>The North London Waste Authority addresses the planned growth across the sub-region and provides a detailed plan for its delivery. Details of cost and funding will emerge in due course.</b>											
			North London Waste Plan identifies need for 14.1 hectares of new waste handling facilities across N. London subregion (10 potential sites were identified), supported by new local recycling centres				Failure to adequately support delivery of suitable waste-handling sites risks the ability to meet future waste-handling needs and reduce revenue cost implications. Failure to deliver suitable local recycling centres will lead to additional waste-handling costs.	All	N/A	N/A	2011-2025	Critical	CS14	TBC
Need	Waste	Facilities	Vacuum Waste Network	BXC Partners, TIL	Funded by the BXC Partners (subject to feasibility)	Unknown	Assist delivery of sufficient sustainability standards	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS14	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Waste	Facilities	Waste Transfer Facility (Council Vehicle Depot)	LBB, LB Haringey, NWLA	Funded by developer of Mill Hill East		Council requires a depot to continue service of residents	Northeast	AAP: Mill Hill East	TBC	2011-2015	Critical	CS14	Cabinet Resources Committee (October 2010) and North London Waste Authority Plan - Preferred Options Report October 2009
Delivery	Waste	Facilities	Consideration of the Community Recycling Centres is required.	LBB, NWLA	North London Waste Authority	?	Harder to deliver reductions in waste volume sent to landfill if increased recycling options & access not delivered.	All	N/A	N/A	2011-2015	Critical	CS14	North London Waste Authority Plan - Preferred Options Report October 2009 ( <a href="http://www.nlwa.net/downloads/po_report.pdf">http://www.nlwa.net/downloads/po_report.pdf</a> )
Delivery	Waste	Facilities	Waste Handling Facility (processing & transfer)	BXC Partners, NLWA	Funded by the BXC Partners	Unknown	Required by NLWA as key piece of infrastructure as well as to deliver the sufficient sustainability standard for BXC	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS14	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
	<b>FLOODING</b>	<b>FLOODING</b>	<b>Environment Agency Flood Risk modelling has only identified the Silk Stream in Colindale as an area at risk of flooding, measures to address this risk have been taken. However, strategically across London there is need to increase flood prevention through localised measures to reduce the speed of drainage in response to storm events; particularly in light of the effect of garden conversions to parking spaces, house extensions and/or new housing/flats.</b>											

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

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Delivery	Flooding	Local Flood Prevention	All new schools incorporate SUDs	LBB, Developer Partners	<b>Completed</b>	Included within School costs	None	All	N/A	N/A	2006-2010	Necessary	CS13	Discussion with Planning Staff (26 June 2010)	
Delivery	Flooding	Fluvial Flood Prevention	Works to Silk Stream	Environment Agency	<b>Completed</b>	£1,000,000	None	West	AAP: Colindale	N/A	2006-2010	Critical	CS13	Environment Agency Website	
Delivery	Flooding	Local Flood Prevention	Large SWALE included at Northway/Fairway School	LBB, Developer Partners	<b>Completed</b>	Included within School costs	None	West	N/A	N/A	2006-2010	Necessary	CS13	Northway-Fairway School Planning Application (ref. H/01051/09 dated 3 June 2009)	
Need	Flooding	Local Flood Prevention	New development needs to deliver solutions to reduce impact of rainfall on the waste water network.				Failure to secure Sustainable Design and Construction in new developments would pose increased loading on the waste water network.								
Delivery	Flooding	Local Flood Prevention	Mill Hill East AAP SUDs (installation)	LBB, Developer Partners	Design Requirement		Flooding of lower-lying areas as runoff increases.	All	N/A	N/A	2011-2025	Critical	CS13	TBC	
Delivery	Flooding	Local Flood Prevention	Green / Brown Roof SUDs (installation)	LBB, BXC Partners	Funded by the BXC Partners	Unknown	Required as part of sustainability strategy for the comprehensive redevelopment	Southeast	AAP: Mill Hill East	Various Phases	2011-2015	Critical	CS13	Planning Application (ref. H/04017/09, live application - pending grant of permission)	
Delivery	Flooding	Local Flood Prevention	Colindale AAP SUDs (installation)	LBB, Developer Partners	Design Requirement	TBC	Flooding of lower-lying areas as runoff increases.	West	Brent Cross Cricklewood	Various Phases	2016-2020	TBC	CS2 & CS13	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)	
Need	Flooding	Drainage Network	Surface Water Runoff Improvements (details to be confirmed when project reports in 2011)	Drain London	TBC	Unknown	London-wide risk of pollution to Rivers Thames and Lee from sewage overflow if runoff rates not slowed.	All	N/A	N/A	2011-2015	Critical	CS13	Colindale Area Action Plan http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm	
Need	Flooding	Drainage Network	Rainwater Harvesting Programme (details to be confirmed when project reports in 2011)	Drain London	TBC	Unknown	South East England is an area of severe water stress and therefore regional measures to address this, especially with anticipated growth are needed	All	N/A	N/A	2011-2015	Critical	CS13	http://www.london.gov.uk/priorities/environment/water-management/rainwater-drainage	
Delivery	Open Spaces	Blue Network	The production of the PPS 17 Assessment identified the need for additional natural and park spaces to provide sufficient open space to meet minimum standards, however it does not provide a strategy for delivery of this required open space provision. The Council's Greenspaces Team are focused on management of existing greenspaces and addressing ongoing maintenance needs in relation to the overall budget. New development is delivering capital investment for improving existing and providing new open spaces in the key growth areas, but there is no clear plan for their long term maintenance.												
Delivery	Open Spaces	Blue Network	Silk Stream - Bury Farm Flood Risk Management and Habitat Creation	The River Restoration Centre	<b>Completed</b>		There is therefore three key areas that need addressing: (a) A strategy is required to detail how the strategic assessment of needs resulting from population growth will be addressed. (b) A strategy is required to address how ongoing delivery plans are linked to areas of deficiency and (c) there needs to be a greater understanding for how capital investment and delivery of new open spaces to a higher standard in key growth areas will be sustained in the long term through an effective strategy for funding and delivery of quality estate management.	West	N/A	N/A	2006-2010	Preferred	CS13	River Restoration Centre website - http://www.therrc.co.uk/rap_zoom.php?c=3	

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(Cabinet Resources Committee - 19 October 2010)

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Delivery	Open Spaces	Blue Network	Silk Stream - Edwarebury Park Flood Storage Area and Habitat Creation	The River Restoration Centre	<b>Completed</b>		None	West	N/A	N/A	2006-2010	Preferred	CS13	River Restoration Centre website - <a href="http://www.therrc.co.uk/trap_zoom.php?c=3">http://www.therrc.co.uk/trap_zoom.php?c=3</a>
Need	Open Spaces	Blue Network	River environments in Barnet are in poor condition and in the main poorly accessible to both people and wildlife.				Failure to value the blue network and plan for its improvement will impact on biodiversity, quality of life & access to open space.	All	N/A	N/A	2011-2025	Necessary	CS13	Planning Policy Guide 17 - Open Spaces Assessment: <a href="http://www.barnet.gov.uk/open-space-assessment-dec09.pdf">http://www.barnet.gov.uk/open-space-assessment-dec09.pdf</a>
Delivery	Open Spaces	Blue Network	Thames River Basin Protection Zone	Environment Agency	EU Water Framework Directive	N/A	A cohesive regional approach is the only means to address this issue properly	All	N/A	N/A	2011-2015	Necessary	CS13	DEFRA - Thames River Basin Management Plan (Appendix C.3)
Delivery	Open Spaces	Blue Network	Controls on Abstraction of Groundwater by Agriculture and Industry	Environment Agency	EU Water Framework Directive	N/A	A cohesive regional approach is the only means to address this issue properly	All	N/A	N/A	2011-2015	Necessary	CS13	DEFRA - Thames River Basin Management Plan (Appendix C.4)
Delivery	Open Spaces	Blue Network	Dollis Brook upgrade 'Poor' to 'Good'	Environment Agency	EU Water Framework Directive	Too technical + expensive for 2015 plans	Biodiversity of aquatic and riverine fauna & flora will be affected until this is addressed	All	N/A	N/A	2021-2025	Necessary	CS13	DEFRA - Thames River Basin Management Plan (River R19)
Delivery	Open Spaces	Blue Network	Dollis Brook upgrade 'Moderate' to 'Good' (hydromorphology)	Environment Agency	EU Water Framework Directive	Too technical + expensive for 2015 plans	Access to and quality of local fluvial environment will remain poor & underutilised.	All	N/A	N/A	2021-2025	Necessary	CS13	DEFRA - Thames River Basin Management Plan (River R19)
Delivery	Open Spaces	Blue Network	Silk Stream & Edwarebury Brook upgrade 'Poor' to 'Good' (dissolved oxygen + phosphates)	Environment Agency	EU Water Framework Directive	Too technical + expensive for 2015 plans	Biodiversity of aquatic and riverine fauna & flora will be affected until this is addressed	West	N/A	N/A	2021-2025	Necessary	CS13	DEFRA - Thames River Basin Management Plan (River R18)
Delivery	Open Spaces	Blue Network	Silk Stream & Edwarebury Brook upgrade 'Moderate' to 'Good' (hydromorphology)	Environment Agency	EU Water Framework Directive	Too technical + expensive for 2015 plans	Access to and quality of local fluvial environment will remain poor & underutilised.	West	N/A	N/A	2021-2025	Necessary	CS13	DEFRA - Thames River Basin Management Plan (River R18)
Need	Open Spaces	Natural Open Spaces	Need for 10 natural spaces totalling 48ha to enable access to all.	TBC	Requires 'design-led mechanism' at local level to resolve	Unknown	Not meeting requirements from PPS17 study would impact on quality of life for residents.	All	N/A	N/A	2011-2025	Preferred	CS13	Planning Policy Guide 17 - Open Spaces Assessment: <a href="http://www.barnet.gov.uk/open-space-assessment-dec09.pdf">http://www.barnet.gov.uk/open-space-assessment-dec09.pdf</a>
Need	Open Spaces	Natural Open Spaces	Enhancement of Watling Chase Community Forest (details TBC)	Hertfordshire CC, NW Green Arc team (Bucks CC), LBB	TBC	TBC	Failure to improve environment and access to Watling Chase (cross-boundary) Community Forest will affect that value and quality of life benefit to residents from the Green Belt	West	N/A	N/A	2011-2025	Preferred	CS7	<a href="http://www.woodlandtrust.org.uk/en/our-woods/ourwoodsmanagementplans/whitings-wood-management-plan.pdf">http://www.woodlandtrust.org.uk/en/our-woods/ourwoodsmanagementplans/whitings-wood-management-plan.pdf</a> and <a href="http://www.herts.gov.uk/planning/dnid_200074/pl_spgwatling.pdf?action=open">http://www.herts.gov.uk/planning/dnid_200074/pl_spgwatling.pdf?action=open</a>
Delivery	Open Spaces	Natural Open Spaces	Enhancement of existing 'Scout Camp + Woods'	LBB, Developer Partners	Funded by developer of Mill Hill East	Included in Panorama Park costs	required in order to improve screening & woodland quality of campsite in relation to dev.	Southeast	AAP- Mill Hill East	TBC	2016-2020	Necessary	CS7	Mill Hill East (Live) Planning Application (ref. H/04017/09) - Independent Viability Appraisal
Delivery	Open Spaces	Natural Open Spaces	Creation of new 'River Brent Nature Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Natural Open Spaces	Ecology Improvements to Edwarebury Park	Developers, LBB	Funded by developer of Stonegrove Estate	£20,000	Loss of wildlife spaces in the development area to more managed and intensified uses	West	Stonegrove and Spur Road Estate	TBC	2016-2020	Necessary	CS7	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)

**Infrastructure Delivery Plan**  
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Delivery	Open Spaces	Natural Open Spaces	Creation of new 'Clitterhouse Stream Nature Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment.	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Natural Open Spaces	Welsh Harp Ecological Buffer Zone	Baratt's, LBB	Funded by developer of West Hendon Estate	TBC	Welsh Harp SSSI would be placed at risk by development if not properly protected	West	West Hendon Estate	TBC	2016-2020	Necessary	CS7	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Open Spaces	Natural Open Spaces	Creation of new 'Railway Lands Nature Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	5	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Natural Open Spaces	Creation of new 'Northern Lands Nature Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	6	post-2026	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Reconstruction of 'Graham Park Open Space' (1st phase)	Choices for Graham Park, LBB	Completed		None	West	AAP: Colindale	Graham Park (phase 1)	2006-2010	Critical	CS7	Graham Park Planning Application (ref. W01731 JS/04) and costing information from Choices for Graham Park (26/08/2010)
Need	Open Spaces	Parks	Need for 4 District Parks to meet Mayors' minimum standard	None	Requires 'design-led mechanism' at local level to resolve		Not meeting requirements from PPS17 study would impact on quality of life for residents.	All	N/A	N/A	2011-2025	Preferred	CS7	Planning Policy Guide 17 - Open Spaces Assessment: <a href="http://www.barnet.gov.uk/open-space-assessment-dec09.pdf">http://www.barnet.gov.uk/open-space-assessment-dec09.pdf</a>
Need	Open Spaces	Parks	Need for 29 Local Parks to meet Mayors' minimum standard	None	Requires 'design-led mechanism' at local level to resolve		Not meeting requirements from PPS17 study would impact on quality of life for residents.	All	N/A	N/A	2011-2025	Preferred	CS7	Planning Policy Guide 17 - Open Spaces Assessment: <a href="http://www.barnet.gov.uk/open-space-assessment-dec09.pdf">http://www.barnet.gov.uk/open-space-assessment-dec09.pdf</a>
Need	Open Spaces	Parks	NW London Regional Park Creation	DiL, Mayor of London, LBB	Requires 'design-led mechanism' at local level to resolve	?	Failure to create new open spaces and linkages between would lead to the loss of the opportunity to profile Barnet as having a 'regional park'	All	N/A	N/A	2011-2025	Preferred	CS7	TBC
Delivery	Open Spaces	Parks	Creation of new 'Panoramic Park'	LBB, Developer Partners	Funded by developer of Mill Hill East	Included in Panorama Park costs	required to provide sufficient and accessible open space	Southeast	AAP: Mill Hill East	TBC	2011-2015	Necessary	CS7	Mill Hill East (Live) Planning Application (ref. H/04017/09) - Independent Viability Appraisal
Delivery	Open Spaces	Parks	Creation of new 'Officers' Mess Public Gardens'	LBB, Developer Partners	Funded by developer of Mill Hill East	Costed under Finchley Memorial Hospital	required to provide sufficient and accessible open space	Southeast	AAP: Mill Hill East	TBC	2011-2015	Necessary	CS7	Planning Application (ref. H/04017/09, live application - pending grant of permission)
Delivery	Open Spaces	Parks	Creation of new Finchley Memorial Hospital Park	LBB, NHS Barnet	Funded by Elevate Partnership		Failure to improve quality of patient experience and local lifestyles as well as breach to Covenants on the land	Southeast	N/A	N/A	2011-2015	Necessary	CS7	Finchley Memorial Hospital Planning Application (ref. F/03573/09, dated 20 April 2010)
Need	Open Spaces	Parks	Strategic Colindale Plan for holistic park and open spaces delivery	Developers, LBB	Funded by developer of Colindale Hospital	£15,000	Improvements in colindale do not deliver a joined-up mix of provision for all needs	West	AAP: Colindale	Colindale Hospital (phase 1)	2011-2015	Critical	CS7	Colindale Hospital Planning Application (ref. H/00342/09)
Delivery	Open Spaces	Parks	Bridge access link from Colindale Hospital Site into Montrose Park	Fairview, LBB	Funded by developer of Colindale Hospital	£173,000	Lack of access to Montrose Park for walkers and cyclists	West	AAP: Colindale	Colindale Hospital (phase 2)	2011-2015	Critical	CS7	Colindale Hospital Planning Application (ref. H/00342/09)
Delivery	Open Spaces	Parks	Improvements to Montrose Park environment	Fairview, LBB	Funded by developer of Colindale Hospital	£133,722	Poorer quality park facility and displacement of young adults into areas used by children	West	AAP: Colindale	Colindale Hospital (phase 2)	2011-2015	Necessary	CS7	Colindale Hospital Planning Application (ref. H/00342/09)
Delivery	Open Spaces	Parks	Improvements to Rushgrove Park	Developers, LBB	Funded by developer contributions (TBC)	TBC	Poorer quality park facility and local environment	West	AAP: Colindale	Various Phases	2011-2015	Necessary	CS7	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>

## Infrastructure Delivery Plan

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Delivery	Open Spaces	Parks	Improvements to Colindale Park	Developers, LBB	Funded by developer contributions (TBC)	£23,000	Poorer quality park facility and local environment	West	AAP: Colindale	Various Phases	2011-2015	Necessary	CS7	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Delivery	Open Spaces	Parks	Improvements to the Silkstream environment	Developers, LBB	Funded by developer contributions (TBC)	TBC	Poorer quality park facility particularly for the target groups of children and elderly	West	AAP: Colindale	Various Phases	2011-2015	Necessary	CS7	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Delivery	Open Spaces	Parks	Improvements to Greenbelt access and landscape quality for local residents.	Developers, LBB	Funded by developer of Dollis Valley Estate	Unknown	Reduced accessibility to open space for existing and future residents if not considered	Northeast	Dollis Valley Estate	Unknown	2016-2020	Necessary	CS7	Design for London surgery (Jan 2010) - initial design considerations for Dollis Valley Estate.
Delivery	Open Spaces	Parks	Creation of new 'Central Community Park'	LBB, Developer Partners	Funded by developer of Mill Hill East	Included in Panorama Park costs	required to provide sufficient and accessible open space	Southeast	AAP: Mill Hill East	TBC	2016-2020	Necessary	CS7	Planning Application (ref. H/04017/09, live application - pending grant of permission)
Delivery	Open Spaces	Parks	Creation of new 'Eastern Park'	LBB, Developer Partners	Funded by developer of Mill Hill East	Included in Panorama Park costs	required to provide sufficient and accessible open space	Southeast	AAP: Mill Hill East	TBC	2016-2020	Necessary	CS7	Planning Application (ref. H/04017/09, live application - pending grant of permission)
Delivery	Open Spaces	Parks	Improvements to 'Bittacy Hill Park'	LBB, Developer Partners	Funded by developer of Mill Hill East		required to provide access to and recreation improvements to neighbouring facility.	Southeast	AAP: Mill Hill East	TBC	2016-2020	Necessary	CS7	Mill Hill East (Live) Planning Application (ref. H/04017/09) - Independent Viability Appraisal
Delivery	Open Spaces	Parks	Reconstruction of 'Clitherhouse Fields as Destination Park' (pt 1)	BXC Partners, LBB	Funded by the BXC Partners	Unknown	space strategy related to the comprehensive redevelopment required as part of the open space strategy	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Creation of new 'Eastern Brent Riverside Park' (pt 1)	LBB, BXC Partners	Funded by the BXC Partners	Unknown	space strategy related to the comprehensive redevelopment required as part of the open space strategy	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Improvement to existing 'Claremont Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	space strategy related to the comprehensive redevelopment required as part of the open space strategy	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Improvement to existing 'Sturgess Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	space strategy related to the comprehensive redevelopment required as part of the open space strategy	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Reconstruction of 'Clitherhouse Fields as Destination Park' (pt 2)	BXC Partners, LBB	Funded by the BXC Partners	Unknown	space strategy related to the comprehensive redevelopment required as part of the open space strategy	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Creation of new 'Central Brent Riverside Park' (pt 2)	LBB, BXC Partners	Funded by the BXC Partners	Unknown	space strategy related to the comprehensive redevelopment required as part of the open space strategy	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Reconstruction of 'York Park'	Baratt's, LBB	Funded by developer of West Hendon Estate	TBC	poor local environment if the park is not re-landscaped	West	West Hendon Estate	TBC	2016-2020	Necessary	CS7	West Hendon Estate Planning Application (ref. W19337/04)
Delivery	Open Spaces	Parks	Creation of new 'Aerodrome Park'	Developers, LBB	Funded by developer of Peel Centre Site	Unknown	This parkland is key meet long term open space need from housing in the Aerodrome Road Corridor of Change.	West	AAP: Colindale	Peel Centre East	2016-2020	Critical	CS7	Colindale Area Action Plan <a href="http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm">http://www.barnet.gov.uk/index/council-democracy/unitary-authorities/statutory-development-plans/colindale-area-action-plan-adopted-mar10.htm</a>
Delivery	Open Spaces	Parks	Reconstruction of 'Graham Park Open Space' (2nd phase)	Choices for Graham Park, LBB	Funded by developer of Graham Pk Estate	Unknown	Lack of local outdoor space & sense of transformation accompanying new buildings	West	AAP: Colindale	Graham Park (phase 2a & 5a)	2016-2020	Critical	CS7	Graham Park Planning Application (ref. W01731JS/04) and costing information from Choices for Graham Park (26/08/2010)

## Infrastructure Delivery Plan

(Cabinet Resources Committee - 19 October 2010)

Need or Delivery	Primary Category	Secondary Category	Item	Delivery Partners	Delivery Mechanism (completed projects are highlighted in green - applies to all 2006-2010 projects)	Cost (italicised if estimate, blacked-out if commercially sensitive)	Risks / Contingency	Area (West, Northeast, Southeast)	Sub Area	Phase	Period (2006-2010, 2011-2015, 2016-2020, 2021-2025, 2026-2030)	Priority (Critical/Necessary/Preferred)	Core Strategy Policy Source	Data Source
Delivery	Open Spaces	Parks	Creation of new 'Southern Park' Creation of new 'Western Brent Riverside Park' (pt 3)	Choices for Grahame Park, LBB, BXC Partners	Funded by developer of Grahame Pk Estate		Lack of local outdoor space & sense of transformation accompanying new buildings required as part of the open space strategy related to the comprehensive redevelopment	West	AAP: Colindale (phase 1b (2c & 3b))	Grahame Park (phase 1b (2c & 3b))	2016-2020	Necessary	CS7	Grahame Park Planning Application (ref. W01731JS/04) and costing information from Choices for Grahame Park (26/08/2010)
Delivery	Open Spaces	Parks	Creation of new 'Millennium Green Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Creation of new 'Northern Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Creation of new 'Brent Terrace Park'	Choices for Grahame Park, LBB Partners	Funded by developer of Grahame Pk Estate		Lack of local outdoor space & sense of transformation accompanying new buildings required as part of the open space strategy related to the comprehensive redevelopment	West	AAP: Colindale (phase 4b)	Grahame Park (phase 4b)	2021-2025	Necessary	CS7	Grahame Park Planning Application (ref. W01731JS/04) and costing information from Choices for Grahame Park (26/08/2010)
Delivery	Open Spaces	Parks	Creation of new 'Office District Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	5	post 2026	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Parks	Creation of new 'Office District Park'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	7	post 2026	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Need	Open Spaces	Green Chains	Identified need for green links for people & wildlife in growth areas				Failure to deliver green links at the time of planning will lead to poorer quality environments	All	N/A	N/A	2011-2025	Preferred	CS7	TBC
Delivery	Open Spaces	Green Chains	Creation of 'Brent Terrace Green Corridor'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'Clitherhouse Playing Fields Green Corridor' (x1 - GC4)	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'School Green Corridor'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'Eastern Lands Green Corridor 1'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'Clitherhouse Playing Fields Green Corridor' (x2 - GC3 & 5)	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	TBC	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'North Circular Green Corridor'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	TBC	post 2026	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'New Green Axis' between estate & ecological buffer zone.	Baratt's, LBB	Funded by developer of West Hendon Estate	TBC	Wildlife movement to and from corridors will be affected if corridors aren't delivered	West	West Hendon Estate	TBC	2016-2020	Necessary	CS7	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Open Spaces	Green Chains	Creation of 'Eastern Lands Green Corridor 2'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Green Chains	Creation of 'Eastern Lands Green Corridor 2'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)

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(Cabinet Resources Committee - 19 October 2010)

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Need	Open Spaces	Hard Landscaping	Urban environments require high quality public areas to become successful & safe through high usage				Failure to deliver new urban spaces, particularly at transport interchanges will reduce the usage of the space & overall level of success	All	N/A	N/A	2011-2025	Preferred	CS7	TBC
Delivery	Open Spaces	Hard Landscaping	Colindale Tube Piazza	Fairview, LBB	Funded by developer of Colindale Hospital	£2,800,000	Insufficient space at this key gateway, plus poor quality public realm and interchange building if overcrowded by neighbouring dense buildings	West	AAP: Colindale	Colindale Hospital (phase 1)	2011-2015	Critical	CS7	Colindale Hospital Planning Applications (ref. H/00342/09 and H/00343/09)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'hospital historic building square'	Fairview, LBB	Funded by developer of Colindale Hospital	TBC	Inappropriate setting for listed building	West	AAP: Colindale	Colindale Hospital (phase 4)	2011-2015	Necessary	CS7	Colindale Hospital Planning Application (ref. H/00342/09 and H/00343/09)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'MHE Station Public Square'	LBB, Developer Partners	Funded by developer of Mill Hill East	Included in Panorama Park costs	required to provide sufficient and accessible open space	Southeast	AAP: Mill Hill East	TBC	2016-2020	Critical	CS7	Planning Application (ref. H/04017/09, live application - pending grant of permission)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'Market Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'Brent Cross Main Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'Cricklewood Station Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Hard Landscaping	Homezone gathering spaces / square	Developers, LBB	Funded by developer of Dollis Valley Estate	Unknown	Given proximity to Greenbelt, the most suitable onsite open space needs to be informal and communal in nature	Northeast	Dollis Valley Estate	Unknown	2016-2020	Necessary	CS7	Design for London surgery (Jan 2010) - initial design considerations for Dollis Valley Estate.
Delivery	Open Spaces	Hard Landscaping	Creation of new informal squares	Developers, LBB	Funded by developer of NLBP	Unknown	Given mixed usage of the site, a suitable design would need to create informal spaces for meeting and 'hanging out'	Northeast	NLBP	Unknown	2016-2020	Necessary	CS7	Design for London surgery (Jan 2010) - initial design considerations for NLBP.
Delivery	Open Spaces	Hard Landscaping	Creation of new 'School / Whitesfield Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'Brent Cross LUL Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Hard Landscaping	2 Bridge linkages from Silkstream to Welsh Harp Ecological Zone	Baratt's, LBB	Funded by developer of West Hendon Estate	Unknown	Lack of access to surrounding parks and recreation spaces would maintain a sense of isolation in the area.	West	West Hendon Estate	Various Phases	2016-2020	Necessary	CS7	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Open Spaces	Hard Landscaping	Creation of new square	Baratt's, LBB	Funded by developer of West Hendon Estate	TBC	Lack of a central focus will maintain the estate mentality not provide a community hub	West	West Hendon Estate	TBC	2016-2020	Necessary	CS7	West Hendon Estate Planning Application (ref. W13937/04)
Delivery	Open Spaces	Hard Landscaping	Community Square	Developers, LBB	Direct Provision: (developer obligation - Stonegrove Estate)	Unknown - costed within 'external works budget'	Lack of a local outdoor social space as well as poor setting for the new community hub	West	Stonegrove and Spur Road Estate	TBC	2016-2020	Critical	CS7	Stonegrove and Spur Road Planning Application (ref. W/13582/E/07)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'Gas Governor Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)



## Infrastructure Delivery Plan

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Delivery	Open Spaces	Hard Landscaping	Creation of new 'Community Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment.	West	Brent Cross Cricklewood	TBC	post-2026	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Open Spaces	Hard Landscaping	Creation of new 'Tower Square'	LBB, BXC Partners	Funded by the BXC Partners	Unknown	required as part of the open space strategy related to the comprehensive redevelopment.	West	Brent Cross Cricklewood	7	post-2026	TBC	CS2 & CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
	BIO-DIVERSITY	BIO-DIVERSITY	<b>The need to support biodiversity is seen as a 'big society' community-led issue to be addressed through voluntary sector support and management plans. However, from a planning perspective, the need to consider biodiversity issues and particularly to address the needs of protected species in relation to development will be considered through the development management process.</b>											
			Loss of the diversity of fauna in the area is a risk if sufficient steps aren't taken to improve the habitats and therefore life chances of existing local as well as migratory wildlife											
Need	Biodiversity	Wildlife	Delivery of biodiversity improvements is to be led by community and supported through natural open spaces provision listed above					All	N/A	N/A	2011-2025	Preferred	CS7	TBC
			All developments posing a risk to protected species will require ecology surveys and mitigation measures											
Delivery	Biodiversity	Wildlife	Creation of buffer spaces to sustain protected species	Developers, LBB	Funded by developer as appropriate	Cost identified and met by development as they arise	Risk to protected species found on site if development does not provide mitigation.	All	N/A	Planning	2011-2015	Preferred	CS7	Discussion with Planning Staff (October 2009)
Delivery	Biodiversity	Wildlife	Ecology surveys will be required at each stage of development	Developers, LBB	Funded by developer of NLBP	TBC	Risk to protected species found on site if development does not provide mitigation.	Northeast	NLBP	TBC	2016-2020	Preferred	CS7	Discussion with Planning Staff (October 2009)
Delivery	Biodiversity	Wildlife	Improved habitat quality & connectivity, particularly around River Brent and Clitherhouse Stream.	Developers, LBB	Funded by developer of Mill Hill East	Cost identified and met by development as they arise	Insufficient mitigation if impacts on Bats & other species not considered	Southeast	AAP: Mill Hill East	Planning	2011-2015	Preferred	CS7	Mill Hill East Area Action Plan, Policy MHE9: Protection of the Greenbelt and Biodiversity.
Delivery	Biodiversity	Wildlife	Protection of Silk Stream corridor as well as delivery of new green routes & habitats to enhance biodiversity	Developers, LBB	Funded by the BXC Partners	Unknown	Insufficient mitigation of development is not monitored for its impact	West	Brent Cross Cricklewood	Planning	2011-2015	TBC	CS7	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Biodiversity	Wildlife	Silk Stream - Toeboard Removal around Burnt Oak / Colindale	The River Restoration Centre	Unfunded	Unknown	Loss of opportunity to improve Blue Ribbon and Green Networks if opportunities are not realised and biodiversity measures aren't prioritised.	West	AAP: Colindale	Planning	2011-2015	Preferred	CS7	Colindale Area Action Plan, Policy 5.5: Open Space and Biodiversity in Colindale.
Delivery	Biodiversity	Wildlife	Removal of Burnt Oak / Colindale	The River Restoration Centre	Unfunded	TBC	Loss of opportunity to improve riverine habitat and promote biodiversity	West	N/A	N/A	2016-2020	Preferred	CS7	River Restoration Centre website - <a href="http://www.therrc.co.uk/trap_zoom.php?c=3">http://www.therrc.co.uk/trap_zoom.php?c=3</a>
	BROWNFIELD LAND REUSE	BROWNFIELD LAND REUSE	<b>This allows for the detailed cost implications of reusing former industrial lands to be accounted for within the infrastructure delivery needs. Failure to account for these costs would make some schemes unviable and lead to development focusing on greenfield land, or inappropriate reuse of existing land used for housing / community facilities.</b>											
Delivery	Brownfield Land Reuse	Remediation	BXC South Earthworks and Remediation	BXC Partners	Funded by the BXC Partners	Unknown	required to ensure land is safe and suitable for the redevelopment programme	West	Brent Cross Cricklewood	1	2016-2020	TBC	CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Brownfield Land Reuse	Remediation	BXC South Earthworks and Remediation	BXC Partners	Funded by the BXC Partners	Unknown	required to ensure land is safe and suitable for the redevelopment programme	West	Brent Cross Cricklewood	2	2021-2025	TBC	CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)

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Delivery	Brownfield Land Reuse	Remediation	BXC South Earthworks and Remediation	BXC Partners	Funded by the BXC Partners	Unknown	required to ensure land is safe and suitable for the redevelopment programme	West	Brent Cross Cricklewood	3	2021-2025	TBC	CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Brownfield Land Reuse	Remediation	BXC South Earthworks and Remediation	BXC Partners	Funded by the BXC Partners	Unknown	required to ensure land is safe and suitable for the redevelopment programme	West	Brent Cross Cricklewood	4	2021-2025	TBC	CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Brownfield Land Reuse	Remediation	BXC South Earthworks and Remediation	BXC Partners	Funded by the BXC Partners	Unknown	required to ensure land is safe and suitable for the redevelopment programme	West	Brent Cross Cricklewood	5	post 2021-2025	TBC	CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Brownfield Land Reuse	Remediation	BXC South Earthworks and Remediation	BXC Partners	Funded by the BXC Partners	Unknown	required to ensure land is safe and suitable for the redevelopment programme	West	Brent Cross Cricklewood	6	post 2021-2025	TBC	CS2	Brent Cross Cricklewood Planning Application (ref. C/17559/08 dated October 2010)
Delivery	Brownfield Land Reuse	Remediation	Decontamination and Earthworks	LBB, Developer Partners	Funded by developer of Mill Hill East	Unknown	Required to ensure land is safe and suitable for the redevelopment programme	Southeast	AAP: Mill Hill East	Various Phases	2011-2015	Critical	CS2	Mill Hill East (Live) Planning Application (ref. H/04017/09) - Independent Viability Appraisal

**AGENDA ITEM: 8**      Pages 72 – 77

Meeting	Cabinet Resources Committee
Date	19 October 2010
<b>Subject</b>	<b>Brookside Walk Play Area</b>
Report of	Cabinet Member for Environment
Summary	Retrospective amendment to funding allocation and authorisation to construct a play area in Brookside Walk, Hendon.

Officer Contributors	Lynn Bishop, Assistant Director for Environment and Operations Jenny Warren, Greenspaces Service Manager
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Status (public or exempt)	Public
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Wards affected	Hendon
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Enclosures	None
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For decision by	Cabinet Resources Committee
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Function of	Executive
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Reason for urgency / exemption from call-in (if appropriate)	Not applicable
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Contact for further information: Jenny Warren, Greenspaces Service Manager, 020 8359 7803.

## **1. RECOMMENDATIONS**

- 1.1 That the funding allocated for play equipment in Brent Park be retrospectively reallocated to Brookside Walk to install a play area.**
- 1.2 That the funding allocated for remedial works in Windsor Openspace be retrospectively reallocated to Brookside Walk to install a play area.**
- 1.3 That the retrospective authority to draw down funds to construct a play area in Brookside Walk subject to planning consent be authorised.**
- 1.4 That if in the event planning consent is not achieved for Brookside Walk that the funding and authority to construct the play area be reallocated to Hendon Park and any costs are to be contained within the Environment and Operations budget.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet Resources Committee, 5 March 2009 (Decision item 6) – within the Monitoring 2008/09 report's addendum report it stated in resolution 21 "That the identified Revenue projects of £348,220 be drawn down from balances". This included the allocation of funds to Brent Park of £20,000 for play equipment.
- 2.2 On 2 December 2009, the Director of Environment and Operations in consultation with the Cabinet Member for Environment and Transport approved by delegated powers (DPR 947) the DCSF Playbuilder Packages One, Two and Three, and Brent Park mini tender acceptance which included £40,000 for Brent Park Play Area.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 Within the vision of the Corporate Plan 2010-13 priority 'Sharing opportunities, and sharing responsibility' it states that "we will draw on the expertise of our diverse communities we seek to promote health and reduce crime and other inequalities". This is achieved by imbedding community cohesion.
- 3.2 The Corporate Plan 2010-13 priority 'Sharing opportunities and sharing responsibility' has a strategic objective to "improve health outcomes for all". This can be achieved through increased physical activity levels that contributes to the prevention and management of over 20 conditions and diseases including coronary heart disease, diabetes, cancer, positive mental health and weight management. Conversely, physical inactivity, together with poor diet, has contributed to the rapid increase nationally in obesity in both adults and children. Providing challenging and exciting play areas supports the involvement of children in physical activity and aids their development.
- 3.3 Within the vision of the Corporate Plan 2010-13 priority of 'A Successful London suburb' has a vision it states that "we want Barnet to continue to be a successful, prosperous place where people want to live. We will ensure that the borough is clean and safe, preserve green spaces etc". This is achieved through the play area at Brookside Walk as the site gives a central focus for the community and compliments the setting within which it sits, providing a valuable and lasting resource for the community.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 Retrospective planning permission may not be granted for the play area at Brookside Walk and subsequently the removal of the play area will be required at further cost to the Council. To limit the financial loss an alternative location has been identified and provision made for the relocation of the facility to Hendon Park.
- 4.2 The same Contractor who installed the play area will be employed in its removal to maintain warranties and limit the risk of damage to the equipment. Provision within the procurement process has been made for the removal and re-installation of the play area into Hendon Park if required.

#### **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Play areas are integral to children's development, in developing skills and contributing to physical activity, the play area in Brookside Walk was designed to be physically challenging, fun, contain elements of risk and integrate natural elements of play such as landscaping, logs and boulders. Specifically the play area was designed with the community with a focus on providing access to all children with the pieces of equipment and access designed to enable both children with and without disabilities to use and play together.
- 5.2 The 47 play areas (including Brookside Walk) in the borough benefit all sectors of the community. The provision of a play area at Brookside Walk addresses a previous deficiency in play provision for this residential area with no play areas falling within the recommended 5 minute walk. The nearest play area is located in Hendon park 600 metres away, and located across very busy roads.

#### **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 The play area project for Brookside Walk, known as Brent Park, was procured alongside the eleven playbuilder play areas, with Brookside Walk forming the basis of award for the contract packages for the playbuilder projects. The procurement process utilised the ESPO Pro 5 Framework Contract 115 – Playground and outdoor equipment. The successful contractor submitted a scheme that met with the criteria and the available budget of £40,000. The scheme was significantly discounted in terms of the package / volume award by approximately £15,000. The real value of installed equipment and landscaping is estimated to be around £55,000.
- 6.2 The play area cost £40,000 and was funded from the revenue allocated for a number of projects by the Cabinet Resources Committee. The identified projects were subsequently varied to facilitate the actual delivery of the projects on the ground and to make the best use of the funds available at the time, substituting funds from other grants to achieve the best outcome for Barnet.
- 6.3 To remove and re-install the play area at Hendon Park will cost approximately £60,000, which will need to be met by the Greenspaces revenue budget, and will result in a budget pressure that will be contained within Environment & Operations overall budget.

## **7. LEGAL ISSUES**

- 7.1 Funding was allocated for play equipment in Brent Park by CRC in March 2009, however, following consultation with local residents it was determined that Brent Park was not suitable for such a facility and the site; Brookside walk located across the road was identified to deliver the project. Further authority was then required, but not sought to:
- a. draw down the funding to construct the play area and
  - b. change the location from Brent Park to Brookside Walk.
- 7.2 The Council was challenged in July 2010 and it became apparent that there had been a significant failing in governance and the authority to construct the playground in Brookside Walk was not in place. The Council have conceded this point and that of the requirement for planning permission for the play area. In order to rectify this position the Council is required to apply for the requisite authority and retrospective planning permission.
- 7.3 The Court ordered on 13 August 2010 that the play area be closed to public use and the play area removed. If in the event planning permission is obtained during its dismantling the dismantling would no longer be required.
- 7.4 At a further Court hearing on 9 September the Court ruled that subject to the grant of retrospective planning permission the Council remove the play area from Brookside Walk be time limited to take place by 30 November.

## **8. CONSTITUTIONAL POWERS**

- 8.1. The Council's constitution in Part 3, Responsibility for Functions, paragraph 3.6 states the functions of the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

## **9. BACKGROUND INFORMATION**

- 9.1 In May 2008 a petition was lodged at the Hendon Resident's forum for the provision of a play area in the Brent Park area, either in Brent Park or Brookside Walk, further lobbying of the Council on this matter ensued and funding was allocated at Cabinet Resources Committee on 5 March 2009 for play equipment in Brent Park.
- 9.2 In April 2009 a site meeting with lead residents took place to determine the initial scope of their requirements and to identify any suitable locations for delivering the project. Agreement to reallocate funding from Windsor Open space to maximise funding potential from the Help a London Park award and to build a play area to the value of £40,000 in Brent Park or Brookside Walk was also sought.
- 9.3 The initial concept and location of the play area was agreed on 29 July 2009 with residents and Ward Councillor's. With a final design brief determined at a consultation event in Brookside Walk open space on 25 October 2009.
- 9.4 In developing the design brief it was determined that the only viable location for the play area was Brookside Walk.

Brookside Walk was chosen as it offered the following benefits;

- ❖ The large openspace available;
- ❖ Availability of space to incorporate a challenging playspace;

- ❖ Play area could be incorporated into the existing landscape;
- ❖ It is visible from the road and the flats opposite;
- ❖ High level of footfall through the area – used as an access route;
- ❖ Accessibility to potential users from various locations; and
- ❖ CCTV at the underpass.

Brent Park site was deemed unsuitable for the following reasons:

- ❖ Original location of a previous play area is in the heart of the park in an isolated and secluded location leaving it vulnerable to vandalism and an unsafe area to play;;
- ❖ The location at the front of the park was not available due to the trees/root zones
- ❖ Its proximity to the lake and river;
- ❖ Secluded nature;
- ❖ High levels of vandalism experienced in the park; and
- ❖ Brent Park has grown into a more natural wildlife park, providing residents with access to wildlife in an otherwise very urban area. The installation of a play area does not fit with its primary function.

- 9.5 On 4 December 2009 authorisation to implement the project was received and on 4<sup>th</sup> January 2010 it was determined that planning permission was not required for the play area at a panel review meeting, as it could be constructed under permitted development delegation. Following the receipt of a judicial review, an investigation determined that the authorisation that was obtained was not sufficient and inline with the required governance process and that planning permission may have been required.
- 9.6 Construction on the play area commenced on 6 June 2010, with the site open to the public on 16 July 2010, whilst final snagging works were completed by 12 August 2010.
- 9.7 Following a Judicial Review Hearing (Alex Martin-Sklan v London Borough Barnet) it was decided by Order dated 13 August 2010;
- ❖ That the application for Judicial Review be granted by consent and the declaration made that the decision to erect the play equipment was without lawful authority and planning permission was required and not obtained;
  - ❖ That the defendant does prevent access to the play area and does remove the play equipment and restore the land to its former condition;
  - ❖ Further the judge made clear in his judgement that should retrospective planning permission be granted in the interim to the Council, they would not have to continue to remove the play equipment; and
  - ❖ In addition, he made clear that although he would not set a date and time for works to be carried out, he expect the council to act reasonably and take all steps to comply with the terms of the Order.
- 9.8 Following an Administrative Court Hearing– (Alex Martin-Sklan v London Borough Barnet) it was decided by Order dated 9 September 2010;
- ❖ The Respondent do remove the play equipment and restore the land its former condition by 30 November 2010;
  - ❖ The obligation to comply with (1) above comes to an end if planning permission for the play area, associated equipment and works is granted prior to 30 November 2010;
  - ❖ The Respondent do pay the costs of Applicant in the sum of £1849.25; and
  - ❖ The Respondent be granted liberty to apply in respect of the timescale in (1) above.
- 9.9 A retrospective planning application for the play area at Brookside Walk was submitted on 27 August 2010.

9.10 Should retrospective permission not be obtained for the play area at Brookside Walk, Hendon Park, which is the nearest park to this residential area can accommodate the play equipment within the current play area.

## **10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal –a PR  
CFO – CM



**AGENDA ITEM: 9**      Pages 78 – 83

<b>Meeting</b>	Cabinet Resources Committee
<b>Date</b>	19 October 2010
<b>Subject</b>	<b>Stonegrove Spur Road Housing Regeneration – Advance disposal of land in Phase 5</b>
<b>Report of</b>	Cabinet Member for Resources and Performance
<b>Summary</b>	The report seeks approval for the appropriation from housing purpose to planning purposes and to the subsequent disposal of two parcels of land shown hatched blue on drawing no: 24146/2 which is currently held in Phase 5 of the Stonegrove Regeneration Scheme.

Officer Contributors	Siobhan O'Donoghue- Principal Valuer Susan Botcherby – Senior Project Manager Tony Westwood – Principal Project Manger
Status (public or exempt)	Public (with a separate exempt report)
Wards affected	Edgware
Enclosures	Drawing no: 24146/2
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

Contact for further information: Siobhan O'Donoghue, Property Services, 020 8359 7360.

## **1. RECOMMENDATIONS**

- 1.1 That pursuant to the provisions of Section 122 of the Local Government Act 1972 the appropriate Chief officer be authorised to appropriate to planning purposes the land shown on Drawing no: 24146/2 attached to this report, which is presently held by the Council as Housing Land, prior to the disposal of the land.**
- 1.2 That the Council enters into a deed of variation of the Principal Development Agreement (the PDA) to give effect to the exclusion of the land the subject of this report from the Phase 5 of the regeneration scheme and to remove it from the operation of the provisions of the PDA.**
- 1.3 That subsequent to 1.1 and 1.2 above and subject to any necessary consent of the Secretary of State, the freehold transfer of land in Council ownership as shown hatched blue on drawing no: 24146/2 attached to this report, to Barratt Evolution Limited be approved, on the basis of the terms set out in the accompanying exempt report.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 27 February 2006 (Decision item 4) – resolved to:
  - (a) proceed to develop proposals for the regeneration of the Stonegrove Spur Road estates;
  - (b) approved Heads of Terms for a Preliminary Development Agreement (negotiation agreement) between the Council, Family Mosaic Housing Association and Unitary Ltd; and
  - (c) delegated approval of the final arrangements to the Cabinet Member for Regeneration.
- 2.2 Cabinet Member for Regeneration and Development approved by delegated powers on 6 April 2006 the Heads of Terms for a Negotiation Agreement between the Council and its partners.
- 2.3 Cabinet, 18 June 2007 (Decision item 6) – approved that the final terms of the Principal Development Agreement and legal arrangements be approved by the Cabinet Member for Regeneration and Development under Delegated Powers.
- 2.4 Cabinet Resources Committee, 2 September 2008 (Decision item 11) – approved amendments to the previously agreed financial provisions and other relevant matters in the Principal Development Agreement.
- 2.5 Cabinet Member for Community Services approved by delegated powers (DPR 895) on 17 September 2009 a deed of variation to the Principal Development Agreement (PDA) that would enable the PDA to become unconditional on or before the first anniversary of entering into the PDA due on 24 September 2009.
- 2.6 Cabinet Member for Community Services approved by delegated powers (DPR 900) on 23 September 2009 an extension to the First Expiry Date as defined in the PDA.
- 2.7 Cabinet Member for Community Services approved by delegated powers (DPR 906) on 28 October 2010 a further extension to the First Expiry Date as defined in the PDA.

- 2.8 Cabinet Member for Community Services approved by delegated powers (DPR 942) on 24 November 2009 the final terms of the PDA as varied in a deed of variation dated 1 October 2009. The Cabinet Member also agreed the execution of the following documents:
- (i) Estate Management Deed;
  - (ii) Strategic Indemnity Agreement (SIA) known in the PDA as the CPO Indemnity Agreement;
  - (iii) transfer of affordable development stage 1a to Family Mosaic Housing and stage 1b and 1c to Unitary Ltd;
  - (iv) Supplemental Agreement to the Section 106; and
  - (v) PDA becoming unconditional in order that the Stonegrove and Spur Road Estates Regeneration scheme may proceed.

### **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The re-development of Stonegrove and Spur Road Estate is in accordance with the ambitions and policy objectives of The London Plan and the Barnet Unitary Development Plan.
- 3.2 The regeneration and development supports the Council's Corporate Plan 2010 – 2013 priority 'A Successful London Suburb' through the strategic objective "to ensure residents continue to feel that Barnet is a place where people from different communities get on together, including through effective management of our regeneration programmes".
- 3.3 This scheme will make a significant contribution to the Council's Local Area Agreement housing targets and underpins the ambition and policy objectives of the Council's Housing Strategy to provide additional homes.

### **4. RISK MANAGEMENT ISSUES**

- 4.1 Without the additional land, Phase 2a of the Stonegrove Regeneration Scheme cannot be delivered in accordance with the planning permission as this land is required to provide the proposed access road entrance. Without this land the design for this phase will need to be re-visited and this would cause a risk to its deliverability which could impact negatively on the delivery of subsequent phases.
- 4.2 A disposal at less than best consideration would require consent from the Secretary of State.

### **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The Stonegrove and Spur Road Regeneration Scheme will replace 603 homes and provide 999 new homes to deliver a mix of 339 general needs rent, 140 low cost home ownership and 520 private sale as well as a new community centre. The Council will have 100% nomination rights to the new affordable housing units and re-housing offers will be made to all the existing secure tenants on the estates. Thus, the regeneration scheme will provide a new area of mixed tenure housing and will make this part of the Borough a better place to live, leading to improved community cohesion in an area with a highly diverse population.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 As there is no guarantee that the Stonegrove Spur Road regeneration will be delivered in its entirety, Barratt Evolution Limited have agreed to pay a capital receipt for the advance acquisition of the additional land as showing on drawing no: 24146/2. Full details are set out in the accompanying exempt report.
- 6.2 There are no procurement, performance and value for money, staffing, IT or sustainability implications. The financial and property implications are set out below.

## **7. LEGAL ISSUES**

- 7.1 The Council has the power to dispose of land held for housing purposes under section 32 of the Housing Act 1985 and further the power to dispose of non housing Land under the provisions of Section 123 of the Local Government Act 1972 as amended (LGA1972).
- 7.2 The Secretary of State has set out General consents for the disposal of both housing and non housing land; however, if the transaction does not fall within the relevant general consent, the Council would have to seek specific consent from the secretary of state for the disposal. If the land is appropriated to planning purposes as recommended by this report, then, the land would not be treated as housing land at disposal and would be dealt with having regard to the provisions of section 233 of the Town and Country Planning Act 1990 (TCPA 1990) ( which deals with disposal of Land that is held for planning purposes) and the requirement to obtain best consideration for the land or to seek the consent of the Secretary of State for the disposal were, the capital receipt is for less than best consideration reasonably obtainable.
- 7.3 Section 122 of the LGA 1972 provides that a Local Authority may appropriate Land from one purpose to another, when the Land is no longer required for the purpose for which it was previously held.
- 7.4 Section 19 of the Housing Act 1985( HA 1985) as amended provides a restriction on the Local authorities power to exercise the power granted under Section 122 where the land proposed to be disposed of by the Council is held for the purpose of part 11 of the HA 1985 (provision of housing accommodation). Specifically, subsection 2 of section 19 of the HA 1985 provides that a local authority cannot without the consent of the Secretary of State appropriate to other purpose land held for the purpose of part 11 of the HA1985, where the land consists of part of a house or forms part of a house. This consent is not required in this instance, as the land in question does not form part of a house or consist of a house.
- 7.5 If the land is appropriated to planning purposes, regard would have to be given to whether there is a requirement for consent from the Secretary of State pursuant to Section 233 of the TCPA 1990. This consent is required in cases were land that is held for planning purposes is to be disposed of for less than best consideration.

## **8. CONSTITUTIONAL POWERS**

- 8.1 The Council's constitution, in Part 3, Responsibility for Functions, paragraph 3.6 states the functions delegated to the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

## **9. BACKGROUND INFORMATION**

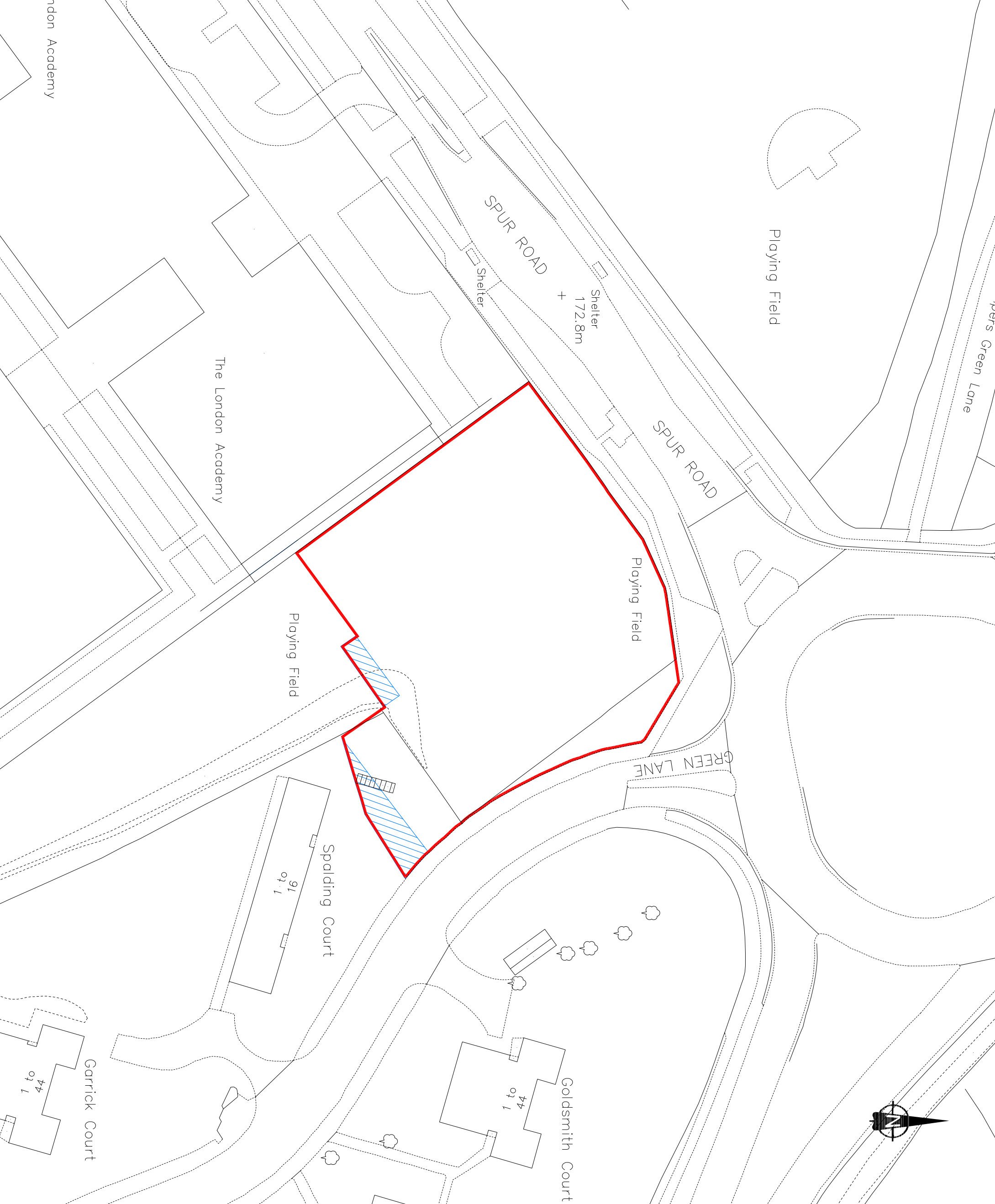
- 9.1 The Council are currently working with their partners, Family Mosaic Housing Association and Barratt Evolution Limited (formerly Unitary Limited) on the Stonegrove Spur Road Regeneration scheme. Phase 1 of the scheme has been transferred to the Council's respective partners and the Council are now working on the next development phase.
- 9.2 The phasing plan was approved as part of the Principal Development Agreement (PDA) and all conditions precedent had been satisfied for Phase 2a of the scheme. However, following detailed planning consent, it was found that the boundary line within the PDA was not in accordance with the planning consent. Therefore, additional land is required to provide part of the proposed access to the new development.
- 9.3 Barratt Evolution Limited is ready to begin on site and require certainty that the additional land will be transferred to them in accordance with their programme. The Council could seek consent from the Secretary of State to dispose of the land in accordance with the PDA, however this is not guaranteed and could cause a further delay fettering the delivery of the Phase 2a. Barratt Evolution Limited has agreed to purchase the land in accordance with the General Consent to mitigate these risks and continue to deliver the Stonegrove project.
- 9.4 The additional land comes within Phase 5 of the regeneration and there is no guarantee that this will be delivered. The PDA provides that the Developer has no obligation to commit to the development of respective phases within the scheme without first carrying out a viability test of the phase. The access provided within Phase 2a will benefit Phase 5 should the project be delivered in its entirety.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None.

Legal – TE  
CFO – CM

NOTES:



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Revision and Date	Description	Initial

**Craig Cooper,**  
Commercial Director.

London Borough of Barnet,  
North London Business Park,  
Oakleigh Road South,  
London, N11 1NP  
Tel. 020 8359 2000



SCHEME:  
**STONEGROVE REGENERATION**  
PHASE 2A

TITLE:  
**PHASE 2A SITE**

Scale: 1:500	Date: 28/04/10
Initiated S.O.D.	Drawn: K.E.B.
DRAWING NO: 24146/2	Checked S.O.D.

**AGENDA ITEM: 10**      Pages 84 – 88

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Meeting	Cabinet Resources Committee
Date	19 October 2010
<b>Subject</b>	<b>Hendon Central Clinic, The Burroughs, London NW4</b>
Report of	Cabinet Member for Resources and Performance
Summary	This report details the terms agreed with Barnet Primary Care Trust for them to relinquish occupation of the Premises at Hendon Clinic to the Council. Subsequently, the property is to be leased to Middlesex University.

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Officer Contributors	George Church, Principal Valuer, Property Services
Status (public or exempt)	Public
Wards affected	Hendon Ward
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

George Church, Principal Valuer, Property Services, 0208 359 7366

## **1. RECOMMENDATIONS**

- 1.1 That a deed of agreement be entered into between the Council and Barnet Primary Care Trust (PCT), for PCT to cease to occupy the Premises and vacate the same by a date to be agreed, on the terms set out in this report.**
- 1.2 That upon the vacation of the Premises, the Premises be leased to Middlesex University on the terms set out in this report.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 None.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Corporate Plan commits the Council to delivering 'Better services using less money'. A key principle of the medium term financial strategy is to continually review the use of Council assets in order to reduce the cost of accommodation year on year, and to obtain best consideration and use for any surplus assets. This proposal does this by generating an income receipt for the Council and will bring into use a partially used asset.
- 3.2 The Regeneration Service has been consulted and confirmed that the proposals in this report do not adversely impact upon any of the Council's regeneration schemes.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 To avoid the letting to Middlesex University being aborted due to the Council not having vacant possession of the Clinic. Possession of the clinic will be obtained prior to the grant of the lease to Middlesex University.
- 4.2 Should Middlesex University subsequently not proceed with the lease, the Council will have paid the PCT to obtain possession of the premises and not have a tenant. Although this risk is remote, as the University are keen to secure a lease, if the University did not proceed with the lease, the premises would be re-let to a third party, to recover the Council's cost of obtaining possession.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The proposals have been considered and will not give rise to any issues under the Council's Equalities Policy and do not compromise the Council in meeting its statutory equalities duties.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 There are no procurement, performance and value for money, staffing, IT or sustainability implications, as any costs or income will be contained within the Commercial budget. The financial and property implications are set out in section 9 below.

## **7. LEGAL ISSUES**

- 7.1 None, save those contained within the main body of the report.



## 8. CONSTITUTIONAL POWERS

- 8.1 The Council's constitution, in Part 3, Responsibility for Functions, paragraph 3.6 states the functions delegated to the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

## 9. BACKGROUND INFORMATION

- 9.1 The premises is a single storey brick building presently known as the Hendon Central Clinic, The Burroughs, London NW4. The premises formed part of the complex of buildings which included Hendon Town Hall, Hendon Library, a building linked to the Town Hall, together with shared landscaped areas. Both the premises and the other buildings are in the freehold ownership of the Council.
- 9.2 The premises (but not the other buildings) were used by the Council for the purposes of its health functions within the meaning of the National Health Service Re-organisation Act 1973 (the 1973 Act). The 1973 Act aimed, in part, to unify the local administration of the NHS under new Regional and Area Health Authorities. The 1973 Act, provided:
- (i) for the transfer to and vesting in the Secretary of State, all property which on 1 April 1974 (being the "appointed day"), was held by a local authority solely for the purposes of one or more of its health functions, or used by the authority wholly or mainly for the purposes mentioned.
  - (ii) that where property was used for a health function and other local authority functions in equal measure or the other functions represented the majority user, then the local authority retained the freehold but the health authority to have granted user rights. The grant of user rights to be on such terms and for such period as may be agreed by the parties.
- 9.3 On 1 April 1974, title to the Premises remained with and vested in the Council, and title was not transferred to and nor did it vest in the Secretary of State for Health pursuant to the 1973 Act. From 1 April 1974, onwards and by the Council's bare licence the premises were used by the Secretary of State for Health for health purpose.
- 9.4 The PCT, being the successor to the Secretary of State for Health currently occupies the Premises pursuant to a bare licence of the Council. The premises are no longer suitable for use by the PCT and they are therefore prepared to vacate the same, subject to payment of £40,000. This sum has been agreed and represents the reasonable cost to the PCT of moving the remaining services operated there to alternative venues.
- 9.5 Middlesex University are keen to take the Premises and terms for a letting have been agreed. To resolve the situation, officers have entered into discussions with the PCT and PCT has agreed to cease to occupy the premises and vacate the same on the terms set out below.

Premium for the vacation of the premises by the PCT	£40,000.00. In addition, an allowance of £1,000 should be made in case partial clearance of the premises is necessary after the PCT have vacated. The premium will be met from the commercial budget.
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Legal fees:	The Council to pay the PCT's reasonable legal fees.
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Vacant possession:	The PCT will give vacant possession of the premises on completion of the deed of agreement to give possession.
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Condition of the Premises on date of vacation:	In its existing condition, clear of rubbish, papers, cleaning materials etc.
Business and water rates and utility costs:	To be paid up to the date of vacation.

9.6 Provisional terms have been agreed with Middlesex University for the grant of a lease on the terms set out below. A commercial level of rent will be obtained and the University will be responsible for keeping the premises wind and watertight. Grant of the lease will be subject to vacant possession being secured.

Address: The Clinic, The Burroughs, Hendon NW4 4BH

PARTIES

Landlord: London Borough of Barnet,  
Building 4, North London Business Park,  
Oakleigh Road South,  
London. N11 1NP.

Tenant: Middlesex University,  
The Burroughs,  
London NW4 4BT.

LEASE

Type: Commercial lease.

Term: 10 years.

Security of tenure The security of tenure provisions of the Landlord and Tenant Act 1954 are to be excluded.

Alienation: Not permitted.

Proposed Use: Class D1 and B1 of The Town and Country Planning (Use Classes) (Amendment). (England) Order 2010.

Rent until the fifth anniversary of the lease commencement date First 12 months, £15,927.00 exclusive of rates. Subsequently, the rent until the first rent review to be £38,225,00 per annum exclusive of rates.

Rent review On the fifth anniversary of the lease commencement date.

Insurance: Landlord to insure and the Tenant to reimburse the premium.

Rates and other outgoings: To be paid by the Tenant.

Repairs and Maintenance: Tenant to keep the premises wind and watertight.

Schedule of Condition	Landlord to supply photographic schedule of condition prior to lease completion
Legal costs:	Each side to bear their own costs.
Right of pre-emption	The tenant to have first right to purchase the freehold of the property at its open market value if the Council chooses to dispose of it.

9.7 The premium payment and income will be contained within the Commercial budget.

## **10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal – PJ  
CFO – MC

**AGENDA ITEM: 11**      Pages 89 – 93

Meeting	Cabinet Resources Committee
Date	19 October 2010
<b>Subject</b>	<b>Care Contract – Decision of Catalyst Communities Housing Association Limited Arbitration</b>
Report of	Cabinet Member for Adults
Summary	This report provides the results and consequences of the arbitration proceedings, the associated costs incurred to date, details for a further hearing and details around a renegotiation of the Care Contract.

Officer Contributors	Kate Kennally, Acting Director of Adult Social Services Craig Cooper, Director of Commercial Services
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

Contact for further information: Andrew Hannon, Project Manager, 020 8359 4210.

## **1. RECOMMENDATIONS**

- 1.1 That the result of the arbitration and its outstanding issues be noted.**
- 1.2 That the costs of defending the Council against the claim so far be noted.**
- 1.3 That the work around the renegotiation of the Care Home Contract underway be noted.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 23 October 2000 (Decision item 62) – approved the selection of Ealing Family Housing Association (now part of the Catalyst Group) to take a transfer of the majority of the Council’s elderly persons residential care homes and day centres on the basis that these would be replaced with modern purpose built facilities and achieve an ongoing revenue saving for the Council from the commencement of the contract.
- 2.2 Cabinet, 5 November 2002 (Decision item 10) – approved the swap of sites in Claremont Road, Brent Cross NW2 and East Road, Burnt Oak HA8 with Ealing Family Housing Association upon which to develop replacements for the Perryfields and Merrivale elderly persons care homes and day centre.
- 2.3 Cabinet Resources Committee, 8 August 2004 (Decision item 14) – subject to conditions, agreed:
  - i. the freehold interest in an appropriate area of land at Claremont Road, NW2 be transferred to Ealing Family Housing Association for the building of a replacement for the Perryfields elderly persons care home and day centre in exchange for the transfer back to the Council of the current Perryfields site at Tyrrel Way; and
  - ii. the freehold interest in an appropriate area of land at East Road, Burnt Oak HA8 be transferred to Ealing Family Housing Association for the building of a replacement for the Merrivale elderly persons care home and day centre in exchange for the transfer back to the Council of the current Merrivale site at East Road, Burnt Oak.
- 2.4 Cabinet Resources Committee, 3 September 2007 (Decision item 7) – noted the disagreement with Catalyst in respect of its Deficit Claim and also agreed that the dispute with Catalyst in respect of the Perryfields/Claremont Road and Merrivale/Child Guidance Centre sites swaps agreements, and the Project and Abortive Costs claims arising there from, be referred to arbitration and/or independent expert as appropriate.
- 2.5 Cabinet Resources Committee, 2 September 2008 (Decision item 16) – noted the action taken by Catalyst to initiate the arbitration procedure and instructed the appropriate Chief Officers to appoint Counsel and other appropriate consultants and that the costs relating to this would be met from reserves.
- 2.6 Cabinet Resources Committee, 23 April 2009 (Decision item 14) – noted the stage proceedings were at and the amount of money spent in relation to the arbitration.
- 2.7 Cabinet Resources Committee, 8 December 2009 (Decision item 18 and X2) – noted the stage proceedings were at; the amount of money spent in relation to the arbitration and formally agreed not to offer Catalyst a “drop hands” settlement.

2.8 Cabinet Resources Committee, 17 June 2010 (Decision item 19 and X7) – noted the stage proceedings were at; the amount of money spent in relation to the arbitration and the likely need to renegotiate the Care Home Contract, as well as the retention of Eversheds as legal advisors.

### 3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The 2010-2013 Corporate Plan priority of ‘Better Services with Less Money’ relates to the decisions made in relation to this arbitration and the issues which may result from it.

### 4. RISK MANAGEMENT ISSUES

4.1 The risks associated with the arbitration and its consequences have been formally logged in the Corporate Risk Register.

4.2 Provision for the estimated total cost of the award to March 2010 has been made in the 2009/10 accounts, funded from the risk reserve. The value of the award is not yet finalised, but depending on clarification of remaining issues by the Arbitrator, the range is likely to be between £5m to £7.5m.

4.3 The issue of reclamation of costs is still outstanding. Catalyst are yet to make it known if they will seek to reclaim their costs. In view of the fact that the Arbitrator found for the Council on one of the substantial decisions and for Catalyst on another, this could indicate that an appropriate balance has been struck (with the rest of the issues being peripheral). Clarity will be provided on 18 November 2010 at the meeting with the Arbitrator.

4.4 The Council is seeking to enter into a re-negotiation of the Care Contract led by the Deputy Chief Executive and Acting Director of Adult Social Services, to manage on-going financial and service delivery risks. This work has commenced and is aligned to the business and financial planning process for 2011/12.

### 5. EQUALITIES AND DIVERSITY ISSUES

5.1 The referral of the deficit claim to arbitration has not affected the residential and day care services being provided to older people. The service is inclusive and provided to all older people eligible for residential care or requiring day care. There are specialist units for people who have dementia, people who have learning disabilities and a unit for Asian people.

### 6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 The table below summarises the total amount spent on this matter to date including settlement of the over-billing for voids and single status agreement disputes outlined in the report to Cabinet Resources Committee on 17 June 2010.

Description	Amount spent/(received)
Eversheds	£884,559
Franklin & Andrews	£63,658
Counsel	£135,310
Arbitrator (half share)	£45,000
RSM Bentley Jennison/RSM Tenon	£559,448
Laing & Buisson	£92,962
Catalyst – Single Status Agreement	£290,525

Description	Amount spent/(received)
Catalyst – Over-Billing for Voids	(£822,367)
<b>Total</b>	<b>£1,249,095</b>

6.2 These costs have been met from the corporate litigation reserve, balances and service line budgets within the 2009/10 accounts.

6.3 A provision of £7.012m to cover the deficit award has been made in the 2009/10 accounts.

## 7. LEGAL ISSUES

7.1 All relevant legal issues are addressed in the report.

## 8. CONSTITUTIONAL POWERS

8.1 The Council's constitution, Part 3, Responsibility for Functions, paragraph 3.6 states the terms of reference of the Cabinet Resources Committee including capital and revenue finance, forecasting, monitoring, borrowing and taxation.

## 9. BACKGROUND INFORMATION

### Overview of Arbitration Proceedings

9.1 Catalyst commenced arbitration proceedings against the Council in July 2008, seeking an adjustment under Condition 11.2.1 of the Care Contract. Condition 11.2.1 provides that Catalyst may seek an appropriate adjustment to the care fees if it has incurred, or forecasts that it is reasonably likely to incur, a Deficit (as defined in Condition 11.3.5). The dispute arose by virtue of a number of ambiguities in the Care Contract, including (i) whether the Deficit provision in Condition 11 only applied in respect of changes to legislation or guidance which affected the running costs of the care homes, and (ii) how any losses were to be shared between Catalyst and the Council under Condition 11. Importantly, Catalyst also failed to provide sufficient information to the Council to enable it to validate the numbers which made up its claim.

9.2 Catalyst's claim increased during the course of the arbitration proceedings such that it was claiming £12 – 17 million in respect of the first 6 years of the Contract, plus interest on the amount of any claim. The losses resulted from Catalyst significantly underestimating both the operating costs of the care homes and the development costs of the new care homes.

### The Award - Summary of key issues

9.3 The key issues with significant financial implications included:

- Whether Condition 11 operated so as to allow losses less than 10% of the Income in a particular year (or the first 10% where losses exceed 10% of Income) to be carried forward and brought into account in any calculation of Deficit; and
- How the sale proceeds of the surplus sites and the development costs of the new homes should be taken into account in any Deficit calculation.

### Summary of the Arbitrator's findings

9.4 The Council was successful on the interpretation of the key provisions in Condition 11 regarding loss sharing. The Arbitrator decided that Catalyst must bear the first 10% of any losses in each financial year and that only this "top slice" of losses over 10% can be claimed or carried forward by Catalyst to a future financial year.

9.5 The Arbitrator decided that the sale proceeds from the vacated sites arising from the re-development should be deducted from the loans taken out by Catalyst to fund the project, thereby reducing the “expenditure side” of the Deficit calculation. This ruling means that the profits from the sale of the surplus homes are spread over the life of the Care Contract in the same way as the development costs of the new care homes, rather than being taken into account in full as income in the particular financial year in which the property was transferred.

#### **Financial implications of the Award**

9.6 The Arbitrator’s finding in relation to the treatment of the sale proceeds increases the amount of the Deficit in the first 6 years of the Care Contract (because the majority of the sales, and therefore receipts, took place in the first 6 years); but in relative terms reduces the losses thereafter.

9.7 The finding that Catalyst must bear the first 10% (relative to Income) of any losses (referred to as the “bottom slice”) and cannot carry forward any losses less than this 10% “threshold” has a very significant impact in terms of the losses which Catalyst should bear, both in the first 6 years of the Care Contract and future years.

9.8 There is a need for confirmation from the Arbitrator in some areas in order to determine the size of the award to Catalyst. These include:

- Calculation of interest charges on the losses;
- Calculation of interest on the claimable deficit from 2 April 2007 onwards; and
- Costs which are at the discretion of the Arbitrator.

9.9 A hearing before the Arbitrator has been provisionally fixed for 18 November 2010 to resolve any issues which can not be resolved with Catalyst by agreement. This was the first date which was available for the Arbitrator and both parties’ representatives.

9.10 Condition 11.2.1 of the Care Contract simply talks about an “appropriate adjustment to the care fees so as to recover and/or avoid (as the case may be) the Deficit.” There is no set mechanism for converting the Deficit into a bed price adjustment. This will be discussed and agreed between the Council and Catalyst.

#### **Commercial considerations going forward**

9.11 The Council is building up a range of options to minimise the losses likely to be incurred by Catalyst and thus the level of deficit funding which the Council might need to meet. Preliminary work is underway for the Council to enter in a renegotiation of the Care Contract with Catalyst. This will be reported back to Cabinet Resources Committee once there is significant progress. This is likely to be within the next six months.

9.12 As agreed through the CRC report of 17 June 2010, the Council will be retaining Eversheds as the legal advisors to support the renegotiation of the Care Contract following the completion of the arbitration process.

9.13 Officers are working to conclude the renegotiation of the Contract within the financial year 2010/11 in order to give some assurance regarding future potential liabilities as part of the financial and business planning process for 2011/12 onwards.

## **10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal – PJ  
CFO – NH



**AGENDA ITEM: 12**      Pages 94 – 100

Meeting	Cabinet Resources Committee
Date	19 October 2010
Subject	<b>Campus Re-provision Programme - Contract Award Intensive Supported Living Support Contract (contract reference: 50283)</b>
Report of	Cabinet Member for Adults
Summary	<p>To seek approval to:</p> <ul style="list-style-type: none"> <li>❖ award the Intensive Supported Living Support Contract to Lifeways Community Care Limited;</li> <li>❖ utilise earmarked capital funding and to forgo a land receipt should this prove necessary to support the development of appropriate accommodation as part of the Campus Reprovision programme; and</li> <li>❖ the sale of the land to Notting Hill Housing Trust for the proposed scheme on the terms detailed in the report terms.</li> </ul>

Officer Contributors	Abigail Garraway – Project Manager – Adult Social Services Gerry O’Kello – Deputy Head of Supply Management – Adult Social Services
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not Applicable

Contact for further information: Abigail Garraway, Project Manager, Adult Social Services, 020 8359 4204.

## **1. RECOMMENDATIONS**

- 1.1 That the Intensive Supported Living Contract be awarded to Lifeways Community Care Limited for a period of three years commencing on 30 November 2010, with an option to extend subject to satisfactory performance, for a further two years.**
- 1.2 That subject to written confirmation from the Department of Health that they will not reclaim the grant previously awarded as set out in paragraph 4.4, the Council enters into a development agreement with Notting Hill Housing Trust as outlined in recommendation 1.4.**
- 1.3 That a 125 years lease be granted on the Pert Close site, at Pert Close, London N10, to Notting Hill Housing Trust in accordance with the site's valuation, on condition that it pursues the development outlined in recommendation 1.4.**
- 1.4 That the development by Notting Hill Housing Trust consists of up to eight one bed supported living units which would be contained in a new building developed on the Pert Close site, in accordance with Section 6 of this report.**
- 1.5 That the requirement for a land receipt for Pert Close, London N10 be forgone, should this be necessary, to support the capital element of the Campus Re-provision programme as set out in paragraph 6.11 of the report.**
- 1.6 That the previous decision of Cabinet Resources Committee on 16 February 2006, as amended by the Leader of the Council and Cabinet Members for Resources by delegated powers on 23 February 2010, to sell the site to Notting Hill Housing Trust for a social housing scheme be rescinded, and approval to sell the site to Notting Hill Housing Trust as detailed in this report is granted.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet Resources Committee, 16 February 2006 – approved the disposal to Genesis for a social housing scheme at nil value, with nominations on the completed units.
- 2.2 Cabinet Resources Committee, 5 March 2009 (Decision item 9) – approved the appointment of Notting Hill Housing Trust as the Council's preferred developer for (i) development of the Broadfields Playground site at Warren Shawe Lane and (ii) further developments to meet the re-provision requirements of the Harperbury Hospital Campus Closure Programme.
- 2.3 The Leader of the Council and Cabinet Member for Resources by delegated powers (DPR 901) approved on 23 February 2010 the transfer to dispose Pert Close from Genesis Housing Group to Notting Hill Housing Group.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 It is intended that the Intensive Supported Living Support service and the supported living units will provide the basis for care provision to both:
  - Barnet residents of Harperbury NHS hospital campus identified as part of the Campus Re-provision project; and
  - Individuals whose social care needs are currently being met within residential care home settings.

- 3.2 The proposals in this report support the corporate plan priorities of 'Sharing Opportunities and Sharing Responsibilities' which includes the objective of 'embedding a safeguarding culture throughout Barnet to ensure all children, young people and adults remain safe' and 'Better Services with Less Money' as alternatives are developed to institutional care.
- 3.3 The Campus Re-provision programme is a nationally driven programme by the Department of Health to close all remaining long stay NHS beds for people with a learning disability. A national target has been set to close all campuses by end of 2010/11 which is monitored by the Care Quality Commission.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 The purpose of the Intensive Supported Living Support Contract is to ensure safe provision for the needs of very vulnerable adults. All services provided will be subject to cyclical review through regular contract monitoring meetings involving specialist learning disability staff. The specification has been based on detailed assessments of individual's needs and there will be a requirement for the service provider to fully involve service users and carers in all decision making to ensure that the support provided is flexible and responsive to individual's circumstances.
- 4.2 NHS Barnet (NHSB) and the Council have formally agreed a pooled budget through a Section 75 arrangement to support the resettlement of the campus clients in the Borough. The transition plan consists of:
- Phased person-centred discharge planning arrangement for each service user lasting up to 3 months.
  - A multi-disciplinary discharge planning process involving key health and social care professionals including staff from the new provider as well as service users, their families and/or carers.
  - Shadowing arrangement between the current and new service provider.
- 4.3 Consequently, NHSB and the Council will be required to make dual payments to account for this unavoidable transition and resettlement process. Tenderers were required to provide a detailed transition and implementation plan including set up costs to safeguard against any cost over run.
- 4.4 The Department of Health and NHS Barnet have agreed to provide the necessary capital resources (£148,000) per individual (£990,000) in total to fund the capital costs of the supported living developments. This capital was provided in accordance with Department of Health's capital grant conditions that the capital is spent within the financial year 2009-10. A lack of suitable and available sites has hindered progress, which has the potential risk that the capital grant may be reclaimed by the Department of Health. This risk continues to be mitigated through ongoing monitoring returns to the Department of Health, keeping them appraised of progress and through seeking written confirmation that the capital funding if utilised as set out in this report will not be reclaimed by the Department of Health. The Department of Health have indicated their agreement with the Council's approach.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Equalities considerations have been taken as part of the Council's strategic procurement policy. Equalities considerations have been made in the management of the tender process, including evaluation of tenderers' equalities and diversity policies concerning employment practice and service delivery. The contract for the new services will include explicit requirements fully covering the Council's duties under equalities legislation.
- 5.2 All private or voluntary organisations providing public functions are also subject to the Equality Act 2010 and the appointed service provider will be expected to comply with all the Council's equality and diversity policies and procedures.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 The total capital funding from Department of Health and NHS Barnet for the Campus Re-provision for eleven clients is £1.512m. £592,000 has been committed to the Broadfields Playground development as phase one of the Campus Re-provision programme, which utilises the capital allocation for four campus clients. This leaves £920,000 of capital to fund further the phase two development to re-provide for the remaining five clients.
- 6.4 The proposed site for the phase two development is the car park at Pert Close N10. Pert Close is located in an established residential area, south of the North Circular Road, and consists of 10 residential blocks of Council owned 1960's built maisonettes, and 3 car parking areas. The car park proposed for this development extends to an area of 0.21 acres and has been identified as under-utilised and suitable for residential development for social housing.
- 6.5 Notting Hill Housing Trust as the housing partner for the project have submitted a proposal to develop eight one bed units at Pert Close. This proposal would ensure that sufficient units are built to re-provide for the remaining five campus clients as well as providing an additional three units for other clients with complex needs. This proposal will maximise the site as it will support the achievement of revenue savings for Adult Social Services through moving three individuals in high cost placements to a locally managed supported living scheme.
- 6.6 Property services have completed a valuation of the site and confirmed the value of the £240,000 for Pert Close.
- 6.7 Where a scheme is funded by Homes & Community Agency grant a receipt is commonly requested together with a nominations agreement. The benefit for transferring at nil value should Homes & Community Agency grant not be available is that the benefit is accrued via the nominations agreement on the completed units, which represents the consideration for the land receipt. As this site is under the threshold it falls within the General Consent under Section 25 of the Local Government Act 1988 for the Disposal of Land to Registered Social Landlords and specific consent is not required. Notting Hill Housing Trust are working with the Council to complete detailed designs, in readiness to submit the required planning application.

### Capital Implications

- 6.9 Notting Hill Housing Trust submitted costings for an eight unit scheme at Pert Close that assumes a required land receipt of £240,000 as shown in the table below.

	<b>Expenditure £</b>		<b>Income £</b>
Land	240,000	DH/PCT Monies	920,000
Build	1,132,800	Other Income Required	460,000
Design Fees	45,312		
On-costs	234,232		
Interest	10,208	Building loan (financed through rents)	282,552
<b>Total Scheme Costs</b>	<b>1,662,552</b>	<b>Total Receipts</b>	<b>1,662,552</b>

- 6.10 In order for the eight bedded scheme to be financially viable, Notting Hill Housing Trust will be submitting a bid for this development to cover part of the £460,000 additional capital required for the scheme to Homes & Communities Agency (HCA). As public subsidy through the NHS Capital funding of £920,000 will be set against five out of the eight units, Notting Hill Housing Group can only realistically seek further public subsidy through the HCA for the three additional units. A realistic assessment of the level of HCA likely to be achieved is £220,000. Regeneration have indicated their view that a bid of this size to the HCA which enabled a start on site in this financial year is highly likely to be successful.
- 6.11 This report proposes that the capital receipt of £285,000 due to be paid to the Council by Notting Hill Housing Trust on 1 April 2011 for the Broadfields Playground site following completion of the phase 1 campus re-provision development is used to fund the shortfall of £240,000 of other income required to support the phase 2 development. The terms of this will be set out in the development agreement with Notting Hill Housing Trust. In the unlikely event that Homes & Community Agency funding is not available, then Property Services and Regeneration have agreed that the land receipt which would be paid to the Housing Revenue Account could be forgone.
- 6.12 This would enable the Council to support the development of the eight units and thereby support Adult Social Services move individuals living in high cost residential placements into supported living with a lower unit cost. If the land receipt is not forgone, an opportunity to maximise a site for supported living for people with a learning disability will not be feasible as the number of units developed would reduce to match the available resource envelope and no revenue savings as part of Adult Social Services 'move-on' project from this scheme would be realised.

#### Revenue Implications

- 6.13 The revenue costs associated with the Intensive Supported Living Support Contract will be met from a pooled budget managed by the Council established under Section 75 NHS Act 2006 between NHS Barnet and the Council as well as for non Harperbury clients, Adult Social Services purchasing budgets. The pooled budget consists of the current budgets for the named individuals who form part of the Campus Re-provision project and covers the revenue for the nine named individuals who are to be re-provided for from Harperbury. The costs arising from the intensive supported living contract will be managed within current budgets and do not represent a revenue pressure for the Council.
- 6.14 The Intensive Supported Living Support Contract procurement was conducted under a restricted tender process. This consists of a two-stage procedure with an initial invitation of expressions of interest, the submission of a Prequalification Questionnaire (PQQ), followed by an invitation to tender for those short listed organisations.

## 7. LEGAL ISSUES

- 7.1 For the purposes of European procurement rules, the Intensive Supported Living Support Contract falls within Category B of Schedule 3 to the Public Contracts Regulations 2006. Procurements of Category B services do not have to follow the full European procurement regime. However, as indicated at paragraph 6.9 above, a competitive process was carried out using the European 'open procedure' and this will have ensured compliance with the, relevant, Treaty principles.

## 8. CONSTITUTIONAL POWERS

- 8.1 The Council's constitution, Part 3, Responsibility for Functions, Paragraph 3.6 states the terms of reference of the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

## 9. BACKGROUND INFORMATION

- 9.1 The 2006 "Our Health, Our Care, Our Say" White Paper stated that NHS residential accommodation for individuals with learning difficulties (i.e. NHS campuses such as Harperbury hospital) should be closed by 2010, with alternative provision made to enable them to be supported to live in ordinary housing in their local community, to increase their independence and access to appropriate health care and other services, and wherever possible, employment. In making this recommendation, this reinforces the principles outlined in the 2001 "Valuing People" White Paper, for improving the lives of individuals with learning difficulties.
- 9.2 This position is consistent with the Council's aim to promote independence and choice with the Barnet Campus Re-provision Programme seeking to give some of the most excluded in our community the opportunity to live in their own home with support.
- 9.3 To deliver on this objective, the Council has entered into Section 256 of the NHS Act 2006 agreements with NHS Barnet to cover both the revenue and capital aspects of the campus Re-provision Programme to ensure that there is the right support and the right accommodation in place to facilitate the closure of the long stay hospital beds and a successful move for the individuals involved. These agreements commenced on 1 April 2010.
- 9.4 A restricted tender process has been followed. The restricted tender process consists of:  
**Expressions of Interest** – Expressions of Interest were invited on 5 May 2010, advertised through OJEU, the Guardian newspaper and the London Borough of Barnet website. Expressions of Interest were received from 43 organisations.

**Pre-Qualification Questionnaire** – The purpose of the pre-qualification questionnaire is to satisfy the Council that prospective bidders meet the required company checks in terms of all relevant legislative and regulatory requirements and have the minimum necessary experience to be considered for tender. Twenty-five organisations submitted completed pre-qualification questionnaires by the deadline of 14 June 2010.

**Bidders Information Sharing Event** – Following the evaluation of the pre-qualification questionnaires, 12 organisations were invited to tender. To assist and inform the bidders an information sharing event was held on 19 July 2010.

**Invitation to Tender** – Tenders were evaluated against the following evaluation criteria and weighting:

- 50% – quality assessed against method statements, assessed areas were  
Capacity to organise and manage the service  
Competence to deliver service outcomes  
Experience and quality assurance
- 25% – cost assessed against submitted prices; and
- 25% – against performance at the interviews/presentation to the tender evaluation panel.

The involvement of service users and their carers was considered to be an essential component of the procurement process. Following discussion with service users and their carers it was agreed that their participation would be during the interview and presentation evaluation, which was undertaken by:

- Panel 1 – service users and carers panel which consisted of two service users and two carers supported by a member of staff from an advocacy organisation; and
- Panel 2 – officers panel which consisted of 6 officers including clinical staff from Barnet Learning Disability Service.

- 9.5 Twelve organisations were invited to the tender stage following the pre-qualification process. Tender submissions were received by nine organisations by the submission deadline of 23 August 2010.
- 9.6 The officers' panel, panel 2, met on 17 September 2010 to complete the evaluation and ranking of the tenders. The panel also discussed the experience of the evaluation and presentation process in order to allow feedback to be given and recorded.
- 9.7 The Council carried out additional activities in order to validate the tender submissions for the contract. These additional activities were financial strength and credit reference checks. References were also requested.
- 9.8 Following the completion of procurement exercise the officer's panel recommended that the contract is awarded to Lifeways Community Care Ltd.
- 9.9 A paper recommending the award of contract to Lifeways Community Care Ltd, was presented to and agreed by the Campus Re-provision project board on 28 September 2010.
- 9.10 To ensure that the required service quality is maintained the Intensive Supported Living Support provider is required to have its own internal quality assurance system, which includes standard setting, monitoring, management, scrutiny and review processes.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 Pre-Qualification Evaluation Pack
- 10.2 Invitation to Tender Pack
- 10.3 Campus Closure Programme Project Documents
- 10.4 DH – Campus Capital Programme Bid – Stage 3
- 10.5 Anyone wishing to inspect these papers should telephone Abigail Garraway on 020 8359 4204.

Legal – PD  
CFO – MC