

**MEETING**

**ASSETS, REGENERATION AND GROWTH COMMITTEE**

**DATE AND TIME**

**MONDAY 16TH MARCH, 2015**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX**

**TO: MEMBERS OF ASSETS, REGENERATION AND GROWTH COMMITTEE  
(Quorum 3)**

Chairman: Councillor Daniel Thomas  
Vice Chairman: Councillor Daniel Seal

**Councillors**

Daniel Seal	Philip Cohen	Nagus Narenthira
Richard Cornelius	Geof Cooke	Shimon Ryde
Pauline Coakley Webb	Gabriel Rozenberg	

**Substitute Members**

Councillor Caroline Stock	Councillor Alison Moore	Councillor Tom Davey
Councillor Ross Houston	Councillor Paul Edwards	Councillor Val Duschinsky

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance (Acting)**

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**ASSURANCE GROUP**

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## Decisions of the Assets, Regeneration and Growth Committee

3 March 2015

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)

Councillor Richard Cornelius  
Councillor Pauline Coakley Webb  
Councillor Philip Cohen  
Councillor Geof Cooke

Councillor Gabriel Rozenberg  
Councillor Nagus Narenthira  
Councillor Shimon Ryde  
Councillor Val Duschinsky (as substitute)

Apologies for Absence

Councillor Daniel Seal

### 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** - that the minutes of the meeting held on 15 December 2014 be agreed as a correct record.

### 2. ABSENCE OF MEMBERS

An apology for absence was received from Councillor Daniel Seal, who was substituted by Councillor Val Duschinsky.

### 3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

There were none.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

### 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the questions asked and the published answers were provided with the agenda papers for the meeting.

### 6. MEMBERS' ITEMS (IF ANY)

There were none.

### 7. BRENT CROSS CRICKLEWOOD COMPULSORY PURCHASE ORDER (NO. 1)

The Committee considered the report.

Having been put to the vote the Committee voted:

In Favour: 5

Against: 4

Abstain: 0

The Committee;

**RESOLVED** - That the Committee note the content of the report and recommend the following to full Council for approval:

- That a compulsory purchase order (CPO) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land shaded pink on the plan at Appendix 1 and pursuant to section 13 of the Local Government (Misc Provisions) Act 1976 to acquire new rights in respect of the land shaded blue on the said plan.
- That the appropriate Chief Officers be authorised to settle the final form and content of the CPO and associated documentation and take all action needed to pursue the CPO and secure its confirmation.
- That the appropriate Chief Officers be authorised, following the confirmation of the CPO, to implement the CPO powers and acquire title to and/or take possession of the land.
- That the appropriate Chief Officers be authorised to carry out the necessary procedures under Part 11 of the Housing Act 1985 and to use Ground 10A to obtain vacant possession of Council owned dwellings that are occupied by secure tenants in the area shown shaded pink on the plan at Appendix 1.
- That the appropriate Chief Officers be authorised to approve the service of Initial and Final Demolition Notices as required pursuant to the Housing Act 2004 to suspend the right to buy on properties due for demolition which are situated on the Whitefield Estate but fall within the Brent Cross North Development and on the Rosa Freedman Centre.
- That the appropriate Chief Officers be authorised to take all necessary steps to re-house secure tenants from the Sheltered Housing Units at Rosa Freeman and to pay statutory homelessness and disturbance to those tenants.

## **8. BRENT CROSS CRICKLEWOOD COMPULSORY PURCHASE ORDER (NO. 2)**

The Committee considered the report.

Having been put to the vote the Committee voted:

In Favour: 5

Against: 4

Abstain: 0

The Committee;

**RESOLVED** - That the Committee note the content of the report and recommend the following to full Council for approval:

- That a compulsory purchase order (CPO) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land shaded pink on the plan at Appendix 1

- That the appropriate Chief Officers be authorised to settle the final form and content of the CPO and associated documentation and take all action needed to pursue the CPO and secure its confirmation.
- That the appropriate Chief Officers be authorised, following the confirmation of the CPO, to implement the CPO powers and acquire title to and/or take possession of the land.
- That the appropriate Chief Officers be authorised to carry out the necessary procedures under Part 11 of the Housing Act 1985 and to use Ground 10A to obtain vacant possession of Council owned dwellings that are occupied by secure tenants in the area shown shaded pink on the plan at Appendix 1.
- That the appropriate Chief Officers be authorised to approve the service of Initial and Final Demolition Notices as required pursuant to the Housing Act 2004 to suspend the right to buy on properties due for demolition which are situated on the Whitefield Estate but fall within the Brent Cross South Development.

**9. BRENT CROSS CRICKLEWOOD SOUTH - SELECTION OF PREFERRED PARTNER**

The Committee considered the report.

Councillor Thomas moved a motion to delete “PLC” from the recommendations  
Councillor Rozenberg seconded the motion.

Having been put to the vote the Committee voted:

For: 5  
Against: 0  
Abstain: 4

The motion was therefore carried.

The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report, which would require the Committee to go into private session. There were none.

The Committee considered the report and the accompanying exempt information.

Having been put to the vote the Committee voted:

In Favour: 5  
Against: 0  
Abstain: 4

The Committee;

**RESOLVED** - That the Committee recommend to full Council:

- a) The appointment of Argent and Related Companies (Bidder Z) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme.
- b) The selection of Gateway Barnet consortium comprising Far East Consortium, Countryside Properties and Notting Hill Housing Trust (Bidder Y) as the Council's reserve development partner for the Brent Cross Cricklewood South Scheme.

c) Authorise Officers to work up the Joint Venture Structure, Business Plan, Project Agreement and documentation necessary to form the joint venture for consideration and approval by Assets, Regeneration and Growth Committee prior to formally entering into the joint venture contract.

**10. REPORT OF THE URGENCY COMMITTEE HELD ON 26 FEBRUARY 2015**

The Committee considered the report. The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report, which would require the Committee to go into private session. There were none.

The Committee;

**RESOLVED** - That the Committee noted the report and the accompanying exempt information.

**11. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the work programme.

**12. BRENT CROSS CRICKLEWOOD SOUTH - SELECTION OF PREFERRED PARTNER (EXEMPT)**

The Committee;

**RESOLVED** - That the information contained in the exempt report be noted.

**13. REPORT OF THE URGENCY COMMITTEE HELD ON 26 FEBRUARY 2015 - EXEMPT**

The Committee;

**RESOLVED** - that the information contained in the exempt report be noted.

The meeting finished at 5.40 pm



	<p><b>Assets, Regeneration and Growth Committee</b></p> <p><b>March 2015</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p><b>London Borough of Barnet Accommodations Options Review Strategic Outline Case (SOC)</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Interim Chief Operating Officer</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Strategic Outline Case (SOC)</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Chris Smith, Head of Estate Management, London Borough of Barnet</p>

### Summary

An Accommodation Options Review has been commissioned in relation to Barnet council's office accommodation provision from October 2015 onwards in accordance with HM Treasuries Green Book, Five Case principles. The Strategic Outline Case (SOC) has been prepared to enable officers and members to review the accommodation options and identify a preferred way forward for the Civic Estate.

### Recommendations

1. That the Committee acknowledge and note the contents of the Strategic Outline Case (SOC).
2. That the Committee note the SOC indicates the preferred way forward for Barnet Council's office accommodation is to proceed on the basis of a new build development at Colindale.
3. That an Outline Business Case (OBC) should be prepared for consideration by LBB in June 2015.

## 1. WHY THIS REPORT IS NEEDED

1.1 There are a number of medium term options available to the council from 2017 onwards. These are:

***A. Do nothing: e.g. status quo***

***B. Consolidate into Barnet House and Unit 2, North London Business Park***

***C. Seek alternative rental accommodation***

***D. Develop a new bespoke building for occupation by the council***

### 1.2 Green Book, 5 Case, Business Studies

1.2.1 The SOC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:

- Strategic Case – setting out the context for the Council's office accommodation, current arrangements and the case for change, constraints and investment objectives;
- Economic Case – appraising the options for office accommodation for Barnet, and the preferred way forward;
- Commercial Case – indicating the commercial implications of the preferred way forward;
- Financial Case – indicating how the preferred way forward could be funded; and
- Management Case – outlining the initial plans for delivery to manage the way forward.

1.3 The SOC has been prepared to enable officers and members to review the accommodation options in order to establish and agree the preferred way forward in terms of the Civic Estate from 2017 onwards.

1.4 Subject to approval of the SOC, an Outline Business Case (OBC) will be prepared with additional detail for consideration in June 2015.

### 1.5 Existing Portfolio

1.5.1 The current Civic Portfolio comprises four buildings situated at Units 2 and 4 North London Business Park (NLBP), Barnet House and Hendon Town Hall.

1.6 The key factor which enables the council to restructure the Civic Estate is the ability to break the occupational lease in NLBP Unit 4 in October 2015. This will enable the council to take a two stage approach to revising the Civic Estate by consolidating into the existing buildings in the short term (e.g. 2015-2017).

1.7 Consequently the solution must work within the confines of the contractual leasehold interests whilst simultaneously achieving the required minimum savings over the identified term.

## 1.8 **Recommendation**

1.8.1 The preferred way forward as identified under the five case business model is to build new bespoke office accommodation at the Grahame Park Site, Colindale. This option meets all of the core criteria by ensuring that the council's future accommodation needs and investment objectives are met through securing the target savings and regeneration objectives. The chosen solution is capable of being sourced and procured under the existing LBB / Capita contractual arrangements.

## 2. **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

2.1 All of the considered options are set out within the attached SOC at Section 3: Economic Case.

## 3. **POST DECISION IMPLEMENTATION**

3.1 If the recommendation is approved by the Committee, the next step will be to commence drafting the Outline Business Case.

## 4. **IMPLICATIONS OF DECISION**

### 4.1 **Corporate Priorities and Performance**

4.2 Within the contractual arrangements between LBB and Capita, target minimum savings are identified in terms of reducing the cost of civic accommodation

### 4.3 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

4.3.1 The basis of and approach to funding the proposed scheme at Colindale will be set out in detail in the Outline Business Case (OBC). Savings profiled in the current MTFS assume a cumulative reduction of £49.6m in the cost of office accommodation up to 2023/24. The preferred option in the SOC estimates a reduction of £49.2m over the same period. During the detailed OBC stage, the costs will need to be reviewed further to ensure the targets in the MTFS are fully met.

4.3.2 The costs in relation to the interim move/consolidation into NLBP 2 and Barnet House are currently estimated at £2,530,000. This will be funded from existing budgets.

4.3.3 Current projections indicate that there may be a requirement for an additional site of 20,000 sq ft. An estimate of this cost has been factored into the one-off

costs but will be set out in detail in the OBC.

#### **4.4 Legal and Constitutional References**

4.4.1 The Council Constitution under Responsibility for Functions sets out the terms of reference for the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of growth; and
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

#### **4.5 Risk Management**

4.5.1 There is a risk that, if these proposals are not taken forward in the light of the consultation to date, the target minimum financial savings will not be achieved.

#### **4.6 Equalities and Diversity**

4.6.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.

4.6.2 The policy proposals set out in the SOC are designed to ensure fair and equitable treatment of all Barnet's communities in relation to their access to THE Civic Estate.

### **5. BACKGROUND PAPERS**

5.1 None

London Borough of Barnet  
Accommodation Options Review  
Strategic Outline Case (SOC)

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## 1 Executive Summary

This document is the Strategic Outline Case (SOC) for Barnet Council's office accommodation provision from October 2015 onwards.

The SOC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:

- Strategic Case – setting out the context for the Council's office accommodation, current arrangements and the case for change, constraints and investment objectives;
- Economic Case – appraising the options for office accommodation for Barnet, and the preferred way forward;
- Commercial Case – indicating the commercial implications of the preferred way forward;
- Financial Case – indicating how the preferred way forward could be funded; and
- Management Case – outlining the initial plans for delivery to manage the way forward.

The SOC has been prepared to enable officers and members to review the accommodation options in order to establish and agree the preferred way forward in terms of the Civic Estate from 2017 onwards.

Subject to approval of the SOC, an Outline Business Case (OBC) will be prepared with additional detail for consideration in June 2015.

The current Civic Portfolio comprises four buildings situated at Units 2 and 4 North London Business Park (NLBP), Barnet House and Hendon Town Hall.

The key factor which enables the council to restructure the Civic Estate is the ability to break the occupational lease in NLBP Unit 4 in October 2015. This will enable the council to take a two stage approach to revising the Civic Estate by consolidating into the existing buildings in the short term (e.g. 2015-2017).

Consequently LBB have options to meet the target aim of securing a minimum saving in the operational cost of the portfolio over the period 2013/14 to 2023/24 of £40.3m.

Following a long list appraisal of potential options, three short list options have been identified and subsequently appraised:

- **'Do Nothing'** as a baseline – continuing with leases in both the NLBP sites and Barnet House;
- **'Do Minimum'** – exiting from NLBP Unit 4 and consolidating into NLBP Unit 2 and Barnet House; and
- **'Do Maximum'** – develop new, specialist accommodation at Grahame Park in Colindale to move into in 2017, having consolidated as per the 'Do Minimum' option beforehand.

Do Maximum has emerged as the preferred option at this stage. By moving the LBB office accommodation on to a freehold basis, avoided rental costs are sufficient to provide a strongly positive projected NPV over the 34 year period where capital financing would be sought. It also



provides potential strategic benefits in terms of the regeneration of the western side of the Borough.

In the shorter financial term, it exceeds the required savings in the Medium Term Financial Strategy, having incorporated financing costs and an allowance of the Minimum Revenue Provision.

The core Civic Estate therefore, from 2017 onwards, would comprise Hendon Town Hall and Colindale both of which are freehold holdings.

This will in effect eradicate the current lease obligations from, subject to final negotiation, 2020 onwards and under current market conditions create a valuable additional asset base for the council.

The development will be undertaken by the council direct through Re as Project Managers under a JCT Design and Build contract utilising a contractor from the approved London Contractors List. The current implementation plan allows for a planning application in March 2015 with a view to appointing a contractor by October of this year. The project will be managed by Re through the existing contractual arrangements.

In conclusion, the preferred way forward achieves the opportunity to secure significant savings in the current occupation of the Civic Estate whilst allowing the council to adopt a full Smart Working Programme

The preferred way forward identified within this SOC is to build new bespoke office accommodation at the Grahame Park Site, Colindale. This option meets all of the core criteria by ensuring that the council's future accommodation needs and investment objectives are met through securing the target savings and regeneration objectives. The chosen solution is capable of being sourced and procured under the existing LBB / Capita contractual arrangements.

An OBC, to be prepared for June 2015, will provide additional detail on the economic appraisals, including incorporation of financial risks and sensitivity analysis. It will also provide additional detail on financial consequences, the sourcing approach and the project management arrangements required to ensure successful delivery.

## 2 Strategic Case

This section details the strategic context and case for change for the London Borough of Barnet (LBB)'s accommodation options. It also sets out the risks, constraints and dependencies in which the business need will be taken forward alongside the investment objectives.

### Strategic Context

#### Organisational overview

The London Borough of Barnet have an estimated office based staff requirement amounting to 2,308 individuals requiring office accommodation, with the majority based at the North London Business Park (NLBP) in the east of the Borough.

Capita are retained as LBB's Strategic Outsourcing Consultants and the estates and accommodation strategy is within their contractual remit.

#### Strategic drivers

LBB are committed to providing their staff and service users with office accommodation that provides a flexible working environment in line with modern working practices. In February 2014, LBB established a '*Smarter Working Group*' to assess accommodation needs in the future.

An agile working survey was undertaken in March 2014 to review the then existing occupational arrangements to inform the development of a future strategy based on smart working principles.

In order to meet the medium term financial challenges faced by LBB, in common with other local authorities, savings on accommodation are required. LBB's medium term financial plan includes savings of a minimum of £49.6m over the period to 2013-2023 (of which £40.3m is contractually agreed between LBB and Capita). These savings have been incorporated into budget baselines. Capita are working alongside the Council to achieve these savings, within their contractual obligations.

LBB are committed to regeneration of the Borough, and in particular within the Colindale area. Specifically, the Colindale Area Action Plan (CCAP) sets out the framework for future development and change in the local area.

The CCAP was prepared in partnership with key stakeholders and local communities in the area and represents the outcome of an intensive period of public consultation covering an area of approximately 200ha and includes an additional 10,000 new homes and a mix of retail, office and other land uses.

## Case for Change

### Current arrangements

Barnet's principal office accommodation is across three buildings as follows:

- Unit 4 North London Business Park – 169,000 sq ft
- Unit 2 North London Business Park – 44,754 sq ft
- Barnet House – 70,000 sq ft

Total – 284,000 sq ft

The Council intends to retain Hendon Town Hall for Civic Meeting and Ceremonial space which has been excluded for the purposes of the Accommodation Options Review.

The current office accommodation includes a significant amount of unused space and it is considered that alongside the introduction of flexible and agile working, the council could occupy a much smaller footprint in the future. It is currently envisaged that the revised estate footprint for the core Civic accommodation from 2015 / 2017 is in the region of 125,000 sq ft and from 2017 onwards 90,000 sq ft.

There is a break clause, in October 2015, for NLBP Unit 4, which LBB served notice to determine in late 2014. The lease on NLBP Unit 2 expires in July 2020 and the lease on Barnet House expires in September 2032.

### Business needs

The Agile Working Survey established working practices at LBB, and the extent to which teams might adapt to a future agile shared desk policy.

All office based staff members (989) were invited to participate in the survey, with a 41% completion rate. In addition to the survey, additional interviews were undertaken with service delivery team leaders and other staff members.

The outcome of the Agile Working Study was a recommended desk ratio for office based staff of 69%, equivalent to a ratio of '7:10'. This is based on average office occupancy for all work style types including a 'buffer' allowance to absorb variations in work patterns.

The Smarter Working Group has approved an overall optimum office footprint of 90,000 sq ft., with appropriate parking and catering arrangements to be incorporated in the preferred way forward.

Where possible, LBB has a strategic desire to regenerate the western side of the borough where a greater number of LBB service users are located. Within the CAAP area, a western Barnet location, there is a potential site – at Grahame Park – for a multi-storey scheme, incorporating offices, residential apartments, community use and public space.

## Investment objectives

The core investment objectives for LBB accommodation are as follows:

- Deliver a minimum of £40.3m gross savings in the civic accommodation by September 2023 in accordance with the contractual obligations between LBB and Capita;
- Provide modern, flexible office accommodation of 90,000 sq ft;
- To use the Civic Estate as a regeneration tool;
- To maximise the occupational use of the Civic Estate through smart working;
- To focus council's facilities in a location which is accessible to the majority of users.

## Constraints

There are a number of constraints for LBB to consider in its approach to office accommodation:

- 2017 is the earliest date for delivery of 'new' office accommodation arising from major works, either from a refurbishment or new build;
- There is a strategic desire for LBB offices to remain within the Borough and be accessible to service users;
- Funding for any proposed changes would need to be within the parameters of the LBB Capital programme and existing resource budgets; and
- Any new office provision needs to remain attractive and convenient for staff, including access to public transport and appropriate parking provisions.

## Dependencies

Negotiations with the owners of Barnet House and NLBP Unit 2 will be required for any changes to lease end dates. A deal has been negotiated, pending legal completion, such that it will be possible for LBB to take over all of NLBP Unit 2, including the second floor currently occupied by Middlesex University without additional rentals.

There are costs associated with consolidating into the existing estate which we would broadly summarise as follows:

- Any options requiring the reoccupation of Barnet House would require refurbishment works costing an estimated **£2,100,000**;
- A future sum in relation to the dilapidations liability for Unit 2 from 2020 has been estimated at a current figure of **£70,000**;
- An IT provision of **£170,000** has been allowed for intensification of occupation;
- **£80,000** has been allowed for Legal costs;
- To ensure the agile working initiative takes place, an allowance of **£310,000** has been allowed for new office furniture;
- Whilst the 2<sup>nd</sup> floor of NLBP is rent free for two years, a sum of **£330,000** has been allowed to account for early possession.

LBB's office accommodation strategy and plans are dependent on the accommodation required being signed off and agreed by the Smarter Working Group.

## Risks

The Strategic Risks for LBB to manage and mitigate as it considers its accommodation options are:

- Potential cost and time overruns resulting in new accommodation not being available on time and budgetary pressures;
- New accommodation being less attractive to staff or impeding their working arrangements;
- That there is staff resistance to a reduction in the parking provision and greater reliance on public transport;
- Resistance to cultural changes as the smart working initiative is instigated;
- Delays in the internal decision making processes results in the accommodation not being available for occupation by late 2017.

## Conclusion

This section has out the strategic context and case for change for LBB's office accommodation and the investment objectives for different potential options.

In the following section, the Economic Case will set out and appraise the options for meeting these investment objectives.

### 3 Economic Case

The Strategic Case set out the rationale, context and constraints for office accommodation for The London Borough of Barnet. The Economic Case sets out the Critical Success Factors (CSF's) for the decision, appraising the long list of options to meet before outlining the potential costs and benefits of the short-listed options in order to indicate the preferred way forward.

#### Critical Success Factors

Based on the strategic drivers, business needs and constraints, the following Critical Success Factors (CSFs) have been established for LBB's approach to office accommodation:

- **CSF1:** Delivers required **efficiency** savings and affordable to implement
- **CSF2:** Alignment with Smarter Working Group approach to **desired working arrangements**
- **CSF3:** Alignment with the wider **strategic aims** of LBB
- **CSF4:** **Deliverability** within appropriate timescales and with minimal disruption to service delivery

#### Long list options appraisal

In accordance with HM Treasury Business Case best practice, at the Strategic Outline Case (SOC) stage, the long list consciously includes a wide range of potential options, including those which can be discounted through the appraisal process by considering them against the CSFs. It is therefore an appraisal of the ways in which LBB *'could'* have approached the office accommodation challenge rather than how they *'would'*.

At the conclusion of the long list appraisal, the emerging short list will represent the most realistic potential options worthy of full consideration.

The 'long-list' of potential options for Barnet's office accommodation is:

1. **Do Nothing:**  
The status quo option. No change and LBB continue in occupation of both Units 2 and 4 North London Business Park and Barnet House. Break clause is not operated.
2. **Consolidate into Barnet House and NLBP Unit 2:**  
Trigger the break clause on Unit 4 North London Business Park to determine occupation from October 2014 and consolidate into Barnet House and Unit 2, NLBP
3. **Alternative rental accommodation:**  
This option provides a number of alternative approaches including either relocating back office staff to a cost effective out of borough location or severing all existing leases and identifying an alternative site.
4. **Consolidate with another local authority / public body:**  
Consider amalgamating with another public body along the lines of the 'Tri-Borough' arrangement which Westminster Council, the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham have entered into.

**5. Retain Barnet House and build another:**

This option assumes that LBB exit both North London Business Park buildings on or before 2020 and construct a smaller bespoke development for their own occupation whilst retaining Barnet House until 2032.

**6. New office accommodation on the Grahame Park site in Colindale:**

This option assumes that LBB occupy either as leaseholder or freeholder, a new bespoke development on the Grahame Park site in Colindale from 2017 onwards.

**7. Build new office accommodation elsewhere:**

As above, but look for an alternative location other than the Colindale site.

**8. Debt and asset sale:**

This option is based on a model undertaken by a number of other bodies whereby all of the existing civic accommodation alongside other surplus properties would be sold to an institution / fund / investor (e.g. MARS and PEARS group) who would take over the liabilities usually subject to a balancing in payment. This would enable the council to effectively start again in terms of the civic accommodation with a clean sheet.

**9. Consider a full ‘commissioning’ model;**

This option assumes that all of LBB’s office accommodation would be provided through a service contract

**10. Consolidate into all current LBB surplus accommodation:**

Using surplus accommodation throughout the portfolio, to accommodate users, who cannot fit readily into the reduced estate.

**11. A full ‘hub and spoke’ operation:**

Reconsider the current ‘central HQ’ model and move to a full ‘hub and spoke’ operation with a number of smaller offices based around the Borough.

This long list of options is appraised against the CSFs identified above and in the following table;

- **Green** assessment indicates fully meets;
- **Amber** assessment indicates partly meets; and
- **Red** assessment indicates does not meet.

Option	CSF1: Efficiency	CSF2: Desired Working Arrangements	CSF3: Strategic Aims	CSF4: Deliverability
Do Nothing	Will not deliver the required savings, leaving a significant budget gap	Adequate space but would represent a missed opportunity	A neutral impact – no negative consequences but a missed opportunity	No significant change required

Option	CSF1: Efficiency	CSF2: Desired Working Arrangements	CSF3: Strategic Aims	CSF4: Deliverability
Consolidate into Barnet House and NLBP Unit 2	Delivers savings in the period up to 2017 but no further savings from that period onwards	Opportunity to deliver planned changes	A neutral impact – no negative consequences but a missed opportunity	Achievable within planned timescales, but requires efficient planning and delivery given October 2015 break date is looming
Alternative rental accommodation	Potential to deliver savings	Opportunity to deliver planned changes, but potential disruption for staff	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Would require an 'interim' solution whilst new accommodation is investigated and procured
'Out of borough'	Potential to deliver savings	Opportunity to adapt working arrangements, but not in alignment with Smarter Working Group approach and vision	LBB does not a strategic aim of moving staff and operations out of borough for efficiency purposes	Very challenging within required timescales
Consolidate with another local authority	Potential to deliver savings	Opportunity to adapt working arrangements, but not in alignment with Smarter Working Group approach and vision	LBB does not a strategic aim of moving to a Tri-Borough style of operation	Very challenging within required timescales



Option	CSF1: Efficiency	CSF2: Desired Working Arrangements	CSF3: Strategic Aims	CSF4: Deliverability
Retain Barnet House and build another	Potential to deliver savings. Would require up-front investment from LBB, which would require inclusion in the Capital Programme and retention of two sites would limit efficiency gains	Opportunity to deliver planned changes	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Would require an 'interim' solution whilst new accommodation is developed
New office accommodation on the Grahame Park site in Colindale	Potential to deliver savings. Would require up-front investment from LBB, which would require inclusion in the Capital Programme	Opportunity to deliver planned changes	Meets strategic regeneration aims	Would require an 'interim' solution whilst new accommodation is developed
Build new office accommodation elsewhere	Potential to deliver savings. Would require up-front investment from LBB, which would require inclusion in the Capital Programme	Opportunity to deliver planned changes	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Would require an 'interim' solution whilst new accommodation is developed and the identification of suitable premises may delay timescales further
Debt and asset sale	Potential to deliver savings. Scale and scope very unpredictable without further investigation	Opportunity to deliver planned changes, but potential disruption for staff	LBB does not have a strategic aim to proceed on this basis	Very challenging within required timescales
Operate a full 'commissioning' model	Potential to deliver savings. Scale and scope very unpredictable without further investigation	Opportunity to deliver planned changes, but potential disruption for staff	LBB does not have a strategic aim to proceed on this basis	Very challenging within required timescales

Option	CSF1: Efficiency	CSF2: Desired Working Arrangements	CSF3: Strategic Aims	CSF4: Deliverability
Consolidate into all current surplus accommodation	Unlikely to achieve savings, and would require significant investment into customising existing estate for accommodation. Not assessed as financially feasible	Does not align with the Smarter Working Group plans for accommodation. Less scope for flexible working within a highly geographically diverse workforce.	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Very challenging within required timescales
'Hub and spoke'	Unlikely to achieve savings, and would require significant investment into new premises with an appropriate size / scale and geographical footprint	Does not align with the Smarter Working Group plans for accommodation. Less scope for flexible working within a highly geographically diverse workforce.	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Very challenging within required timescales

From this long list appraisal, the following conclusions can be drawn:

- Considering new office accommodation on the Grahame Park site in Colindale has a number of advantages. It could deliver savings (pending further investigation in the short list appraisal), meets a primary regeneration objective of LBB and can be designed around optimal working arrangements. It would, however, entail potential disruption for staff and does require an 'interim' solution whilst the site is developed. It is a preferable option to others which involve the building of new accommodation as it is in an ideal location for regeneration (and is easier to make firm cost estimates for the short list appraisal);
- Consolidation into Barnet House and NLBP is a suitable 'Do Minimum' option that should continue to the shortlist. It is preferable to seeking alternative rental accommodation as it is both a potential interim solution that can be delivered relatively quickly and it involves less disruption for staff;
- 'Do nothing' is not a desirable option as it does not deliver the savings required against LBB's budget baseline. It should, however, be retained for the short list appraisal as a comparator option to test others against; and

- A number of long list options are not suitable for further consideration on the shortlist as they are either (or both) not strategically aligned to LBB's directions or are not deemed financially deliverable within the required timescales. This include 'out of borough', sharing with other local authorities or public bodies, a debt and asset sale, a 'commissioning' model for accommodation, using all surplus accommodation or a hub and spoke approach

### Short list options appraisal

Based on the long list appraisal undertaken above, three options have been selected for the short list appraisal:

- **'Do Nothing'** as a baseline – continuing with leases in both the NLBP sites and Barnet House;
- **'Do Minimum'** – exiting from NLBP Unit 4 and consolidating into NLBP Unit 2 and Barnet House; and
- **'Do Maximum'** – develop new, specialist accommodation at Grahame Park in Colindale to move into in 2017, having consolidated as per the 'Do Minimum' option beforehand.

The economic appraisal of these short listed options has been undertaken over a 34 year period, to reflect the proposed length of borrowing required to finance development of new accommodation in the 'do maximum' option.

Annex B details the full assumptions and underlying workings of the economic appraisal of these options. Key assumptions are:

- The ongoing costs of the 'Do Maximum' option reflect interest payments (assumed rate 3.34%) and the Minimum Revenue Provision (MRP) set aside for debt repayment to be included in LBB annual accounts. This has been deemed as more appropriate for the economic position of LBB than including the full £32.8m estimated borrowing requirement upfront;
- In accordance with the HMT 'Green Book' guidance on investment appraisals:
  - A discount rate of 3.5% has been applied to reflect the time value of money and establish the Net Present Value (NPV) of each option;
  - All costs are in today's prices, with the exception of scheduled 'rent review' uplifts included in the Do Nothing and Do Minimum option.
- The initial move to consolidated accommodation in the and Do Minimum and Do Maximum options takes place in October 2015; and
- The move into the new accommodation at Grahame Park in Colindale in the Do Maximum option takes place in October 2017.

The summary options appraisal conclusions are illustrated in the table below.

Option (all figures in £m)	Do Nothing	Do Minimum	Do Maximum
Implementation Costs	0.0	-3.7	-6.2
Ongoing Accommodation Costs	-348.7	-167.3	-131.6
Income	0.0	26.1	26.1
Savings against Do Nothing baseline	0.0	348.7	348.7
<b>Net Savings</b>	<b>0.0</b>	<b>203.8</b>	<b>237.0</b>
<b>Net Present Value (3.5% per annum applied)</b>	<b>0.0</b>	<b>111.5</b>	<b>126.3</b>

This demonstrates that over a 34 year period to 2048-49, both the Do Minimum and Do Maximum options deliver significant savings against the Do Nothing 'baseline' by reducing the accommodation footprint of LBB. It also demonstrates that the Do Maximum option delivers further savings by removing rental costs from LBB. The combination of interest payments and MRP is low enough per annum to justify the investment in build costs.

We have made no allowance for maintenance or life cycle costs in relation to both the 'Do Minimum' and 'Do Maximum' options and allowances will need to be made in the Outline Business Case (OBC) which will reduce the net savings figure.

The Financial Case will assess the medium term financial implications, against LBB baseline budget assumptions, of the preferred option.

The Outline Business Case (OBC) will review the risks and assess any 'optimism bias' within the projections to include a sensitivity analysis to demonstrate variations dependent on the key input assumptions.

## Conclusion

This Economic Case indicates the preferred way forward for Barnet's office accommodation is to proceed upon the basis of a new build development at Grahame Park, Colindale, from 2017, having initial consolidated office accommodation into Barnet House and NLBP building 2, from October 2017. This delivers significant savings against LBB's current office accommodation footprint. It has the potentially significant strategic advantage of moving LBB onto a 'freehold' rather than 'leasehold' basis for accommodation and will also leave the authority with an asset of potentially considerable residual value.

In accordance with best business case development practice, further detailed analysis on the short list of options will be undertaken in the Outline Business Case, to be presented in June 2015.

The Commercial Case will now outline how this preferred option can be sourced. The Financial Case will indicate the potential affordability and financial viability this approach before the Management Case makes initial proposals for the implementation plan, governance approach and management of risks.

## 4 Commercial Case

The Economic Case sets out the preferred option for Barnet's office accommodation from October 2015. This Commercial Case indicates how this could be 'sourced', including the high level commercial and negotiation approach.

### Required services

As described within Section 3 - Economic Case, the preferred option centres on the premise of constructing a new purpose built building for occupation by the authority.

The council is able to utilise its existing contractual arrangements with Capita to facilitate a redevelopment at Colindale through a Design and Build Contract.

In terms therefore of the required additional services, these will comprise three principle areas as follows:

- Full development support services as set out under the section below: Capita / Re
- Development contractor: To be appointed through approved London list Re / LBB
- Funding: LBB

### Sourcing approach

The physical development will be undertaken through a JCT design and build contract project managed by Re on behalf of the council appointing a contractor from the approved GLA London contractors list.

Re is a joint venture company co-owned by Capita and LBB designed to deliver development and regulatory services.

The appointment of the contractor will require a full OJEU process which it is envisaged will be managed by Re, in association with the LBB procurement team.

In terms of the Re / Capita inputs, the services that Capita will provide through the existing contractual arrangements are as follows:

- A. Preparation of the outline design (See Annex A)**
- B. Submission of a full planning application**
- C. Cost Consultancy**
- D. Project Management**
- E. Development Management**

### Commercial implications

Through utilising the existing Capita / LBB contract alongside the council's internal procurement team, we believe that the commercial risks can be minimised and Capita's extensive experience in development management will ensure that the commercial negotiations will be conducted to the maximum possible benefit of the council.

### **Personnel implications**

The LBB / Capita contract is for a term of ten years which will ensure continuity of approach and personnel throughout the development period enabling the scheme to be completed in a timely manner for occupation by 2017. There are no TUPE requirements in relation to this project.

### **Conclusion**

This Commercial Case has indicated the sourcing approach that Barnet propose to deliver the preferred option. In accordance with business case best practice, this will be further developed and confirmed within the Outline Business Case (OBC) to be prepared for June 2015.

## 5 Financial Case

The Economic Case indicated the preferred way forward for Barnet’s office accommodation. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

In accordance with business case best practice, the Financial Case includes VAT, inflation and depreciation considerations which are excluded from the Economic Case.

### Funding requirements

The preferred option emerging from the Economic Case requires estimated ‘up front’ funding of the development of £32.8m. This will be included within LBB’s capital programme and could be funded from capital receipts or from Public Works Loan Board borrowing. A 30 year loan to be repaid upon maturity, with an interest rate of 3.34% is, in either cost, a suitable proxy upon which to base financial planning (and the economic appraisal).

The Economic Case considered this long term, strategic investment over a 30 year period. The revenue funding requirements of LBB are, of course, initially over a shorter term timeframe. LBB have a Medium Term Financial Strategy (MTFS) requirement to save £40.3m over the period up to 2024.

In accordance with the projections in **Annex B**, both the Do Minimum and Do Maximum options from the Economic Case meet this initial target, as illustrated in the summary below.

Financial implications to 2023/24 / £m	Do minimum	Do maximum
Baseline accommodation cost ('Do Nothing')	90.6	90.6
Proposed total accommodation costs	51.9	47.8
Income	(6.4)	(6.4)
	45.6	41.4
Net Saving	(45.0)	(49.2)
MTFS target	40.0	40.0
PSR target	9.6	9.6
	49.6	49.6
Gap to MTFS + PSR target	4.6	0.4
One-off cost (excluding construction costs*)	4.0	6.5

The figures above are without any discounting applied, and include Minimum Revenue Provision (MRP) considerations.

### **Affordability considerations**

As demonstrated above, the Do Maximum option is within LBB financial projections over the overall period. Further detailed consideration of the funding of the 'one-off' implementation costs, and the approach to the capital financing provided will be outlined in the Outline Business Case.

### **Projected Income and Expenditure Account implications**

The summary above outlines the full accounting implications of the preferred option. This will be outlined in additional detail in the Outline Business Case, including full projections.

### **Projected Balance Sheet**

The preferred option will include an additional freehold asset on the LBB balance sheet. In accordance with existing accounting policies, it is intended that this building asset will be depreciated over 50 years, and the MRP will be calculated based on these timescales. It is feasible that the asset will be revalued over its life, and could have a material residual value for LBB. The MRP is therefore being calculated on a highly prudent basis.

A full projection of the balance sheet implications of the preferred option will be incorporated in the Outline Business Case.

### **Conclusion**

This Financial Case has indicated the financial implications of the preferred way forward. The preferred option is within the current budget parameters and baselines of LBB.

In accordance with business case best practice, the funding and affordability considerations will be further developed and additional detail and certainty incorporated with the Outline Business Case to be presented in June 2015. In particular, additional sensitivity analysis and consideration of risk and 'optimism bias' will be applied to the financial projections.



## 6 Management Case

The Economic, Commercial and Financial Cases have indicated the preferred way forward for Barnet's office accommodation approach. This Management Case provides outline approvals for the project management, governance, implementation, risk management and benefits realisation that will be required to ensure successful delivery.

### Project management arrangements

As set out under section four, the physical project management of the new build at Colindale will be undertaken by Re under the existing contractual arrangements. The following key roles will have lead personnel appointed:

- ***Development Programme Lead***
- ***Design***
- ***Planning***
- ***Finance***
- ***Project Manager***
- ***Appraisals***

### Implementation Plan

We have attached **at Annex C** an implementation plan in relation to the first phase of the proposed Colindale development.

The development timeline addresses the activities required to be undertaken by the project management team and key outputs for the period December 2014 – October 2015 at which time tender documents for the construction period will be prepared and issued.

### Governance arrangements

In terms of governance by the Council, implementation of the preferred way forward is devolved to the Accommodation Implementation Programme (AIP).

The Programme Board comprises officers from both LBB and Capita, supported by building surveying, the Smart Working team and the Estates team. The Programme Board reports to the Assets and Capital Board on a monthly basis.

### Approvals

The strategic outline case will be submitted to the March Assets and Capital Board for approval and subsequently to the ARG Committee.

### Risk management arrangements

We have identified the key risks in relation to the project and considered how these should be mitigated in order to minimise the risk of delays in taking possession of the new building and staff dissatisfaction resulting in the possible loss of key employees unwilling to make the transition to the west of the borough.

The management of risk relating to the building programme will fall to the project and development management team who will seek to ensure that the contractual arrangements allow, as far as possible, for the financial risk to be passed to the contractor wherever feasible.

Consequently where financial risk will fall to the council as the end user, an element of mitigation has been provided for within the development appraisals which have been reflected within the Economic Case at section 3.

The approach to management and mitigating the key risks is shown at **Annex D**.

### **Benefits realisation approach**

In order to ensure that as an absolute minimum the gross contractual target saving of £40.3m (forty million, three hundred thousand pounds) is achieved over the period 2013-2023, the cost benefit model will be reviewed monthly and the results reported to the Assets and Capital Board throughout the development period.

The programme manager will be responsible for ensuring that the proposed target savings are realised alongside the project management and development teams who will monitor both savings / costs and development progress and have primary responsibility for preparing monthly reports.

### **Conclusion**

This Management Case has proposed the implementation, governance and risk management arrangements that will be in place to enable successful delivery of the preferred way for Barnet's office accommodation. These proposals will be further developed in the Outline Business Case.

## Annex A – Design Services

### Introduction

The design for new JV Offices in Colindale has been developed on the basis of the brief formulated with the OARS team.

It is representative of the provision of staff co-located into one signature building in Colindale as part of the Barnet Councils aspirations for the wider regeneration of the Colindale Area.

The Design options for the siting of the new building allow for a baseline of strategic decisions that will continue to employ key stakeholder and landowners to inform the progression of the project through to the next stages of design and land assembly. Our strategic design options have explored different configurations and opportunities to assemble a development site suitable for the new offices that addresses the adjacent regeneration schemes at various stages of design, procurement and construction.

### Design Criteria

The design options for the new offices have been developed on the basis of integrating with the strategic regeneration schemes of; Grahame Park; Platt Hall; and Beaufort Park.

In addition a number of the Barnet team from Re and Capita are embedded in the Peel development attending key workshop and stakeholder meetings support the Redrow design team in the master planning of the former MET Police site.

Due to the ongoing Highway Capacity Study for the Colindale area a number of common strategic design criteria have been identified

Detailed traffic modelling has been undertaken to develop the CAAP transport infrastructure requirements and identifying Corridors of Change within Colindale. A number of developments have already been constructed or have planning permission and other development sites are in the process of developing planning applications. The process has resulted in changes to the delivery phasing and programme, initially developed in 2007. There have also been changes in local and regional transport policies and network conditions. This has resulted in a requirement to review and refresh the transport infrastructure requirements.

### Building Brief

The New Office will be designed on the basis of providing Grade a specification office accommodation. Office spaces will be large open plan environments, supported with essential core circulation meeting rooms and facilities to support business operations. The structure will consist of a reinforced concrete frame. Internally the offices will be fitted out to a first class standard with Grade A finishes throughout. The Mechanical and Electrical system will compliment the office standards by providing a highly sustainable environmentally controlled BREEAM Excellent building.

Scheme design proposals are being prepared incorporating Design Brief Particulars (below) together with ongoing technical consultation with Genesis, the London Borough of Barnet, Planning, Re and Capita's multidisciplinary design team. The design has been approached in a methodical manner commencing with collation of information available concerning the physical, legal, and architectural constraints associated with the site. The project team are in the process of developing the brief further, following the initial studies undertaken to support a new office development of this scale in Colindale. The following design criteria is indicative only, subject to further detailed site investigation and report analysis, ongoing surveys, third party information, technical dialogue, public consultation to support and validate a detailed planning application.

### **Design Brief: Particulars**

General: The proposed development site will be used for the provision of New Offices for the London Borough of Barnet. The current scheme will be an eight storey (to be confirmed) complex with basement parking, housing fifty four (tbc) car parking spaces including disabled bays, bicycle store and bin storage.

### **Project Outcomes**

#### **Brief, Design and Quality Control**

- Co-ordinate with Consultants the preparation of the design brief. Amplify the design brief as necessary during design development. Incorporate any changes and obtain Employer authorisation. Issue to consultants.
- Establish the responsibilities of Consultants, contractors and sub-contractors.
- Report Consultant scheme design proposals to Employer.
- Report preferred components, drawings and specifications prepared by Consultants to the Employer and obtain approval. Arrange amendments, if required, and submit final proposals to Employer for approval.
- Check that Consultants review build ability and the technical design of proposals with specialist contractors.
- Establish procedures for checking that the consultants' designs conform to the project brief.
- In conjunction with Consultants, advise on the need for quality assurance schemes, defects insurance and product guarantees.

#### **Reporting and Meetings**

- Establish appropriate channels of communication between members of the project team.
- Establish meetings structure. Lay down procedure for convening, chairing, attendance, function, frequency and responsibility for recording of meetings and circulation of information. Monitor communications and distribution of information.

- Check appropriate information is provided to the Employer. Notify the Employer of decisions required from him.
- Agree with Consultants their reporting and recording procedures.

### **Programming**

- In conjunction with the multi disciplinary design consultants, prepare and maintain a master programme from concept to completion to record principal activities and identify critical dates. Verify and incorporate Consultants' programmes for production of detailed design information. Monitor progress.
- Check that applications for statutory consents, government grants etc. are submitted in accordance with the master programme.
- Advise the Employer of information required, recommend appropriate action, stakeholder engagement and obtain authorisation where required.

### **Statutory and Compliance**

- Co-ordinate and support negotiations with planning authorities.
- Check with the architect the form and content of planning applications. Progress the planning process and arrange that the project team carry out a check of all approval/refusal documents. Check that Consultants implement and deal with any conditions attached to a planning consent.
- Check with the Consultants, which other statutory approvals are required and that application for approval are submitted. Check that Consultants apply for amendments to statutory approvals granted when required.
- Check that the Consultants obtain clearance from health and safety and fire officers.
- Advise the Employer on the requirements of the C (DM) Regulations 1994 in relation to the appointment of the planning supervisor, designers and principal contractor.

The following scope of service is to provide performance design duties The M&E services include the following systems:

### **Up to Submission of the Planning Application RIBA Plan of work Stage 3**

- Developing the approved concept design to show spatial arrangements, types of construction, materials, appearance and detailed proposals for structural and building services systems and updated outline specification.
- Consult with Statutory Authorities on developing the design proposals with the Client.
- Providing information for updating construction cost estimates.
- Produce visual montage in support of planning application.
- Preparing and submitting application for detailed planning permission.

## Annex B – Additional detail on economic and financial appraisals

LONDON BOROUGH OF BARNET/CAPITA

05 March 2015

		Option 1	Option 1A	Option 3C
Final Accommodation	NLBP4	Y	N	N
	NLBP2	Y	Y	N
	Barnet House	Y	Y	N
	Additional rental area	N	N	90,000ft2
	Additional developed	N	N	N
Current Actual Costs of Existing Accommodation September 2013 - March 2017		90,600,000	90,600,000	90,600,000
Proposed Accommodation costs			51,940,000	47,790,000
Sub total			38,660,000	42,810,000
Barnet Implementation Costs	NLPB 2 DELAPS Provision (2020)		70,000	70,000
	Moving cost		220,000	740,000
	IT Infrastructure Cost		170,000	670,000
	Legal Cost		80,000	160,000
	Lease break interest and Lease 2 over payment		30,000	30,000
	Fit-Out Cost		1,620,000	2,810,000
	NLBP2 & 4 office furniture reprovion		330,000	330,000
	Advanced occupancy cost NLBP2			213,000
	Additional office accomodation 24 months 20,000 ft2		1,500,000	1,500,000
	BH Additional running Costs Oct 2015 - March 2017		Included in Barnet House Running Costs	
	BH Additional running Costs Oct 2015 - August 2023		Included in Barnet House Running Costs	
	BH Mothball costs from April 2017		Nil	Nil
	OARS Delivery Fee		Deleted	Deleted
Total Costs			4,020,000	6,523,000
Income	Rental rates, charges & costs from CCG		-1,460,000	1,460,000
	Rental, rates, charges & costs from Re		-4,920,000	4,920,000
	Rental income from Barnet Homes		Not Applicable	
Total Income		-	6,380,000	6,380,000
Net Saving against current cost			41,020,000	42,667,000
Net Contractual Guarantee			36,640,000	36,640,000
Variance Against net Contractual Guarantee			4,380,000	6,027,000

Note: The Review Period runs between September 2013 and August 2023

OPTION 1A - NLBP4 move into NLBP2 October 2015, NLBP and Barnet House Retained. No new offices

OPTION 3C - NLBP4 move into NLBP2 October 2015, NLBP and Barnet House move into new developed offices April 2017 - 90,000FT2

OPTION 3C NEW OFFICES RENTAL COST AT INTEREST CHARGE RATE OF £1,095,920/YEAR FIXED THROUGH THE TERM,

OPTION 1 BASE LINE - DO NOTHING					OPTION 1A VACATE 4 KEEP 2 AND BARNET HOUSE				OPTION 3C VACATE ALL OFFICES AND BUILD NEW			
YEAR	COST	BUILDING 2	BUILDING 4	BARNET HOUSE	BUILDING 2	BUILDING 4	NEW BUILD	BARNET HOUSE	BUILDING 2	BUILDING 4	NEW BUILD	BARNET HOUSE
SEPTEMBER 2013/ APRIL 14	RENT	410,000	1,400,000	440,000	410,000	1,400,000		440,000	410,000	1,400,000		440,000
	SERVICE CHARGE	130,000	570,000	0	130,000	570,000		0	130,000	570,000		0
	RATES	160,000	560,000	200,000	160,000	560,000		200,000	160,000	560,000		200,000
	SUB TOTAL	700,000	2,530,000	640,000	700,000	2,530,000		640,000	700,000	2,530,000		640,000
	RUNNING COSTS	250,000	620,000	280,000	250,000	620,000		280,000	250,000	620,000		280,000
	TOTAL	950,000	3,150,000	920,000	950,000	3,150,000		920,000	950,000	3,150,000		920,000
2014/15	TOTAL	1,630,000	5,390,000	1,570,000	1,630,000	5,390,000		1,570,000	1,630,000	5,390,000		1,570,000
2015/16	TOTAL	1,720,000	5,500,000	1,570,000	1,870,000	3,150,000		1,690,000	1,870,000	3,150,000		1,690,000
2015/16	2015/16 Rent reviews and lease breaks NBLP 2 & 4											
2016/17	TOTAL	1,750,000	5,660,000	1,570,000	1,950,000			1,850,000	1,950,000		1,715,520	1,850,000
2017/18	2017/18 Rent Review Barnet House	TOTAL	1,750,000	5,660,000	1,610,000	2,050,000		1,890,000			2,635,520	0
2018/19	TOTAL	1,750,000	5,660,000	1,650,000	2,130,000			1,930,000			3,555,520	0
2019/20	TOTAL	1,750,000	5,660,000	1,650,000	2,130,000			1,930,000			3,555,520	0
2020/21	2020/21 Rent reviews NBL2 & 4	TOTAL	1,850,000	5,780,000	1,650,000	2,172,500		1,930,000			3,555,520	0
2021/22	TOTAL	1,890,000	5,960,000	1,650,000	2,300,000			1,930,000			3,555,520	0
2022/23	2022/23 Rent Review Barnet House	TOTAL	1,890,000	5,960,000	1,700,000	2,300,000		1,980,000			3,555,520	0
2023/24	TOTAL	780,000	2,240,000	730,000	2,300,000			850,000			1,538,540	0
TOTALS		17,710,000	56,620,000	16,270,000	21,782,500	11,690,000	0	18,470,000	6,400,000	11,690,000	23,667,180	6,030,000
Sum			90,600,000			51,940,000				47,790,000		
			90,600,000			51,942,500				47,787,180		

## Annex C – Implementation Plan

### Colindale Hq – Development Timeline

Description Of Proposed Works/Tasks Etc	2014	2015													
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov			
Phase 1 - Funding Required To Cover Project Costs Up To Receipt Of Planning	TBC														
Appropriate Testing To Determine Viability	>>>>>>>>														
Performance Agreements - Dedicated Services To This Project - Planning Etc	>>>>>>>>														
Lbb Ceo-Leader-Cath Shaw To Review Ward Members Consultation Pack	>>>>>>>>														
Consultation With Ward Members - Approval Required	>>>>>>>>														
Revisions Required To The Ward Members Consultation Pack	>>>>>>>>														
Consultation With Ward Members - Approval Required	>>>>>>>>														
Final Responses - Revisions To Local Community	>>>>>>>>														
Ward Members Revisions To Community Consultation Pack	>>>>>>>>														
Consultation With Local Community - Exhibitions (2 Evenings)	>>>>>>>>														
Project Website Page - Up To Date & Coming Soon - News about The Project	>>>>>>>>														
Product Initiation Document (Pid) Issues And Risks Log	>>>>>>>>														
Final Responses - Revisions To Local Community	>>>>>>>>														
Experts - Consultants To Be Appointed (Wax) & All Reports To Be Completed	>>>>>>>>														
Sos & All Other Consents Required To Dispose/Transfer Of Land Parcel	>>>>>>>>														
Extinguishing All Issues To Obtain Clear Title On Land Parcel	>>>>>>>>														
Final Pre Planning Meetings With Internal Regulatory Services	>>>>>>>>														
Planning Consultant's Statements & Documents In Support Of Application	>>>>>>>>														
Planning Registration & Statutory 13 Week Process									PURDAH Elections						
Judicial Review Period 6 Weeks	No Re-Consultation Period Included								Statutory 13 Week Period Aug-Sep Planning Committee Date		6 Week Period Jr Period				
Appropriate Parcel Of Land To Planning									>>>>>>>>						
Tender Documents For Proposed Construction Works									<<<<<<<<				>>>>>>>>		




## Annex D – Risk Register

Risk Description "There is a Risk that...."	Risk Owner		Risk Outcome / Impact Assessment	Impact 5 = Critical 4 = High 3 = Medium 2 = Med-Low 1 = Low	Probability 5 = Occurred 4 = High 3 = Medium 2 = Med-Low 1 = Low	PRIORITY (Impact multiplied by Probability)	Risk Management Actions
	Organisation	Name					
...OF ARCHAEOLOGICAL ISSUES	Re	Martin Cowie / Mike Spyrides	IMPLICATIONS TO PROGRAMME	1	1	1	NO KNOWN RISKS, VERY LOW RISK, MAINTAIN A WATCHING BRIEF
...PLANNING CONDITIONS/SECTION 106 REQUIREMENTS WILL BE IMPOSED	Re	Martin Cowie	IMPACT ON COST	1	1	1	SPECIALIST PLANNING CONSULTANT HAS BEEN ENGAGED TO ASSESS AND LIAISE WITH PLANNING AUTHORITY, PLANNING CONSULTANT WILL LIAISE WITH L.A. TO MITIGATE IMPACT,
...OF ECOLOGY ISSUES	Re	Martin Cowie / Mike Spyrides	IMPLICATIONS TO PROGRAMME	2	1	2	ECOLOGY SURVEY TO BE CARRIED OUT
...OF ISSUES WITH HIGHWAYS, TRANSPORT AND PARKING	Re / LBB	Martin Cowie	POSSIBLE CHANGES TO LAYOUT	3	1	3	CONTINUE DISCUSSIONS AND MEETINGS WITH LOCAL AUTHORITY
....THERE WILL BE A DELAY IN THE FUNDING/LOCAL AUTHORITY APPROVAL	Re	Mike Sudlow	IMPLICATIONS TO PROGRAMME	2	2	4	FUNDING METHODOLOGY TO BE SUBMITTED & AGREED
..IF BUILDING REGULATIONS APPROVAL IS DELAYED	Re	Tim Mulholland / Mike Spyrides	IMPLICATIONS TO PROGRAMME	2	2	4	THE BUILDING HAS BEEN DESIGNED TO MEET CURRENT BUILDING REGULATIONS , DETAIL PROPOSALS WILL BE SUBMITTED TO THE BUILDING INSPECTOR FOR APPROVAL
....CONTRACTORS MAY NOT BE WILLING TO TENDER	Re	Tim Mulholland / Mike Spyrides	IMPLICATIONS TO PROGRAMME	4	1	4	TENDER AND PROCUREMENT STRATEGY INDICATES THAT CONTRACTORS ARE WILLING TO TENDER
...PWLB FUNDING IS NOT AVAILABLE	LBB / RE	Mike Sudlow / LBB Finance Team	VIABILITY EFFECTED	5	1	5	EARLY NEGOTIATIONS TO SECURE FUNDING
...STAFF RESIST THE MOVE TO THE WEST OF THE BOROUGH	LBB / Re / CSG	Various	LOSS OF KEY STAFF MEMBERS	2	3	6	AGILE WORKING BOARD TO SET UP STAFF CONSULTATION
...STAFF RESIST GREATER DEPENDANCY ON PUBLIC TRANSPORT	LBB / Re / CSG	Various	LOSS OF KEY STAFF MEMBERS	2	3	6	ISSUE TRANSPORT PLAN
...REDUCTION IN FACILITIES EFFECTS OVERALL STAFF MORALE	LBB / Re / CSG	Various	LOSS OF KEY STAFF MEMBERS	2	3	6	NEW BUILDING WILL HAVE FULL FACILITIES AND STAFF CONSULTATION EXERCISE TO TAKE PLACE
...PLANNING WILL BE DELAYED	Re	Martin Cowie	DELAYS TO START ON SITE	4	2	8	PLANNING APPLICATION TO BE LODGED IN A TEIMELY MANNER, PLANNING CONSULTANT APPOINTED, REMAIN IN CONSULTATION WITH PLANNERS
...OF PLANNING PROCESS OBJECTIONS	Re	Martin Cowie	PLANNING AUTHORITY WILL DETERMIE IF OBJECTION IS MERITED	4	2	8	CONSULTATION AND PRESENTATION MEETINGS TO BE HELD IF REQUIRED ,MAINTAIN CONSULTATION WITH KEY STAKEHOLDERS
....THE CLIENT WILL CHANGE THE BRIEF	LBB	Various	IMPLICATIONS TO THE PROGRAMME/COST	5	2	10	ESTABLISH ROBUST BRIEF WITH THE CLIENT AND CONTINUE TO REVIEW, MONITOR AND ADVISE.
....OF LACK OF CARPARK ON SITE	Re	Paul Devitt	IMPACT ON DESIGN /LAYOUT	4	4	16	ALTERNATIVE LOCATIONS UNDER CONSIDERATION

.....THERE WILL BE RIGHTS OF LIGHT ISSUES	Re	Paul Devitt	IMPACT ON DESIGN /LAYOUT	3	4	12	DAYLIGHTING CONSULTANT ENGAGED
... THE BUILDING WORK OVERRUNS	Re	Mike Spyrides	IMPACT ON COST/PROGRAMME	5	3	15	PROGRESS AND PROGRAMME CONTROLS WILL BE IN PLACE TO MAINTAIN CHECKS AND EARLY WARNINGS, WITH PROPOSALS TO OVERCOME END DATE ISSUES.
...THAT THE DESIGN DOC DOES NOT MEET THE NEEDS OF THE USER COMMUNITY	Re / LBB	Various	IMPACT ON DESIGN AND LAYOUT	4	4	16	ENSURE DESIGN MEETS OCCUPIER NEED
... THAT THE DEFINED SPACE IS INSUFFICIENT TO ACCOMMODATE THE SPACE OF ALL THE WORK FORCE	LBB	Various	ADDITIONAL ACCOMMODATION REQUIRED	4	4	16	ENSURE DESIGN MEETS OCCUPIER NEED



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	<p><b>Assets, Regeneration and Growth Committee</b></p> <p><b>16 March 2016</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Town Centres in Barnet</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Cath Shaw, Commissioning Director, Growth &amp; Development</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A: <i>Definitions of different types of town centre</i>                  Appendix B: <i>List of local and neighbourhood town centres in Barnet</i></p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Luke Ward, Commissioning and Policy Advisor (Economist),                  Email: <a href="mailto:luke.ward@barnet.gov.uk">luke.ward@barnet.gov.uk</a>, Telephone: 020 8359 2672</p>

### Summary

On 15 December 2014 Assets Regeneration and Growth Committee considered an approach to supporting economic success across the borough.

The approach included specific proposals relating to assisting town centres to respond to the challenges and opportunities associated with national trends like increasing use of internet shopping, growth in socially-focused town centre activities, and a growing population. This will ensure that scarce public resources can be used in a way that maximises returns to local businesses and the public purse.

They also introduced a new category of “main” town centre, which is described as a place serving a wider area with a broader offer of daytime, evening and business services, and with a stronger economic and social/cultural gravity beyond the immediate locality.

The Committee requested additional data relating to town centres so that it can agree an approach. Data from the Greater London Authority relating to the scale, size of local population, and business mixture is included below. The report contains recommendations about which town centres should be considered as “Main”, and sets out an approach to working with and supporting all town centres in Barnet.

## **Recommendations**

**The committee is requested to:**

- 1. Approve and confirm the town centres set out in paragraph 2.6 as Main town centres.**
- 2. Consider and approve the amendments to the “town centre offer” set out in table 1.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 At its meeting on 15 December 2014 ARG Committee asked for further discussion on proposals relating to town centres based on data.
- 1.2 Specifically, the proposals set out a framework for supporting different kinds of town centres across the fifteen district and major centres, and fifteen neighbourhood centres. They give a defined offer of support for all town centres in the Borough based on their relative sizes, functions and importance to the local community, and potential for future growth. The proposals also introduce the category of “Main” town centre.
- 1.3 A main town centre is a place that has a wider economic and social function due to its larger scale, size of the local population, infrastructure connections, and broader mixture of businesses and amenities than other centres. It might for example be a place that people travel from further afield to do some shopping, enjoy a meal, work, or to have a business meeting. Definitions of the different types of town centres are set out in Appendix A.
- 1.4 The committee is asked to agree and approve which town centres in Barnet should be allocated as main town centres based on the data provided in table 2 and the recommendations.

### **2. THE OFFER**

- 2.1 By giving clarity about the nature of the offer available to different kinds of town centre in Barnet, and also ensuring that limited public resources are allocated on the basis of quality data around things like town centre scale, population size, and an overarching narrative relating to growth and town centre success, the council can ensure that it maximises the positive social and economic impact of its activity.
- 2.2 This will also ensure that town centres are able to respond to the well-publicised changes facing high streets, including for instance greater use of online shopping services and growing demand from residents for more town centre activities relating to lifestyle such as cafes, restaurants, beauty salons and gyms.
- 2.3 The proposals have been designed to ensure that even the smallest local centre has a clear and consistent offer of support in place that reflects its importance to the local community and businesses, and gives local businesses and residents easy access to the information and networks they need to boost the success and

vitality of the area. They also encourage smaller neighbourhood and local centres to apply for external funding wherever there is the opportunity.

2.4 The offer for each type of town centre is set out in table 1 below. The differences between the different categories are in some cases subtle, for example a main town centre may have a town team that is actively supported and funded by the council, whereas a town team in a smaller district or local centre will have direct access to a wide range of information and networking opportunities with other existing town teams, but wouldn't necessarily receive direct financial support from the council. In terms of new developments, including housing developments, main town centres might be actively marketed outside of the borough as places to focus on, and smaller centres would respond to market forces locally:

**Table 1: The Town Centre Offer<sup>1</sup>**

Activity	Main Town Centres	District Town Centres	Local Town Centres
Town Teams	Actively supported where there is local demand and potential for them to be operated independently of the Council. This may involve seed funding.	Where there is local demand will actively receive advice and mentoring from the Council.	Where there is local demand will receive information from the Council and encouraged to network with other town teams.
Funding opportunities <sup>7</sup>	Prioritised unless funding has already been allocated for similar intervention in the last two years.	Yes if there is identified local need or if driven locally additional capacity required to accommodate local development	Yes if there is identified local need and seen as priority over main or district town centres, or if required to accommodate expected local development and if driven locally
Support to night time economy	Yes – targeted support focusing on main town centres especially via planning and partnership working with the police.	Yes where there is specific local demand or has been identified as an area of more than local importance to the evening economy..	Only if identified as an area of more than local importance to the evening economy.
Residential Development promoted	Yes – Opportunities actively marketed and promoted to developers and investors.	Where there is market demand.	Where there is market demand.
20mph zones	Where there is local demand and funding 20mph zones will be implemented. Promoted by the Council.	Will be considered on a case-by-case basis according to local need and demand.	Will be considered on a case-by-case basis according to local need and demand.
Markets and street trading	Where there is local need will be actively supported by the Council.	Where there is local demand the Council will provide advice, mentoring and information to support locally-led markets.	Where there is local demand the Council will provide information and networking opportunities to support locally-led markets.
Town Keepers	One for each main town centre, with a wider role to understanding the needs of local businesses and residents and feeding these back.	Where there is identified local need and funding is available.	May share a single town keeper
Town centre accessibility	Actively supported, connection to wider infrastructure and transport links promoted and lobbied for.	Supported where there is local demand or identified need.	Where there is local demand or identified need, and seen as a priority over district town centres.
Parking	There should always be available spaces, even during peak usage.	There should always be available spaces, even during peak usage.	85% capacity at peak periods targeted.

2.5 Table 2 below sets out the most recent data from the GLA for district and major town centres in Barnet (statistics for smaller neighbourhood centres are not collated), including the total amount of space dedicated to all commercial activity, and the total amount devoted to leisure (reflecting an economic and community function wider than purely retail). It is noteworthy that the larger districts have more than twice the commercial floor space of the smaller ones, and Edgware more than three times so.

<sup>1</sup> Note struck through text in table 1 above reflecting amendment made to the table originally considered by the Committee at its meeting on 15 December 2014.

**Table 2: GLA Town Centre Health Check data<sup>2</sup>**

Centre	GLA Classification (LP2011)	Total town centre floor space (sq/m)	Leisure services (sq/m)	Main?	Rationale
Edgware	Major	44,938	8,288	Yes	Already a major centre
Chipping Barnet	District	37,013	7,871	Yes	Scale, broad offer
North Finchley	District	36,638	9,854	Yes	Scale, largest resident population in Barnet
Cricklewood	District	35,971	11,929	Yes	Cross boundary centre with the largest leisure offer - subject to on-going close working with Camden and Brent
Burnt Oak	District	30,739	6,464	Yes	Scale, evening economy and future growth potential
Church End, Finchley	District	27,574	8,232	Yes	Strong argument around infrastructure and evening economy
Temple Fortune	District	25,924	2,813	No	Predominantly daytime shopping for local residents
Golders Green	District	23,566	5,905	Yes	Based on strategic importance (bus terminal) and location, very close to Golders Green Road local centre
Brent Street	District	19,465	4,680	No	Insufficient scale
East Finchley	District	16,621	5,277	No	Local, high-quality offer but insufficient scale
Whetstone	District	15,584	4,218	No	Well balanced but small and locally-tailored offer
Hendon central	District	15,111	3,929	No	Insufficient scale
Mill Hill	District	14,888	4,393	No	Insufficient scale
New Barnet	District	14,118	3,149	No	Insufficient scale
Colindale/The Hyde	District	9,221	4,354	No	Insufficient scale

2.6 Based on the data above the following seven town centres are proposed as main:

1. Burnt Oak
2. Chipping Barnet
3. Cricklewood
4. Edgware
5. Finchley Church End
6. Golders Green
7. North Finchley

<sup>2</sup> <https://www.london.gov.uk/priorities/planning/publications/2013-london-town-centre-check>



### **3. Promoting the local and neighbourhood offer**

- 3.1 The “offer” set out in Table 1 above includes a specific, targeted offer to district, local and neighbourhood centres, providing them with a foundation to develop a stronger local market, more attractive and accessible high streets, and a friendlier business and shopping environment.
- 3.2 The main difference between main and local centres is the degree to which local business owners and residents are supported to drive through local improvements themselves. For example in neighbourhood centres the emphasis is on providing these groups with the information needed to drive through changes themselves. In Main centres there may be more direct council involvement, for example via direct funding of Town Teams.
- 3.3 In October 2014 the Chipping Barnet Area Committee suggested that all town centres in that area not identified as Main town centres should be classed as District Centres. Given the significant differences in size and function between established district centres (e.g. Whetstone) and local centres (e.g. Great North Road, Hampden Square) this broad classification may not capture the inherently local nature of many of the smaller places, which focus predominantly on providing a high quality offer to residents living in the immediate vicinity.
- 3.4 As growth continues in the borough, and Barnet consolidates its position as the largest borough in London by population, it will be important to retain a degree of flexibility about which town centres are classed as main to reflect the areas of highest growth. The allocation of main town centre in Barnet will be reviewed when the current Entrepreneurial Barnet Strategy expires.

### **4. REASONS FOR RECOMMENDATIONS**

- 4.1 The proposals relating to Town Centres have undergone a process of research, information gathering, testing with council partners and individual council service areas, and public consultation. They also take into account feedback received by area committees in relation to town centres in Barnet. It is now appropriate to recommend that the proposals are considered and agreed.

### **5 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 5.1 It would be possible to continue to approach Town Centres in Barnet in the current ad hoc and reactive way. The risk of this approach is that it would not address the well-publicised challenges high streets are facing across the country, in particular growing use of online shopping and major out of town department stores, and rising expectations from residents about the quality of the local town centre offer. This would result in economic growth in Barnet being lower than may actually be the case, businesses and residents being worse off, and LB Barnet retaining a smaller level of Business Rates growth than would be the case if the more joined up and evidence-based strategy set out here was implemented.

## **6 POST DECISION IMPLEMENTATION**

- 6.1 Should the Committee approve the proposals, work will commence on delivering the individual areas of activity set out within them.
- 6.2 The delivery of the proposals will be communicated in a targeted way to local business, residents, and potential developers to ensure they are leveraging as much value as possible for the Borough.

## **7 IMPLICATIONS OF DECISION**

### **7.1 Corporate Priorities and Performance**

The proposals in *Entrepreneurial Barnet* relating to town centres directly support the delivery of the Corporate Plan 2013-2016, particularly the following two corporate priorities:

- Promote responsible growth, development and success across the Borough
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

The proposals relating to skills and learning in the workforce also relate to the third corporate plan priority area:

- Support families and individuals that need it – promoting independence, learning and well-being.

Where proposals relate to Corporate Plan priorities and indicators, the same indicators will be used to monitor progress. This will ensure continued alignment between *Entrepreneurial Barnet* and the Corporate Plan, and will also prevent any duplication of effort by the Council and its partners.

### **7.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 7.2.1 The proposals around town centres will be delivered within existing resources, particularly where they align with existing and already funded work programmes.
- 7.2.2 Where additional funding is required it will be brought in from outside sources, for example Central Government or London Enterprise Panel funding.

### **7.3 Legal and Constitutional References**

- 7.3.1 There are no specific legal issues. The proposals are in line with the Localism Act (2011), and particularly the General Power of Competence which is a power introduced by section 1(1) of the Localism Act 2011 which gives local authorities the power to do anything an individual can do, unless prohibited by law (and subject to public law principles).
- 7.3.2 Council Constitution, Responsibility for Functions, Annex A – details the terms of reference of the Assets, Regeneration and Growth Committee which

includes “Engagement with the business community and measures to support local business” and “To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved for Full Council or Policy and Resources.”

## **7.4 Risk Management**

7.4.1 There is a risk that if partners in Barnet do not fully understand their role in supporting the development of a successful town centres that other areas will out-compete, resulting in less attractive town centres available to Barnet businesses and residents, reduced income to the Council as Business Rates rise more slowly than would otherwise be the case, and that Barnet will become, relatively speaking, a less attractive place to work, live and invest.

## **7.5 Equalities and Diversity**

7.5.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

7.5.2 The proposals on town centres are part of the overall Entrepreneurial Barnet approach that the Committee approved at its meeting on 15 December 2015. An Equalities Impact Assessment was undertaken for Entrepreneurial Barnet, the key findings of which are set out below.

7.5.3 A principle embedded across the proposals is that all people in Barnet, no matter what their background or circumstances, should have equality of opportunity to succeed and gain from the growth of the economy here and nationally.

7.5.4 The Equalities Impact Assessment (EIA) assessed the proposals as having a minimal positive impact on equalities groups. This assessment was made following a process of research and evidence gathering to identify any groups in the community who may gain. The key findings of the EIA are summarised below:

- **Age:** Barnet has a growing and ageing population, and a report commissioned from Middlesex by Barnet Council suggests that there is an increasing proportion of this age group seeking work. The strategy acknowledges this and explicitly targets all age groups ensuring that the older population has equal access to opportunities associated with growth.
- **Disability (including mental health problems):** The Labour Force Survey (Quarter 2, 2012) notes that there is a 30.1% gap in employment rates between disabled and non-disabled people. The strategy focuses on support them into training and employment. It also aims to improve the identification and treatment of mental health in employment services and provide targeted support.

- **Pregnancy and Maternity:** The strategy will provide more opportunities for women with families as it aims to increase opportunities for self-employment, flexible working, and working from home.
- **Ethnicity:** The proposals recognise that some BAME groups have higher unemployment rates than others (ONS market status by ethnic group, 2013). Additional focus will be undertaken to engage with these groups.
- **Religion or belief:** statistics have shown that the Muslim population are more likely to be unemployed than other religions (ONS report on religion, 2013). Focus will be put on ensuring the Muslim population understand how they can access employment opportunities.
- **Gender/Sex:** The Annual Population Survey Employment Indicators (ONS, 2013) notes that the employment rate is lower for women than men. This strategy is inclusive of all and aims to minimise barriers to economic success and create more employment opportunities.
- **Carers:** Just over 9% of the Barnet population provide unpaid care. The strategy will increase opportunities for flexible working and also aims to provide extra support to families and residents that need it.
- **Lone Parents:** The strategy recognises that lone parents are less likely to benefit from economic growth, and that these parents are particularly disadvantaged due to the high cost of childcare provision. The strategy will place extra emphasis on reaching this group.
- **Young people and NEETs:** Barnet is performing well with respect to NEETs, with the fourth lowest number in England. Effort will be made to ensure that young people are able to get a sustainable job.
- There was no specific evidence or local data identified that the **sexual orientation** and **gender reassignment** equality strands will be specifically affected by the proposals.

## 7.6 Consultation and Engagement

7.6.1 Entrepreneurial Barnet was consulted on between 10<sup>th</sup> September and 20<sup>th</sup> of November and yielded 25 responses. Overall, there was a positive response with regards to agreement with the five key themes. Separate feedback was also received in the form of four e-mails, and at the Barnet Business Expo attended by 61 small businesses on 23<sup>rd</sup> October.

7.6.2 In addition to the online consultation, a number of issues were identified at the Barnet Business Expo event on 31 October 2014. These are briefly summarised in the points below. Local businesses identified:

- Affordable work premises and business rates relief for small businesses as important factors for encouraging local growth.
- The provision of an easy to access and effective system that enables small businesses to access council procurement and supply chains, especially where their value is less than £10,000.
- The importance of working with the Federation of Small Businesses and other networks to share knowledge and build connections. Also a wish in the responses to have a local business 'champion'.
- More readily available information was desired about how to work with the council and access business opportunities. There is also concern that if too

much focus is placed on regeneration, then small businesses will be overlooked, so continued support from the Council is necessary.

7.6.3 These points are recognised in the strategy and will be a particular focus for implementation.

## **8. BACKGROUND PAPERS**

8.1 Consultation page (consultation closed on 20 November 2014):  
[http://engage.barnet.gov.uk/consultation-team/entrepreneurial-barnet/consult\\_view](http://engage.barnet.gov.uk/consultation-team/entrepreneurial-barnet/consult_view)

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## **APPENDIX A: Definitions**

The definitions for district and neighbourhood town centres are drawn from the GLA's Town Centre programme. The definition of a main town centre is specific to Barnet:

- **Main:** Serving a wider area with a broader offer of daytime, evening and business services than district centres. Main centres have a stronger economic and social/cultural gravity beyond the immediate locality.
- **District<sup>1</sup>:** providing convenience goods and services for more local communities and accessible by public transport, walking and cycling. Typically they contain 10,000 – 50,000 sq.m of retail, leisure and service floorspace. Some District centres have developed specialist shopping functions.
- **Neighbourhood and more local<sup>2</sup>:** typically serve a localised catchment often most accessible by walking and cycling and include local parades and small clusters of shops, mostly for convenience goods and other services. They may include a small supermarket (less than 2,000 sq.m), sub-post office, pharmacy, launderette and other useful local services.

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<sup>1</sup> GLA definition

<sup>2</sup> GLA definition


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## **APPENDIX B: Local and Neighborhood centres in Barnet (GLA definitions)**

<b>Local Centres</b>	
• Childs Hill	• Market Place
• East Barnet	• West Hendon
• Friern Barnet	
<b>Neighbourhood Centres</b>	
• Apex Corner	• Colney Hatch Lane
• Deansbrook Road	• Golders Green Road
• Grahame Park	• Hale Lane
• Hampden Square	• Great North Road, New Barnet
• New Southgate	• Holders Hill Circus

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	<b>Assets, Regeneration and Growth Committee</b>  <b>16 March 2015</b>
<b>Title</b>	<b>Depot Relocation Project</b>
<b>Report of</b>	John Hooton – Interim Chief Operating Officer
<b>Wards</b>	All
<b>Status</b>	Public with separate exempt report
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	John Hooton, Interim Chief Operating Officer, 020 8359 2460, <a href="mailto:john.hooton@barnet.gov.uk">john.hooton@barnet.gov.uk</a>

## Summary

The Council is committed to vacate the Mill Hill Depot site by December 2016. The plan had been to relocate the depot to Pinkham Way and combine the site with the North London Waste Authority to facilitate future waste plans across North London. It wasn't possible however to reach agreement on Pinkham Way and due to the upcoming date for the vacation of the Mill Hill site, alternative proposals were developed.

A paper was presented to the November 2014 ARG Committee seeking approval to:

1. Approve the purchase of Lupa House, Borehamwood, and delegate the finalisation of terms to the Chief Operating Officer, in consultation with the Deputy Leader of the Council.
2. Approve either the purchase of the freehold or a lease agreement with an option to purchase for Abbots Depot, Oakleigh Road South, and delegate the finalisation of terms to the Chief Operating Officer, in consultation with the Deputy Leader of the Council.

Both of these purchases would be subject to planning permission being approved. The decision was escalated to Full Council in December 2014 where approval to proceed was confirmed.

In terms of current progress, the Lupa House proposal still requires a formal response in respect of the planning process and finalising the heads of terms in respect of the lease proposals quoted by the landlord's agent, whilst the Oakleigh Road South scheme progresses on programme for a Summer 2015 Planning Submission.

Feedback received so far in the development of a planning application for a new depot at the Oakleigh site suggests an existing traffic issue and a general untidiness of the area, Officers are working to ensure that the new depot does not cause a negative impact to the area. There is an opportunity take an assignment of the Waste Operational lease to the London Borough of Barnet. Assignment of the Lease will enable the Council to include interventions to deal with existing issues on Oakleigh Road as part of its planning application for the Oakleigh Road Depot and improve the operational functioning of the depot. This will support the delivery of the new depot at Oakleigh Road as it will allow the Council to achieve a reduction in vehicle movements on the road and improve the quality of the environment.

## **Recommendations**

**That the Assets, Regeneration and Growth Committee:**

- 1. Note progress on the depot relocation project; and**
- 2. Approve the purchase by way of an assignment of the Waste Operation lease, and delegate the finalisation of terms to the Chief Operating Officer, in consultation with the Chairman of the Assets, Regeneration and Growth Committee.**

### **1. WHY THIS REPORT IS NEEDED**

1.1 Barnet Council currently operates a depot at Bittacy Hill, Mill Hill East ("the Mill Hill Depot") comprising the following facilities:

- office accommodation;
- parking for recycling and refuse fleets;
- fuel station;
- maintenance facility;
- bulking facility for recycling;

- salt barn; and
  - parking for winter fleet.
- 1.2 The Mill Hill Depot falls within an area identified for major development in LBB's adopted Mill Hill East Area Action Plan ("MHEAAP").
  - 1.3 In 2011, the Council entered into a joint venture agreement with private partners in which the Council contracted to dispose of its land interests in the Mill Hill Depot to the joint venture consortium to facilitate the comprehensive re-development of the Mill Hill East area in line with the MHEAAP.
  - 1.4 The Council is required under the terms of the contract to give up vacant possession of the Mill Hill Depot to the joint venture consortium by 31<sup>st</sup> December 2016. As such, time is of the essence to find an alternative suitable site for relocation of the Mill Hill Depot.
  - 1.5 The Council received approval in December 2014 to enter into negotiations for 2 alternative sites, namely:
    - Lupa House – Borehamwood
    - Abbots Depot – Oakleigh Road South
  - 1.6 Lupa House – following discussions with Knight Frank, the initial freehold agreement has been retracted and only a lease arrangement will be considered. Draft heads of terms have been discussed, but not agreed - at this time. Furthermore Hertsmere's planning authority has still to confirm a date to undertake pre-application discussions. The project team continue to pursue this option.
  - 1.7 Oakleigh Road South – heads of terms have been agreed in principle for a freehold purchase and a draft contract has been developed accordingly. The project team are finalising their due diligence across the site In advance of the purchase, which would be subject to receipt of planning approval.
  - 1.8 Pre-application discussions have taken place with the planning department and design work progresses with an anticipated planning submission in summer 2015.
  - 1.9 There is a risk that the site (Oakleigh Road) will be impacted by Crossrail 2 and the site is subject to a safeguarding direction. The Council has formally responded to the Crossrail 2 consultation confirming their interest in the site and desire to enter into collaboration and dialogue. Transport for London

(TfL) have confirmed that the Council will be able to use this site up to 2025 at the earliest, at which point there is a risk that it will be required for Crossrail 2. This is considered sufficient time to relocate the depot. Should the site be subject to CPO by TfL, the Council would be compensated as a result.

- 1.10 A formal public consultation exercise will be undertaken on the 13<sup>th</sup> and 14<sup>th</sup> of March 2015 to outline our proposals for Oakleigh Road South.
- 1.11 Whilst undertaking a review of relocation sites within the Borough, it became apparent that the Waste Operation lease was potentially available. Following discussions with the tenant's appointed agent, heads of terms have been agreed in principle and the details are set out on paragraph 5.1 below and the Exempt report.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The waste operation lease is being secured to assist with the delivery of the overall relocation of the Mill Hill East depot and will specifically:
  - Alleviate the movement of heavy vehicles along Oakleigh Road South; and contribute to a net reduction (considering both Council Depot and existing vehicles) of circa 100 heavy vehicle movements per day;
  - Address complaints from the general public with regards to the operation and nuisance factors;
  - Provides opportunities for further operational efficiencies and functionality for the Barnet Depot at Oakleigh Road South;
  - Contribute towards the strategic objectives of the Borough.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The Council has undertaken a detailed site search over a number of months, and where required carried out an option appraisal considering financial, operational and planning implications for these sites. It is worth noting that sites with the necessary scale and suitability for depot usage are rare in the required area.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 If this report is agreed, contracts will be finalised for the assignment of the lease of the site and the decision to proceed with the assignment of the lease

will be taken by the Chief Operating Officer in consultation with the Deputy Leader.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The provision of new modern and fit for purpose facilities will ensure the Borough is able to continually strive to provide high quality services to the public.

The Council wants to promote responsible growth, development and success across the borough this includes the strategic brownfield opportunity site at Mill Hill East (including Inglis Barracks). A new relocated depot is the key to completing the development of this important regeneration area.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The freehold interest in the site is owned by Network Rail and is leased out to a Waste Operation. Officers have agreed Heads of Terms for the assignment of the lease on the basis of:

- A Premium payment which reflects the value of the existing business and is detailed in the Exempt report;
- Assignment of the existing lease with a rent passing of £81,500 per annum exclusive. Property Services consider this sum to be a fair estimation of the current rental value
- The existing lease expires in Dec 2020, and is excluded from the Landlord and Tenant Act 1954, which means there is no automatic right to renewal or compensation. As a result, the Council's occupation would be circa 5.5 years, although the Council would enter into dialogue with Network Rail at the soonest opportunity to negotiate an extension to the lease. At this stage the vendor has insisted the Council refrain from discussions with Network Rail.
- The Landlord has right to end the tenancy on six months notice for strategic rail freight purposes or site redevelopment.

5.2.2 A contract has been drafted by the Vendor's solicitors and this has been reviewed by HB Public Law,

5.2.3 The Waste Designation cannot be easily amended, therefore, the site will be utilised by the Council for waste purposes.

5.2.4 There is an existing budget of £19.9m in the capital programme for the relocation of the depot from Mill Hill. Funds will be allocated from this budget for the acquisition of the lease.

5.2.5 The Mill Hill East development has generated £6m of income for Barnet Council to date, and this income is currently allocated to the infrastructure reserve. The total income from the development is expected to be in excess of £40m based on the current business plan. Even after taking into account the funding required for the relocation of the depot, the Council will make a substantial return on the Mill Hill East development.

### **5.3 Legal and Constitutional References**

5.3.1 Section 120 of the Local Government Act 1972 enables a Council to acquire land by agreement for the purpose of any of their functions or for the benefit, improvement or development of their area. The Council also has a general power of competence under Section 1 of the Localism Act 2011. The recommendations in this report fall within the Council's general power of competence and the power under section 120 of the Local Government Act 1972.

5.3.2 Council Constitution – Responsibility for Functions- Annex A sets out the terms of reference for the Assets Regeneration and Growth Committee including “ Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed by the Council.

5.3.3 The Management of Asset, Property and Land Rules dated September 14 provide the governance structure within which the Council may acquire, lease, act as landlord, licence, develop, appropriate, change use of, or dispose of Assets within its Asset Portfolio

### **5.4 Risk Management**

5.4.1 Given the location and waste designation of the site, any future use would be subject to planning permission, this report recommends that the Council finalises negotiations on the assignment of the lease. Any risk identified during the planning process will be fully assessed and where possibly mitigated or managed.

5.4.2 The site would be a valuable holding for future waste uses.



## **5.5 Equalities and Diversity**

5.5.1 At this stage there are no equalities and diversity considerations specific to the recommendations in this report. A full EIA will be developed to take account of the impact on staff and residents so that members are aware of any equality impacts when they decide on the location of the proposed new waste site.


## **5.6 Consultation and Engagement**

5.6.1 The local community will be consulted about any potential new use of the site which may also be subject to pre-application and statutory consultation as part of the planning process.

## **6. BACKGROUND PAPERS**

**6.1** Full Committee Meeting Minutes December 2014.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7816&Ver=4>

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	AGENDA ITEM 11 <b>ASSETS, REGENERATION &amp; GROWTH COMMITTEE</b>  <b>16<sup>th</sup> March 2015</b>
<b>Title</b>	<b>BARNET DEVELOPMENT PIPELINE – TRANCH 1</b>
<b>Report of</b>	Director of Place (Re), Stephen McDonald
<b>Wards</b>	Edgware, Underhill and Hale Wards
<b>Status</b>	Public with an exempt Appendix
<b>Enclosures</b>	Appendix A –Land adjoining Northway/Fairway School Appendix B –Land adjoining Broadfields School Appendix C –Land adjoining Whittings Hills School Appendix D not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended.
<b>Officer Contact Details</b>	Stephen McDonald, Director of Place (Re) <a href="mailto:Stephen.McDonald@barnet.gov.uk">Stephen.McDonald@barnet.gov.uk</a> . 0208359 7607 Abid Arai, Development Programme Director (Re) <a href="mailto:Abid.Arai@barnet.gov.uk">Abid.Arai@barnet.gov.uk</a> 0208359 4980

## Summary

The Assets, Regeneration and Growth Committee approved at its meeting on 9 July 2014 the approach to, and the principles underpinning, the creation of a Development Pipeline, and that an initial list of potential development options and projects be tabled at the September Committee.

The Committee further approved at its meeting on 8 September 2014 that following consultation with Ward Members the potential development opportunities at Broadfields, Whittings Hill, Northway/Fairway, Coppetts Road and Moxon Street can be taken forward to planning.

The Committee noted that a further report will be presented with specific recommendations for the development options to take forward each of these schemes; the Development options are outlined in the body of the report.

The report also establishes the principal for taking forward these sites including Coppetts Road and Moxon Street to be reported to a future committee with a detailed business case outlining the preferred development option.

## **Recommendations**

**That the Committee approves the following;**

- 1. To agree in principle to take forward the development opportunities at Broadfields, Whitings Hill, Northway/Fairway, with Coppetts Road and Moxon Street to follow;**
- 2. To report back to the committee in June with the preferred development option, and funding route for all five sites**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1** The Report seeks the Assets, Regeneration and Growth Committee's approval to progress the development opportunities at Broadfields, Whitings Hill, and Northway/Fairway to deliver the proposed mix of 116 Private units and 77 Affordable on a policy compliant basis.
- 1.2** The Council may secure additional value for its land by taking forward the sites to planning once Committee approval is given.
- 1.3** The table below outlines the split across each of the three sites:

Site	Private	Affordable	Social Rent
Broadfields	51	12	22
Whitings Hill	16	4	7
Northway/Fairway	49	13	19
<b>Total</b>	<b>116</b>	<b>29</b>	<b>48</b>

### **2. REASONS FOR RECOMMENDATIONS#**

- 2.1** The recommended sites are the first to be put forward out of a pipeline of surplus sites. Disposal of these sites as-is has been considered. However, taking the sites through to planning consent eliminates the planning risk associated with the acquisition of these sites, therefore materially increasing the disposal value.
- 2.2** The proposed residential schemes have been designed following market research identifying local market trends and demand. In taking forward the sites to planning a number of variables have been considered in designing the scheme, notably:
  - The range of housing typologies (houses, flats)
  - The types of tenure (private-for-sale, affordable-for-rent and shared ownership)

- The distribution of housing types and tenures across the portfolio of sites.

**2.3** These variables have been considered in conjunction with planning and housing policy guidelines to ensure that the Council's housing and planning objectives are being fully achieved at the same time as the Council maximises the value from each site.

**2.4** In order to maximise the potential value of these sites, the Council has three options to consider; the table below outlines the potential advantages and risk to be mitigated of each option and these will be referred back to committee in June

**Option 1:** Market sites for Residential development with the benefit of planning consent

**Option 2:** London Borough of Barnet develop the sites

**Option 3:** London Borough of Barnet enter into joint venture with Re and/or another development partner

Options	Advantages	Risks to be mitigated
Option 1	<ul style="list-style-type: none"> <li>• LBB establishes and controls the development standards, through the planning process</li> <li>• Surveys undertaken through the planning process will identify any risks which would impact land value received on the open sale</li> <li>• Enhanced Capital Receipt in 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Limited control as to when the scheme is delivered (3-5 years) (i.e. deal subject to planning)</li> <li>• The imposed standards will affect the offer value from a third party</li> <li>• Development Profit still retained by private sector</li> </ul>
Option 2	<ul style="list-style-type: none"> <li>• Complete control of housing mix, through planning process and agreed design standards</li> <li>• LBB control speed of development and construction</li> <li>• LBB benefits from sales receipts</li> <li>• LBB control development standards</li> <li>• LBB control sales and marketing process</li> <li>• Enhanced capital receipt circa 2018</li> <li>• Element of affordable housing will become capital asset</li> <li>• Council retain full development value created</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate delivery vehicle to take developments forward needs to be considered to take this option forward</li> <li>• Construction risk (i.e. increase in costs)</li> <li>• Sales risk- change in market trends &amp; demand (i.e. values)</li> <li>• Perception/reputation- LBB as private house builder (branding)</li> <li>• Funding (LBB to underwrite full development costs)</li> <li>• Marketing risk</li> <li>• Phased capital return</li> </ul>
Option 3	<ul style="list-style-type: none"> <li>• Complete control of housing mix, through planning</li> <li>• LBB control speed of development and construction</li> <li>• LBB benefits from sales receipts</li> <li>• LBB control development standards</li> <li>• LBB control sales and marketing process</li> <li>• Enhanced capital receipt circa 2018</li> <li>• Element of affordable housing will become</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate delivery vehicle to take developments forward needs to be considered to take this option forward</li> <li>• Construction risk (i.e. increase in costs)</li> <li>• Sales Risk- change in market trends &amp; demand (i.e. values)</li> <li>• Perception/reputation- LBB as private house builder (branding)</li> <li>• Funding (LBB to underwrite full development costs)</li> </ul>

	<ul style="list-style-type: none"> <li>capital asset</li> <li>Sharing delivery and financial risk</li> </ul>	<ul style="list-style-type: none"> <li>Phased capital return</li> <li>Marketing risk</li> <li>Sharing profit and reward</li> </ul>
--	--	--

2.5 The financial terms are set out in the Outline Business case (**Appendix D**) and is exempt from this report.

**Key benefits by taking forward the development are;**

- The Council benefits from economic growth ensuring that the Borough remains an attractive place to live whilst contributing towards its housing objectives
- The proposed residential developments represent an opportunity to create high quality new Housing
- Promoting high quality architecture and design
- Opportunity to create a variety of housing tenures and new products i.e. Home buy/First buy
- Achieving high standards of sustainable development i.e. Life time Homes/Bream/code level 4
- Meeting the housing needs of the residents
- Generating funding i.e. Council Tax, New Homes Bonus, S106/Cil for local infrastructure and service improvements
- By taking the direct development route the Council benefit from the value uplift
- Creation of Employment and training opportunities targeted at Barnet's disadvantaged groups, unemployed etc
- Creating opportunities to design out crime and improve community cohesion i.e. secure by design
- High quality amenity areas, i.e. play and recreational facilities

**3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1** The recommended five sites are the first to be put forward out of a pipeline of surplus sites. Three of the five initial sites are the subject matter of this report and the other sites identified will be reported on separately
- 3.2** These sites have been declared surplus to requirements and received Section 77 & 35a consent from the Department of Education to permit disposal of the sites. These sites were released from education use in 2007.
- 3.3** Continuing to hold the sites in their exiting condition could result in unlawful occupation, management costs in maintaining security and fails to realise the value of the land which will assist in delivering other corporate objectives. The development of these sites for residential purposes will provide much needed accommodation in the Borough.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Following approval, a detailed business case will be submitted to committee seeking a recommendation of the preferred development option and funding route

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Corporate Plan 2013-16 has a strategic objective to “promote responsible growth, development and success across the Borough”.
- 5.1.2 The Council’s Estates Strategy 2011 – 2015 sets out our commitment to continually review the use of Council Assets so as to reduce the cost of accommodation year on year.
- 5.1.3 Consideration of the proposed Strategic Asset Management Plan is also being considered by Assets Regeneration and Growth Committee, which if approved will form the basis of decisions for the council’s property portfolio.
- 5.1.4 The Growth Strategy for Barnet recognised that growth is vital for ensuring the future prosperity of the Borough and maintain Barnet as a successful London suburb.
- 5.1.5 The Council’s Local Plan adopted in 2012 sets out a 15 year ‘vision’ to help shape the kind of place that Barnet will be in the future. It supports the delivery of new homes including affordable dwellings and the use of brownfield land for high quality and sustainable suburban development.
- 5.1.6 The Council’s Housing Strategy, agreed in 2010 has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents and sets out how the Council will deal with a number of challenges including high prices, a shortage of affordable housing and the potential threats to the qualities that make the Borough attractive.
- 5.1.7 It identifies a number of core objectives including increasing housing supply, including family sized homes to improve the range of housing available to residents, promoting mixed communities and maximising opportunities available for those wishing to own their home.
- 5.1.8 The Council is developing a new draft Housing Strategy which is currently out to consultation and reinforces a number of these key aims.

##### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 Financing the expenditure to obtain planning or develop the sites would depend on the option chosen and the specifics of each scheme but could include land receipts, receipts from private sales, HRA reserves and usable

right to buy receipts. The income from the schemes would similarly be dependant on the option chosen.

## **Programme**

The proposed planning timeline to incorporate (A-D below) across all three sites is scheduled within 2015.

- a. Planning Submission
- b. Planning Consultation (13 weeks)
- c. Planning Committee
- d. Judicial Review (6 weeks)

It is anticipated that should the Council decide on either option 2 or 3 in the table above, the project delivery programme is likely to be three years on the basis of a phased development across the three sites. Capital receipts are anticipated as below;

- Option 1 enhanced capital receipt estimated 2015/16
- Option 2 enhanced capital receipt estimated 2017/18
- Option 3 enhanced capital receipt estimated 2017/18

## **5.3 Legal and Constitutional References**

- 5.3.1 Council Constitution, Responsibility for Functions, Annex A – The Assets, Regeneration and Growth Committee has responsibility for “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council and the approval of non-statutory plans that concern asset management matters
- 5.3.2 Section 2.8 of The Management of Assets, Property and Land Rules, contained in the Council’s constitution states that the “Strategic Asset Management Plan will govern decisions on the future direction and development of the Council’s Built Environment” and Section 2.9 (i) provides “An Annual Work Plan will govern decisions on whether to dispose of an Asset for purposes in accordance with the Corporate Plan objectives”
- 5.3.3 Local authorities are given the general power under Section 123 of the Local Government Act 1972 (as amended) to dispose of land held by them in any manner they wish. The only constraint is that, except with the consent of the Secretary of State, a council cannot dispose of land, other than for the grant or assignment of a lease not exceeding seven years, for a consideration less than best that can reasonably be obtained.
- 5.3.4 Council Constitution, The Management of Asset, Property and Land Rules, Appendix 2, Table B sets out the acceptance thresholds which provides authority for the action. Financial arrangements in excess of £100,000 must be approved by Assets, Regeneration and Growth Committee.

## **5.4 Risk Management**

- 5.4.1 Retaining these sites while the Council undertakes outline design and



planning submission subjects the Council to increased market risk. The current housing market is strong and the Council would get considerable market interest should it seek to dispose of these sites as is. However, if the Council were to dispose of these sites for maximum value now, the contract would be subject to planning, and therefore the price would reflect that uncertainty. By undertaking the planning itself, the Council and Re are best placed to manage this risk and capture the value uplift.

- 5.4.2 Seeking planning consent for fewer units on the site could be considered. However, this would result in disproportionate infrastructure costs and a higher overall cost per unit.
- 5.4.3 Continuing to hold the sites in their existing condition could result in unlawful occupation, management costs in maintaining security and fails to realise the value of the land which will assist in delivering other corporate objectives. The development of these sites for affordable residential purposes will provide much needed accommodation in the Borough.
- 5.4.4 The returns from each development will be reflective of the level of risk that the Authority finds acceptable to take; the development.

## **5.5 Equalities and Diversity**

- 5.5.1 Under the Equality Act 2010, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.
- 5.5.2 The Council is committed to improving the quality of life for all and wider participation in the economic, educational, cultural, social, and community life in the Borough.
- 5.5.3 The development proposals will make significant contribution to the provision of additional, high quality affordable housing in the Borough as well as promoting construction jobs in the borough.
- 5.5.4 At this stage the proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation. No immediate equality impacts are anticipated as a result of this proposal.
- 5.5.5 The new affordable housing units should the Council decide on the development route will be let in accordance with the council's housing allocations scheme which was subject to a full equalities impact assessment

to ensure it does not disadvantage any households on the basis of ethnicity, faith, gender, disability or sexual orientation or age.

## **5.6 Consultation and Engagement**

- 5.6.1 In progressing options for the 3 sites, local Ward members and the each of the adjoining schools have been fully briefed and their views sought on the development proposals. Key issues raised concerned traffic and parking implications, mix of accommodation and density, affordable housing, open space provision, trees, impact on existing neighbouring amenity and overlooking of school grounds. These issues are being considered as part of the design process.
- 5.6.2 Public exhibitions will be held at the respective schools which give the local communities surrounding each site the opportunity to view the proposals and provide comment in advance of the planning application submission.
- 5.6.3 When the applications are formally submitted to the Local Planning Authority further consultation will be carried out as part of the statutory planning process.

## **6. BACKGROUND PAPERS**

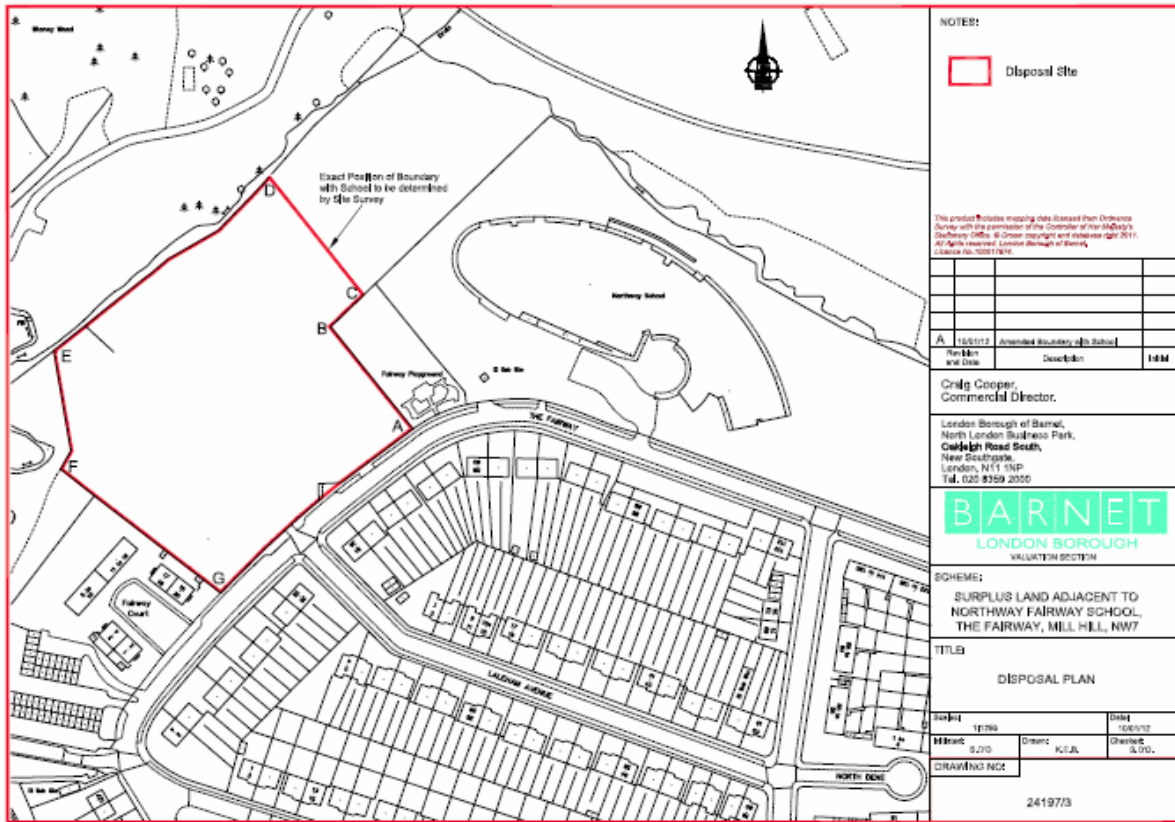
Assets Regeneration and Growth Committee, 9 July 2014, Strategic Asset Management Plan

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4> .

Assets Regeneration and Growth Committee, 8 September 2014,

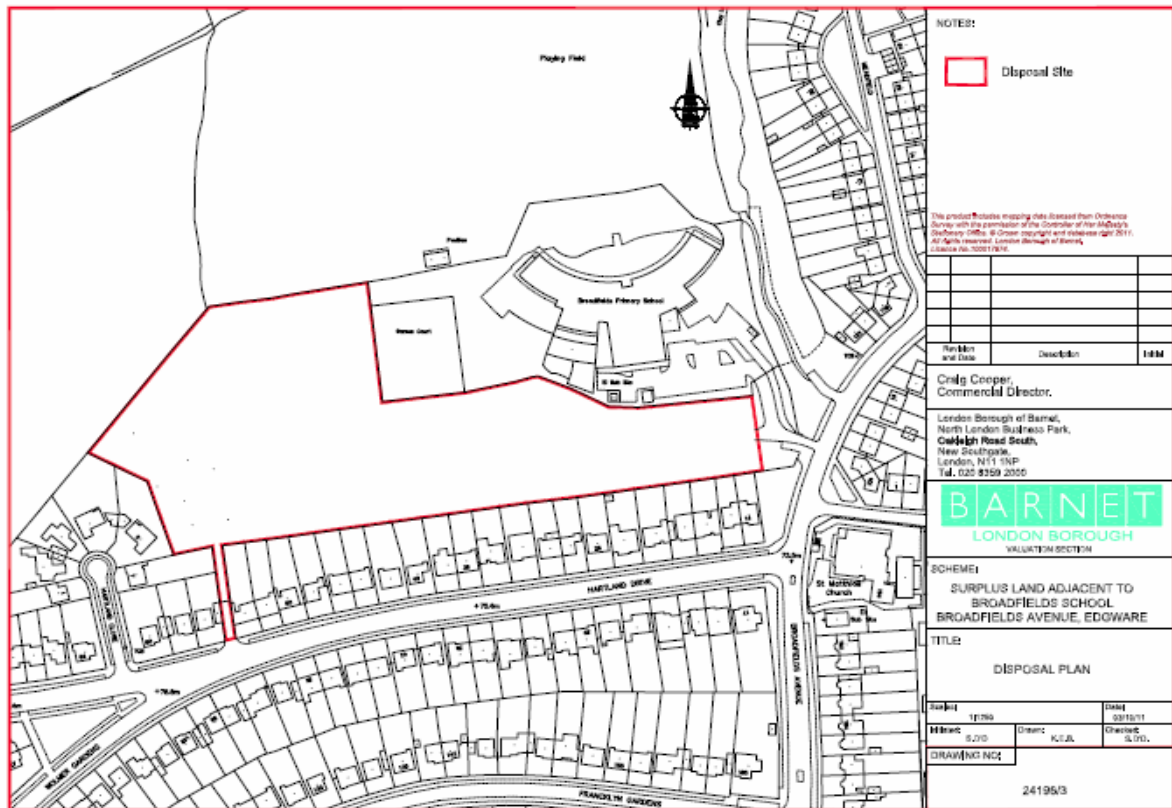
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>

# APPENDIX A – LAND ADJOINING NORTHWAY/FAIRWAY SCHOOL



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# APPENDIX B – LAND ADJOINING BROADFIELDS SCHOOL



**NOTES:**

Disposal Site

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Revision and Date	Description	ISSUE

**Chris Cooper,**  
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**BARNET**  
LONDON BOROUGH  
VALUATION SECTION

**SCHEME:**  
SURPLUS LAND ADJACENT TO  
BROADFIELDS SCHOOL,  
BROADFIELDS AVENUE, EDWARE

**TITLE:**  
DISPOSAL PLAN

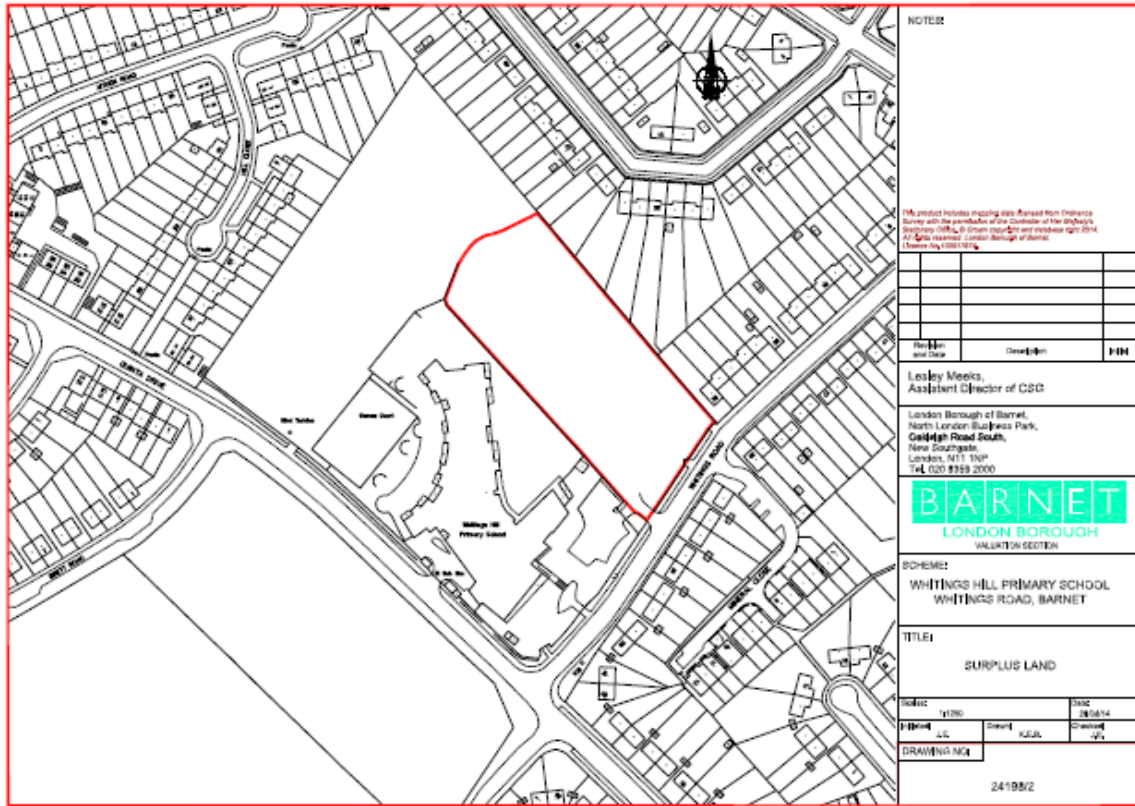
Scale:	1:250	Date:	20/12/11
Drawn:	SJD	Checked:	SJD
Drawn:	KJL	Checked:	SJD

**DRAWING NO:**

24195/3

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# APPENDIX C- LAND ADJOINING WHITINGS HILL SCHOOL



NOTES

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Revision	Description	Date

Lesley Meeks,  
Assistant Director of CSD

London Borough of Barnet,  
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**BARNET**  
LONDON BOROUGH  
VALUATION SECTION

SCHEME:  
WHITTINGS HILL PRIMARY SCHOOL  
WHITTINGS ROAD, BARNET

TITLE:  
SURPLUS LAND

DATE:	12/06/14	DATE:	26/06/14
BY:	J.L.	CHECKED:	K.J.L.
DRAWING NO:			

24198/2


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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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	<p><b>Assets Regeneration &amp; Growth Committee</b></p> <p><b>16<sup>th</sup> March 2015</b></p>
<p><b>Title</b></p>	<p><b>Development Pipeline Programme Tranche 2</b></p>
<p><b>Report of</b></p>	<p>Cath Shaw - Commissioning Director Growth and Development</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>None</p>
<p><b>Officer Contact Details</b></p>	<p>Jeanette Kenyon  <a href="mailto:Jeanette.kenyon@barnet.gov.uk">Jeanette.kenyon@barnet.gov.uk</a>                  07950315658</p>

### Summary

The Council is committed to increasing the supply of affordable housing in the borough and to maximise the Council's land resources. A Development Pipeline Programme has been identified, comprising of:

- Tranche 0 - Council funded new build housing for social rent.
- Tranche 1 – Surplus Council land identified for disposal and housing redevelopment.
- Tranche 2 - A range of projects that are targeted to meet specific policy objectives.

The Report outlines the proposed projects within Tranche 2 of the Development Pipeline Programme and seeks Committee approval to the principles of the Tranche 2 programme.

### Recommendations

- 1. That the Committee approves the principles of the projects within Tranche 2 of the Development Pipeline Programme.**

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The Committee has approved the principles of the Development Pipeline Programme.
- 1.2 Tranche 2 of the Development Pipeline Programme comprises of a range of projects that are targeted to meet the Council's policy objectives. Committee approval is requested to agree the principles of the projects within Tranche 2 of the Development Pipeline Programme.

## 2. REASONS FOR RECOMMENDATIONS

- 2.1 It is proposed that Tranche 2 of the Development Pipeline Programme comprises of the following projects:
  - 2.1.1 **Replacement of Meadow Close Children's Home** -.The physical condition of the Meadow Close children's home is poor and Family Services have prioritised its re-provision. The project will comprise of a high quality residential children's home in Barnet for six looked after children and onsite support hub on Council land, freeing up the site at Meadow Close for disposal or redevelopment.
  - 2.1.2 **Decant housing** - The Council is delivering a significant estate regeneration programme and will need to relocate a significant number of non-secure tenants in the coming years. This project will seek to identify sites that could be developed rapidly to provide accommodation for these residents in mixed communities.
  - 2.1.3 **Pocket housing** - This project proposes a site disposal to the developer, Pocket Living, for the construction of a development of high quality, smaller one bedroom low cost flats for sale for local residents. The proposal addresses the need for low cost housing for sale in the borough.
  - 2.1.4 **Colindale HQ** - The Council has identified a site on the Grahame Park Estate in Colindale for the re-provision of a new build office HQ. A business case has been prepared for Committee approval. It is intended that staff currently based at the North London Business Centre and Barnet House, will be relocated to the new office subject to Committee approval. The re-provision addresses the requirement for the Council to rationalise its office accommodation.
  - 2.1.5 **Older People's Housing** - This project responds to the growing population of older people in the borough and the requirement to provide housing choice; meet changing expectations and create efficiencies in the provision of housing and care. In response to Adult and Communities housing and care priorities, the introduction of a Council led programme of housing for older people is being considered. The project would seek to deliver a range of developments including additional Extra Care provision for older people with high care

needs; co-housing to promote support networks and smaller self-contained developments to facilitate downsizing within a range of tenures. A business case is being developed.

- 2.1.6 **Private Rented Sector** - The Council has highlighted the growth in the private rented sector across London and recognises that it will be the predominant tenure in Barnet within the next 10 years. As part of the Development Pipeline Programme, the project assesses the potential to provide housing for private rent on Council land.

### **3. POST DECISION IMPLEMENTATION**

- 3.1 Following approval of the principles of the Tranche 2 programme, a business case for each project will be prepared and submitted to Committee for approval. The business case will provide project definition, strategic options analysis, risk and financial assessments.

## **4 IMPLICATIONS OF DECISION**

### **4.1 Corporate Priorities and Performance**

- 4.1.1 The Tranche 2 projects comply with the following commissioning plan priorities:

4.1.2 **Assets, Regeneration and Growth Committee Commissioning Plan 2015-2020:**

- aims to ensure Developments on Council land meet housing need and maximise benefits to the Council and;
- aims to deliver a fit for purpose Civic Estate, driving a significant reduction in the cost of office accommodation over the next few years

4.1.3 **The Adults & Safeguarding Committee Commissioning Plan 2015 – 2020:**

- seeks to Increase the supply and take-up of supported living and independent housing opportunities supporting more people to live in a home of their own with support and not in residential care

4.1.4 **The Children, Education, Libraries and Safeguarding Committee Commissioning Plan 2015 – 2020:**

- aims to re-locate one of Barnet's in-house children's homes to improve the quality of facilities, improved aspirations and life outcomes for young people resident in the home.

### **4.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 4.2.1 The resource implications will be explored in drafting a business case for each of the projects within Tranche 2.

### **4.3 Legal and Constitutional References**

4.3.1 The Council Constitution, Responsibility for Functions, Annex A, under the terms of reference the Assets, Regeneration and Growth Committee has responsibility for:

- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.
- Oversee major regeneration schemes - including those of key social housing estates.

4.3.2 Detailed legal input will be required as a business case for each of these options is worked up.

### **4.4 Risk Management**

4.4.1 Each project will be subject to a business case evaluation. Appraisal work will be undertaken to prepare the businesses cases. There is a risk that some of this work may be abortive, in the event that the projects do not progress beyond business case evaluation.

### **4.5 Equalities and Diversity**

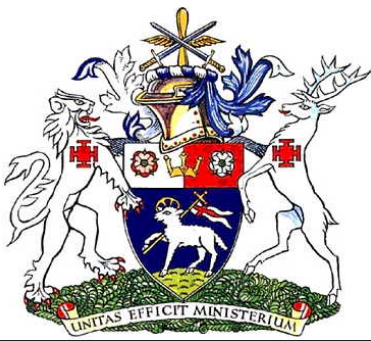
4.5.1 Equalities assessments will be completed as part of developing the business case for each project. They will take account of the EIAs in development for the Housing strategy and housing allocations policy.

### **4.6 Consultation and Engagement**

4.6.1 A consultation strategy will be drafted for each project as part of the business case development.

## **5 BACKGROUND PAPERS**

5.1 Assets Regeneration and Growth Committee 8 September 2014, <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>



## Asset, Regeneration and Growth Committee

**16 March 2015**

<b>Title</b>	<b>Daws Lane</b>
<b>Report of</b>	Interim Chief Operating Officer
<b>Wards</b>	Mill Hill
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Chris Smith, <a href="mailto:chris.smith@barnet.gov.uk">chris.smith@barnet.gov.uk</a>

### Summary

80 Daws Lane was originally built to provide space for the Civil Defence, and was constructed in 1939 with an intended use as a cleansing centre in the event that Hendon suffered a gas attack during World War Two. The building is in need of significant investment, and this report sets out a number of alternative uses for the site as options for consideration.

The Council has recently received a proposal from members of the local community to take possession of the site for redevelopment to form a new community hub which could ultimately be designed, built, operated and managed by members of the community. This recent proposal has prompted the Council to evaluate the options it has available with regards to the site.

The original 1930's building (Civil Defence) is a significant structure which has been extended with a single storey annexe to the rear. Latterly, a school accommodated the ground floor who since vacated the building to more purpose built accommodation. Until recently, a detachment of Sea Cadets occupied the first floor.

Given the current condition of the building a significant amount of investment is needed to meet modern standards. A recent condition survey identified an estimate of £875,500 of works required to bring the building to modern standards.

Officers have considered a number of options and believe that the site is a valuable asset to the Council. Although challenging, the site has potential to be developed for residential use with a residual land value of £1,417,815.

While the site offers development potential, officers are conscious of the local community's desire to see a provision of local services at this site..

Officers are therefore recommending that the Committee approve the principle to develop a community hub on the site, and that officers work with the community group and come back with a detailed community hub proposal for the next committee. This proposal would need to consider:

- Alignment to the community asset strategy;
- How capital investment could be levered in to the redevelopment of the site; and
- How the site could be run sustainably for the community in the future.

In the event that the Committee accepts the recommendation detailed considerations relating to the delivery of a scheme would be investigated further as part of the next stage of the project.

## **Recommendations**

- 1. That the Committee agrees the principle of a community hub on the Daws Lane site and instructs officers to come back to the June committee with detailed proposals around the redevelopment of Daws Lane as a community hub.**



## 1. WHY THIS REPORT IS NEEDED

- 1.1 The existing site at Daws Lane is in need of significant investment and the Council has subsequently received a proposal from members of the local community requesting the transfer of ownership in the site for redevelopment to provide a new community hub which will ultimately be designed, built, operated and managed by members of the community.
- 1.2 Officers have investigated the options available to the Council in respect of the site. This report sets out the outcome of that investigation and recommends an option for further consideration.

## 2. REASONS FOR RECOMMENDATIONS

- 2.1 While the recent proposal from the community has been the catalyst for the Council to investigate the options available for the site, officers have not assessed the quality or merits of the community proposal at this stage but the provision of a community facility of some form has been considered.
- 2.2 Officers have undertaken necessary site investigations to understand existing site issues and constraints for consideration. These investigations include the following
- Condition Surveys
  - Valuation Reports
  - Property Planning Constraints Check
- 2.3 Options have been considered in light of the information received from the above investigations. Officers are conscious of the local community's desire to see local services positioned at this site and this has informed the recommendation to approve the principle of a community hub on the site.
- 2.4 The condition of the building is currently poor and a significant amount of investment is needed for it to meet modern standards. The following summarises the costs.

<b>Externals</b>		
1	Roof & Rainwater goods	£59,500
2	External walls, windows, doors & decoration	£93,400
3	External works	£83,300
<b>Internals</b>		
5	Ceilings & walls	£76,500
6	Floors	£64,500
7	Internal joinery	£51,000
8	Decorations	£25,000
9	Sanitary ware	£10,000
<b>Mechanical &amp; Electrical installation</b>		
10	Heating, ventilation, above ground drainage and security	£349,500
<b>Fixtures and fittings</b>		
11	Kitchens (replacement)	£8,000
<b>General Matters</b>		
12	Drainage, thermal insulation & access	£55,000
<b>Total</b>		<b>£875,500</b>

- 2.5 Considering that providing a scheme for 100% residential use would seem most financially attractive but equally would be most challenging to deliver, the option to develop the site for community facing activities is proposed.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

Officers considered the following options but have not recommended these to the Committee:

#### Leave as is

- 3.1 The current condition of the building is poor, therefore any use by a community group would require significant investment. This could be compensated by granting a rent free period, but it is unlikely that the building would be improved to a standard that maximises the potential of the building.
- 3.2 The current layout of the building is an inefficient use of space and therefore would prohibit maximum effective use of the building.
- 3.3 The Council could choose to leave the asset as is and seek a short term letting. However, given that this could leave the Council with a potential liability and expenditure to meet minimum compliant condition, and that there are alternative options available, this option has been discounted.

#### Refurbish

- 3.4 As the current condition of the building is in poor condition, The Council could choose to adopt an option which sees investment in the asset (by the Council or another party) in order to enable financial benefits to be realised.
- 3.5 Costs for bringing the property condition to modern standards are in the region of £876k.
- 3.6 The £876k includes no allowance for lift access to first floor level. Depending on the solution this could potentially increase the cost by another £50k.
- 3.7 The same issues remain as with the “Leave as is” option although a reduced capital investment could be made to bring the property up to minimum compliant standards.
- 3.8 The current layout of the building is an inefficient use of space and therefore would be prohibitive to any effective use for the building

- 3.9 Any worthwhile refurbishment of the asset would need to be extensive as it will involve internal alterations to the layout of the building. The costs for such extensive internal alterations would therefore be high and beyond the £876k costs for solely dealing with condition
- 3.10 At almost £900k serious consideration should be given to demolition of the existing building and redeveloping the site.

#### Dispose for 100% Residential Development

- 3.11 Although this would be a challenging scheme to progress through the planning process, the Council could achieve a scheme on this site that delivers a scheme for 100% Residential Use. To achieve this scheme, the Council would need to justify that there are sufficient or alternative facilities available within the area to provide for community uses.
- 3.12 Assuming 7 Units at £650,000 per unit, this could return a Gross Development Value of £4,550,000. After considering costs, this option could provide the Council with a residual land value of £1,417,815.
- 3.13 As officers are keen to incorporate community use within the facility, this option has not been recommended to progress.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Following approval of the recommendation, a more in depth study will commence to ensure risks are identified and appropriately dealt with and to provide certainty on the achievability of the scheme.

The following stage will develop the potential designs for the site, test the market, produce a plan for stakeholder/community engagement and review other developing strategies across the Council in order to produce an outline business case for further approval prior to progressing to a procurement stage and any subsequent planning applications.

- 4.2 The Outline Business Case will be developed in collaboration with the local community and will address the ways in which the proposed scheme can be funded, which may include development opportunities across the Council's estate within the locality.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The development of plans for a community hub at Daws Lane will directly inform the council's community asset strategy, as it is being developed. Opportunities for shared use with public and private sector partners will be explored and where applicable included in the scope. The proposed location is also directly accessible from adjacent sports pitches and children's' play areas so it is hoped it will further encourage the use of these areas.

5.1.2 Overall success will be measured by the project's ability to generate sufficient capital and revenue to be wholly viable, and it is hoped that this will provide a meaningful model for other community facilities in the future.

## **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The funding and residual analysis for the proposed scheme will need to be developed through the next stage of the project.

5.2.2 The next phase of the project will consider the property opportunities and implications across the wider Council's estate.

## **5.3 Legal and Constitutional References**

5.3.1 Any legal issues will be considered following detailed consideration of the recommended option and will be addressed in the outline business case.

5.3.2 Council Constitution, Responsibility for Functions, Annex A – details the terms of reference of the Assets, Regeneration and Growth Committee which includes, “

- Develop strategies which maximise the financial opportunities of growth”
- Asset Management - .all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council

## **5.4 Risk Management**

5.4.1 There is a risk that planning consent may not be achieved for the proposed scheme. The following stage of the project will develop the design further and involve engagement with planners so that potential planning issues can be identified and dealt with at an early stage.

5.4.2 The figures used as part of the assessment of options are based on current market conditions and current market rates. Conditions and rates within the market can fluctuate, therefore the potential costs and returns for the recommended option could move up or down. This does not cause an issue as far as the evaluation of options against one another are concerned as the rates used are consistent across each option. As the next phase develops the design and tests the market further, the certainty around the costs and returns will increase and therefore the associated risk decreases in impact.

5.4.3 The project will maintain an up to date risk register in line with the Corporate Risk Management Framework and will be reviewed and monitored on a regular basis.

## **5.5 Equalities and Diversity**

5.5.1 The impact of this decision on equalities and diversity has been considered and there are no equalities or diversity issues arising specific to the recommendations in this report. An EIA will be undertaken and kept under

review as the project develops and options for the future use of the site are identified and appraised. An EIA will accompany any future proposals which are put to decision makers.

## **5.6 Consultation and Engagement**

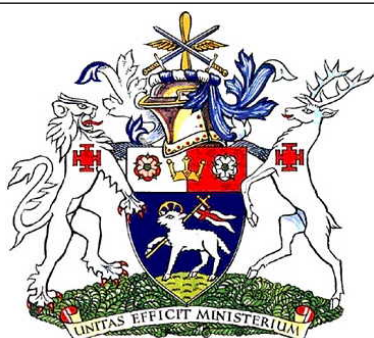
5.6.1 The Council is conscious of the local community's desire to see local services positioned at this site and that this has informed the recommendation

5.6.2 The following stages of the project will involve the production of an engagement plan.

## **6. BACKGROUND PAPERS**

6.1 None

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## Assets, Regeneration and Growth Committee

**16 March 2015**

<b>Title</b>	<b>Assets, Regeneration and Growth Committee Work Programme</b>
<b>Report of</b>	Interim Chief Operating Officer Commissioning Director, Growth & Development
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Committee Work Programme March 2015 – May 2015
<b>Officer Contact Details</b>	Faith Mwende, Governance Officer <a href="mailto:Faith.Mwende@barnet.gov.uk">Faith.Mwende@barnet.gov.uk</a> , 020 8359 4917

### Summary

The Committee is requested to consider and comment on the items included in the 2014/15 work programme

### Recommendations

**That the Committee consider and comment on the items included in the 2014/15 work programme**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Assets, Regeneration and Growth Committee's Work Programme 2014/15 indicates forthcoming items of business for the municipal year.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There are no specific recommendations in the report. The purpose of the report is to allow the Committee to have oversight of its own schedule of work within the programme and to make any amendments and additions as required.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 Council Constitution, Responsibility for Functions, Annex A – details the terms of reference of the Assets Regeneration and Growth Committee.



**5.4 Risk Management**

5.4.1 None in the context of this report.

**5.5 Equalities and Diversity**

5.5.1 None in the context of this report.

**5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

**6. BACKGROUND PAPERS**

6.1 None.

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**London Borough of Barnet  
Assets, Regeneration and  
Growth Committee Work  
Programme  
March 2015 - May 2015**

Contact: Faith Mwende 020 8359 4917 [faith.mwende@barnet.gov.uk](mailto:faith.mwende@barnet.gov.uk)

Subject	Decision requested	Report Of	Contributing Officer(s)
16 March 2015			
Annual Regeneration Report	To approve the Annual Regeneration Report including an update report on the Growth & Regeneration Programme	Commissioning Director, Growth and Development	Programme Manager (Re)
London Borough of Barnet Accommodation Options Review Strategic Outline Case (SOC)	To agree the recommendations as set out in the business case	Interim Chief Operating Officer	Deputy Chief Operating Officer Property Director - Capita
Depot Relocation Project	To provide a general update on progress in respect of Oakleigh Road South, including design development, public engagement and land acquisition. The report will also consider the adjacent Winters Waste facility and seek approval to re-assign their current lease to the London Borough of Barnet.	Interim Chief Operating Officer	Head of Estates
Town Centre Report	To agree an approach to supporting town centres in Barnet	Commissioning Director, Growth and Development	Commissioning and Policy Advisor (Economist),
Barnet Development Pipeline - Tranche 1	To update on progress with Tranche 1 and approve the next steps.	Director of Place (Re)	Development Programme Director (Re)

Subject	Decision requested	Report Of	Contributing Officer(s)
Development pipeline Programme Tranche 2	To approve the principles and projects within Tranche 2 of the Development Pipeline Programme.	Commissioning Director, Growth and Development	Development Pipeline Programme Manager
Daws Lane	To consider a new mixed use community development building	Interim Chief Operating Officer	Head of Estates

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 17

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