

MEETING

ASSETS, REGENERATION AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 1ST JUNE, 2015

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Daniel Thomas
Vice Chairman: Gabriel Rozenberg

Councillors

Gabriel Rozenberg	Philip Cohen	Nagus Narenthira
Richard Cornelius	Geof Cooke	Shimon Ryde
Pauline Coakley Webb	Rohit Grover	

Substitute Members

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

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

Andrew Charlwood – Head of Governance

Governance Service contact: Faith Mwende 020 8359 4917 faith.mwende@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

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Decisions of the Assets, Regeneration and Growth Committee

16 March 2015

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)

Councillor Richard Cornelius	Councillor Geof Cooke
Councillor Pauline Coakley Webb	Councillor Gabriel Rozenberg
Councillor Philip Cohen	Councillor Shimon Ryde
Councillor Alison Moore (as substitute)	Councillor Val Duschinsky (as substitute)

Apologies for Absence

Councillor Daniel Seal

Councillor Nagus Narenthira

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED - that the minutes of the meeting held on 3 March 2015 be agreed a correct record.

2. ABSENCE OF MEMBERS

An apology for absence was received from Councillor Daniel Seal, who was substituted by Councillor Val Duschinsky, and from Councillor Nagus Narenthira, who was substituted by Councillor Alison Moore.

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)

Jez Simms (on behalf of Sheila Mahmood and separately in his own right), Kanu Dave and Stamo Ampatielou made public comments on agenda item 10.

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

Oral responses were given to the supplementary questions at the meeting.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. ANNUAL REGENERATION REPORT

The Committee considered the report.

Councillor Cooke moved a motion that was seconded by Councillor Moore,

“The Committee receive a report at the next meeting giving a breakdown for each regeneration area since 2003 and aggregation over all areas of the number of housing units in each tenure type, before and after the regeneration, the difference between them, and time during construction when no housing units are available for occupation”

Having been put to the vote the Committee voted:

For: 9
Against: 0
Abstain: 0

The motion was therefore carried.

Having been put to the vote the Committee voted:

In Favour: 5
Against: 0
Abstain: 4

The Committee;

The Committee;

RESOLVED –

1. To note the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes from April 2014 to March 2015, as well as expected activities in 2015/16.
2. To note the Forward Plan of Milestones for 2015/16.
3. To receive a report at the next meeting giving a breakdown for each regeneration area since 2003 and aggregation over all areas of the number of housing units in each tenure type, before and after the regeneration, the difference between them, and the time during construction when no housing units are available for occupation.

8. LONDON BOROUGH OF BARNET ACCOMMODATION OPTIONS REVIEW STRATEGIC OUTLINE CASE

The Committee considered the report.

Having been put to the vote the Committee voted:

In Favour: 5
Against: 0
Abstain: 4

The Committee;

RESOLVED

1. To acknowledge and note the contents of the Strategic Outline Case (SOC).
2. To 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.

9. TOWN CENTRE REPORT

The Committee considered the report.

Councillor Cooke read a letter from a local business suggesting a way in which the council can engage with local businesses. The committee agreed that officers should meet with ward councillors to discuss the idea further.

Having been put to the vote the Committee voted:

In Favour: 9
Against: 0
Abstain: 0

The Committee;

RESOLVED –

1. To approve and confirm the town centres set out in paragraph 2.6 as Main town centres.
2. To approve the amendments to the "town centre offer" set out in table 1.

10. DEPOT RELOCATION PROJECT

Councillor Barry Rawlings, Councillor Andreas Ioannidis and Councillor Lisa Rutter had requested to address the Committee on this item and made comments in relation to the item.

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. The questions were answered in the private session.

Having been put to the vote the Committee voted:

In Favour: 5

Against: 0

Abstain: 4

Immediately following the decision, four members of the Committee supported a referral of the decision to Full Council, because it was considered that the large sum of money being paid to secure the deal, in addition to the annual rent, for a short term lease was a decision that should be taken by all councillors, not just the members of the committee.

The referral was supported by:

Councillor Phil Cohen
Councillor Geof Cooke
Councillor Pauline Coakley Webb
Councillor Alison Moore

The Committee;

RESOLVED – That having received the requisite number of support for referral, the item will be placed on the agenda for consideration by Full Council.

11. **BARNET DEVELOPMENT PIPELINE - TRANCHE 1**

The Committee considered the report.

Councillor Cooke moved a motion that was seconded by Councillor Moore,

“That all developments by the council on council owned land should be 100% affordable housing”

Having been put to the vote the Committee voted:

For: 4

Against: 5

Abstain: 0

The motion was lost.

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

Having been put to the vote the Committee voted:

In Favour: 5

Against: 0

Abstain: 4

The Committee;

RESOLVED –

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 receive a report in June with the preferred development option, and funding route for all five sites.

12. DEVELOPMENT PIPELINE PROGRAMME TRANCHE 2

The Committee considered the report.

Having been put to the vote the Committee voted:

In Favour: 5
Against: 0
Abstain: 4

The Committee;

RESOLVED – To approve the principles of the projects within Tranche 2 of the Development Pipeline Programme.

13. DAWS LANE

The Committee considered the report.

Having been put to the vote the Committee voted:

In Favour: 9
Against: 0
Abstain: 0

The Committee;

RESOLVED – To agree 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.

14. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the work programme.

15. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

16. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Committee;

RESOLVED – that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (as amended).

17. DEPOT RELOCATION PROJECT - EXEMPT

The Committee;

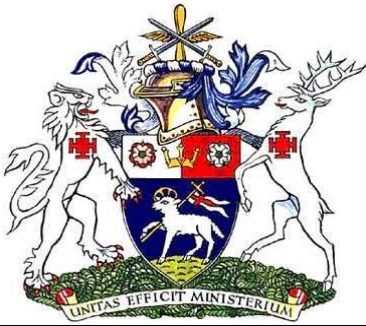
RESOLVED - that the information contained in the exempt report be noted.

18. ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 10.00 pm

AGENDA ITEM 6



Assets, Regeneration and Growth Committee

1 June 2015

Title	Member's Item – Former Copthall School Grounds – Councillor Daniel Thomas
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Paul Frost, Governance Team Leader Email: paul.frost@barnet.gov.uk Tel: 020 8359 2205

Summary

The report informs the Assets, Regeneration and Growth Committee of a Member's Item and requests instructions from the Assets, Regeneration and Growth Committee.

Recommendations

1. That the Assets, Regeneration and Growth Committee instructions in relation to this Member's item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Daniel Thomas has requested that a Member's Item be considered on the following matter:
- 1.2 *Camden Community Sports and Football Association and Cllr Sury Khatri have approached the Council with a proposal regarding the former site of Copthall School (adjacent to Chase Lodge Playing Fields). The attached document contains a summary of the proposal and the land required. Although in need of full and proper assessment, this proposal is to be welcomed for its community sports focus and for being self-financing.*
- 1.3 *I would like the Assets, Regeneration and Growth Committee to consider this item with a view to instruct Officers to work with Camden Community Sports and Football Association to help them realise their proposal in time for the September 2015 start of season.*

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Assets, Regeneration and Growth Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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 The Council's Constitution Meeting Procedure Rules (section 6) states that a

Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

5.3.2 There are no legal references in the context of this report.

5.4 **Risk Management**

5.4.1 None in the context of this report.

5.5 **Equalities and Diversity**

5.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 **Consultation and Engagement**

5.6.1 None in the context of this report.

6. **BACKGROUND PAPERS**

6.1 Email to the Governance Service on 19 May 2015.

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Chase Lodge New Development

Building Capacity - Growing Participation

March 2014



About Chase Lodge

Camden Community Football and Sports Association (CCFSA) is the registered charity operating Chase Lodge. They purchased the 16 acre site from Camden Council in March 2010 with funding provided by The Marathon Trust to create a permanent home for Hampstead Football Club (HFC). HFC has over 30 teams including 9 girls' teams, an all-abilities academy and 2 womens' teams. The youngest members are just 3 years old (non-competitive) and the oldest are 18.

The club is a Football Association Charter Status club and with over 400 playing members is the largest youth football club in North London.

to a full size seniors pitch. The changing facilities have been amended to allow both boys and girls changing and in 2013 the disused tennis courts were transformed into 2 artificial turf, five a side pitches, a multi-use games area (MUGA), along with two basketball practice half courts.

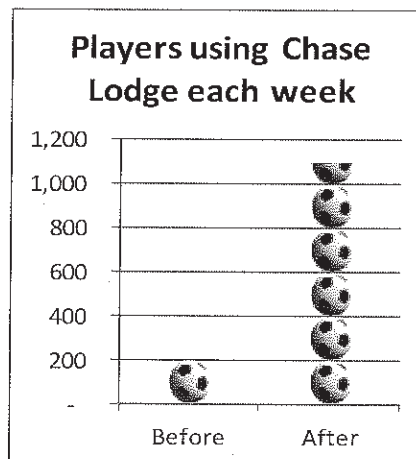
On a typical weekend, all 12 pitches are fully utilised on Saturdays and Sunday mornings. On Sunday afternoons the site hosts a number of Jewish Football League teams. During the week the site is open to adult teams who train at the facilities and it is used by many local schools, as well as being the home for Middlesex University's football teams.

Key Statistics:

- 12 grass pitches
- 2 new 4G 5-a-side pitches
- New **MUGA**
- Up to **48** matches played each weekend
- Up to **750 players** on a Saturday and over **1,100 players** per week using the site
- Changing rooms enhanced
- Site entirely re-fenced
- New five a side pitches
- Up to **180 volunteers** in attendance each Saturday
- Over **50%** of junior players are girls
- **2** womens' teams created
- Over **£1 million** of grant funds accessed to redevelop the site
- CCFSA is entirely **self funding** with no cost to Barnet Council

New development will add:

- New high quality junior pitch
- Full size 4G 'Trophy Pitch'
- Capacity for additional 240 players each weekend
- New bark trail
- New outdoor gym equipment

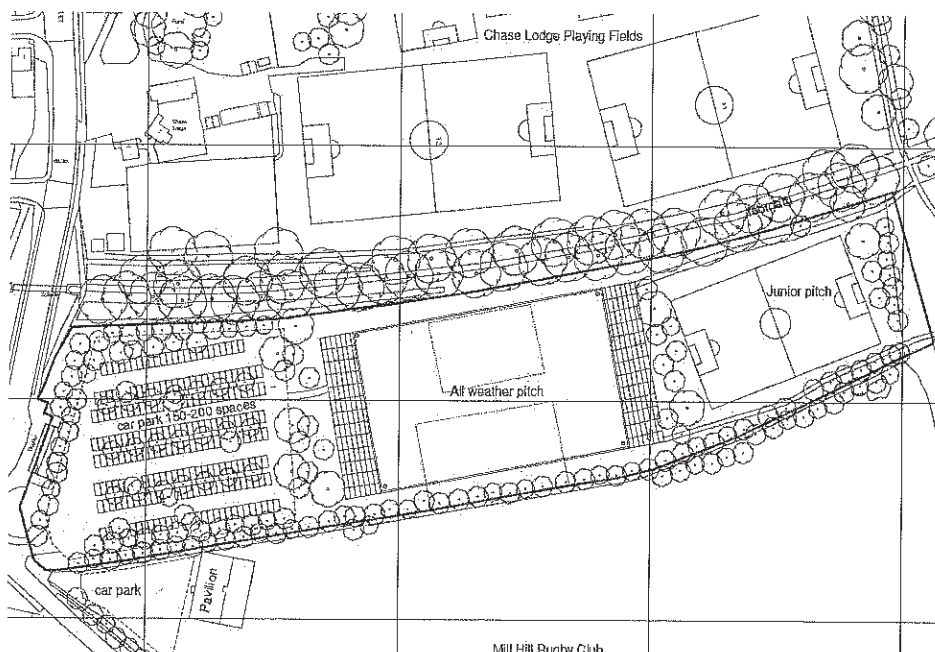


Usage of Chase Lodge has risen more than five fold since being taken over by CCFSA

At the time CCFSA acquired the site, there were four pitches which had limited usage, typically a total of 8 matches per week. There were derelict buildings and abandoned tennis courts with only one single communal changing room which restricted the usage of the site and prevented girls' teams from playing.

In the four years CCFSA have been running the site they have transformed the facility. With a permanent on-site groundsman, the site now has a total of 12 football pitches ranging from U8 pitches through

The New Development



CCFSA have identified a derelict site sitting between Chase Lodge and Mill Hill Rugby Club. Land Registry suggests the front part of the site is owned by the former Middlesex County Council (possibly inherited by Barnet Council) and the rear part of the site appears to be unregistered land. Research would suggest that both pieces of land were part of the original Chase Lodge site and was separated only by the building of the railway line. CCFSA have received funding from Marathon Trust to commission a site masterplan including this derelict land. It would allow the creation of two new pitches and provide sufficient on-site parking for the expanded site. CCFSA have held discussion with Marathon Trust and, at this stage, they have indicated that they would be prepared to consider funding to acquire and redevelop the site.

We are therefore seeking to clarify and, if necessary, purchase Barnet's interest in the site.

Development Impetus

Prior to Saracens moving into Copthall, parents and family members of players could park on the surrounding streets. The new parking restrictions have limited the support team members can bring. With only 20 on-site parking spaces and 30 visitor parking places for the whole community on Page Street, it has restricted the number of family members that players can bring in support, typically grandparents who cannot walk the very long distances from outside the CPZ. It has also deterred some teams from using the site on Saracen match days. In a few cases, volunteers have received verbal abuse from away team supporters when they have been ticketed for parking in the wrong place on Saracens' matchdays which are not clearly signed

CCFSA have investigated expanding on-site parking but the only potential area has severe access limitation and it would also take up the space where two new junior pitches could be located.

The new development also offers the option to develop a 'Trophy Pitch' – a floodlit, full size artificial turf pitch with a small grandstand holding up to 200 people (100 seated and 100 standing). This would allow a semi professional team to play on site. As part of the original proposal it was intended that Kentish Town FC would play at Chase Lodge – they previously played in Copthall but were evicted when Saracens took over the site. Kentish Town FC play in the Spartan South Midlands League Division One, Step 5 in the National League System and need facilities that meet FA specification. Currently they are playing at Hillingdon, well away from their established fan base. Developing the 'Trophy Pitch' with artificial turf would enable Kentish Town to return to their previous fan base, re-establish the link between the junior player pool and a senior club. It would also allow much greater usage as it could be used as a full sized pitch or be subdivided into three five-a-side pitches when Kentish Town are not playing at home, a fantastic community resource for the Borough.

In total, the new development could create capacity for an additional 240 players each weekend in high quality, well maintained facilities, as well as creating ancillary sports facilities for their families and friends.

The new development includes provision for a bark trail and outdoor gym equipment to allow other family members to participate in sports activity whilst their children/siblings are participating in football and sport on the main Chase Lodge site.


The Short Term Need

In the immediate short term, there is a need to find at least 50 car parking spaces to meet the demand of the current users. The pitches are let in three, 2 hour slots on Saturdays and Sundays with up to 240 players plus officials in each slot. Currently there are only 20 on-site parking places plus between 10 and 20 available on-street visitor spaces. Even with car sharing, there is a significant deficit of parking spaces which means that some parents simply drop off their children but do not come in to spectate. This can create safeguarding issues with younger children.

The derelict site has hardstanding in the section immediately fronting Page Street which we believe, with very little effort, could act as temporary car parking for approximately 50-60 cars and which could be brought into use in a matter of weeks. Granting a temporary licence to use this space, while the Council's broader strategy for Copthall is finalised, would overcome an immediate problem.

CCFSA have been trying to address this problem since the CPZ was announced over a year ago but to date no resolution has been found. The longer the current situation continues, the greater the risk that it will stifle growth of Chase Lodge and prevent hundreds of children playing sport in high quality, safe surroundings and threaten the investment made by funding bodies, such as Sport England and the Marathon Trust to name but two.

We hope that, at the very least, Barnet will grant permission for the temporary use of the derelict site for car parking while the Council's strategy is being finalised, with the objective of purchasing and redeveloping the site in the longer term. We would ask Officers and Councillors to kindly consider our request.

	AGENDA ITEM 7
	<p>Assets, Regeneration and Growth Committee</p> <p>11 June 2015</p>
Title	Breakdown of Existing and Proposed properties for each Regeneration Estate
Report of	Commissioning Director for Growth and Development
Wards	All
Status	Public
Enclosures	Appendix A - Forecast Housing Completions & Demolitions
Officer Contact Details	Paul Frost, Governance Team Leader Email: paul.frost@barnet.gov.uk Tel: 020 8359 2205

Summary
<p>At the Assets, Regeneration and Growth Committee meeting on Monday 16th March the Committee resolved to agree to receive a report at the next meeting to provide a breakdown for each regeneration area since 2003 and aggregation over all areas of the number of housing units in each tenure type, before and after the regeneration, the difference between them, and the time during construction when no housing units are available for occupation.</p>

Recommendations
<p>1. That the Assets, Regeneration and Growth Committee meeting note the information on appendix A of the report.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 As outlined within the summary this report is required in order to provide a breakdown for each regeneration area since 2003 and aggregation over all areas of the number of housing units in each tenure type, before and after the regeneration, the difference between them, and the time during construction when no housing units are available for occupation.

REASONS FOR RECOMMENDATIONS

- 1.2 There are no formal recommendations required. The Assets, Regeneration and Growth Committee are therefore noting the information within appendix A.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 2.1 Not applicable.

3. POST DECISION IMPLEMENTATION

- 3.1 Not applicable.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

- 4.2 Not applicable in the context of this report.

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

- 4.3.1 None in the context of this report.

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.

- 4.4.2 There are no legal references in the context of this report.

4.5 Risk Management

4.5.1 None in the context of this report.

4.6 Equalities and Diversity

4.7 Not applicable in the context of this report.

4.8 Consultation and Engagement

4.8.1 None in the context of this report.

5. BACKGROUND PAPERS

5.1 None

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Breakdown of Existing and Proposed properties for each Regeneration Estate

Tables of Data

Table 1 – Breakdown of Existing and Proposed properties for each Regeneration Estate by Tenure

Scheme	Private Ownership (Inc. Leaseholder and Freeholder)			Social Rent (Secure)			Social Rent (Non-Secure)			Low Cost Ownership (Inc. Shared Ownership & Shared Equity)			Comment
	Existing	Proposed	Net	Existing	Proposed	Net	Existing	Proposed	Net	Existing	Proposed	Net	
Grahame Park	349	1,867	1,518	1,428	1,076	-352	0	0	0	0	363	363	Existing figures from 2003. Proposals are subject to change following the Stage B Review and the new SPD consultation. The figure for private homes includes retained Leaseholders/freeholders homes.
West Hendon	171	1,651	1,480	478	258	-220	0	0	0	0	285	285	Existing figures from 2003. Includes Pilot Phase (8 social rented homes) and Lakeside (186 homes, 151 private and 35 social rented).
Stonegrove Spur Road	201	548	347	402	280	-122	0	0	0	0	109	109	Existing figures from 2003. The initial phase produced an additional 61 affordable homes.
Dollis Valley	77	381	304	189	230	41	174	0	-174			0	Existing figures from 2010. The "Low Cost Ownership" figure is a minimum, and will depend on the demand for Shared Equity from existing owners.
TOTAL			3,649			-653			-174			757	

Table 2 - Grahame Park: Completions & Forecast Demolitions & Completions

Grahame Park	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Private Homes Built	0	107	48	39	36	52	381	144	154	0	243	78	177	56	116	16	152
Affordable Homes Built	0	106	70	0	55	0	65	0	90	0	53	132	190	56	91	67	57
Total homes taken out of supply	tbc	tbc	tbc	tbc	tbc	0	176	277	177	0	0	0	0	0	0	0	0
Total social rent homes taken out of supply	191	0	0	0	0	0	161	257	148	0	0	0	0	0	0	0	0

Table 3 – West Hendon: Completions & Forecast Demolitions & Completions

West Hendon	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Private Homes Built	0	0	151	0	0	142	0	280	0	0	0	423	0	0	0	178	425
Affordable Homes Built	0	8	35	0	71	3	0	76	0	0	0	116	0	0	0	109	90
Total homes taken out of supply	tbc	tbc	tbc	tbc	tbc	163	0	125	61	0	0	242	0	0	0	0	0
Total social rent homes taken out of supply	4	0	0	0	0	135	0	88	39	0	0	182	0	0	0	0	0

Table 4 – Stonegrove Spur Road: Completions & Forecast Demolitions & Completions

Stonegrove Spur Road	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Private Homes Built	38	98	0	0	58	18	118	126	0	0	0	0	0	0	0	0	0
Affordable Homes Built	78	67	107	0	35	159	22	0	0	0	0	0	0	0	0	0	0
Total homes taken out of supply	tbc	tbc	tbc	tbc	tbc	84	0	0	0	0	0	0	0	0	0	0	0
Total social rent homes taken out of supply	61	0	0	187	142	6	0	0	0	0	0	0	0	0	0	0	0

Table 5 – Dollis Valley: Completions & Forecast Demolitions & Completions

Dollis Valley Phase 2	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Private Homes Built	0	0	0	0	7	61	69	77	79	88	0	0	0	0	0	0	0
Affordable Homes Built	0	0	0	0	0	40	46	48	44	72	0	0	0	0	0	0	0
Total homes taken out of supply	tbc	tbc	tbc	tbc	tbc	15	102	0	0	0	0	0	0	0	0	0	0
Total social rent homes taken out of supply	0	0	0	0	0	9	47	0	0	0	0	0	0	0	0	0	0

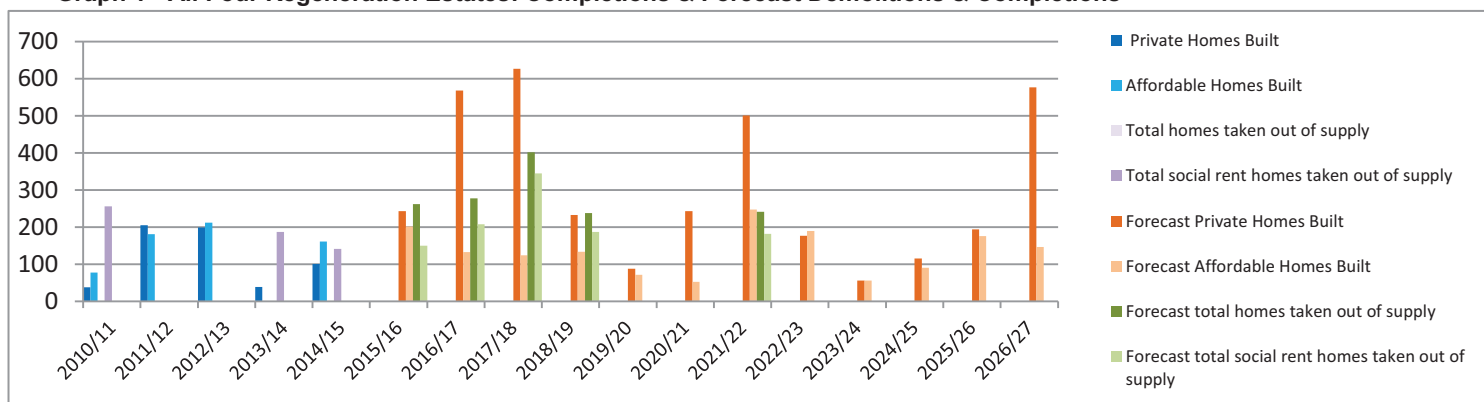
Table 6 – All Four Regeneration Estates: Completions & Forecast Demolitions & Completions

All four Regeneration Estate schemes total	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Private Homes Built	38	205	199	39	101	243	568	627	233	88	243	501	177	56	116	194	577
Affordable Homes Built	78	181	212	0	161	202	133	124	134	72	53	248	190	56	91	176	147
Total homes taken out of supply	tbc	tbc	tbc	tbc	tbc	262	278	402	238	0	0	242	0	0	0	0	0
Total social rent homes taken out of supply	256	0	0	187	142	150	208	345	187	0	0	182	0	0	0	0	0

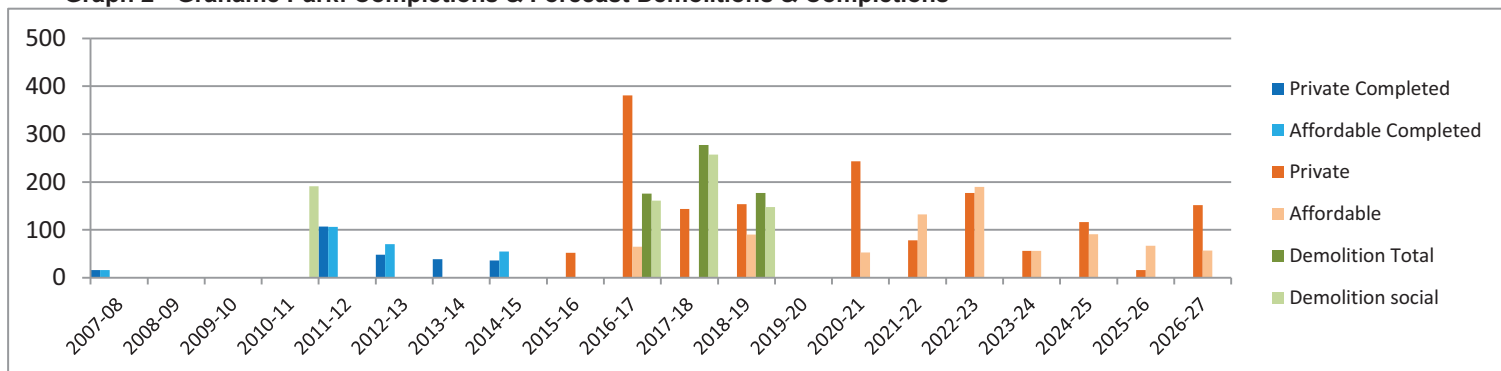
Note: It has not been possible to provide exact numbers for the 'Total Number of Homes taken out of Supply' figures as the records are incomplete for prior years.

Graphical Representation of Data

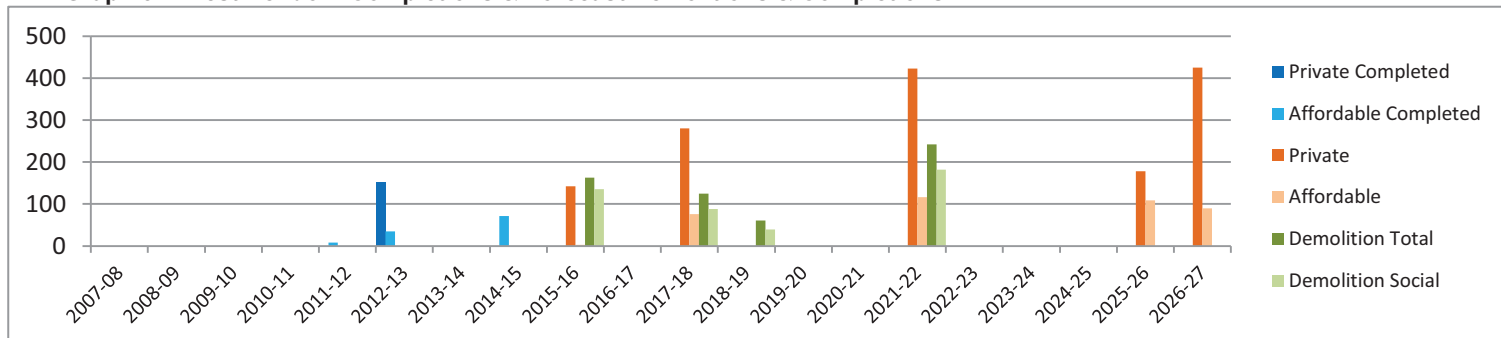
Graph 1 - All Four Regeneration Estates: Completions & Forecast Demolitions & Completions



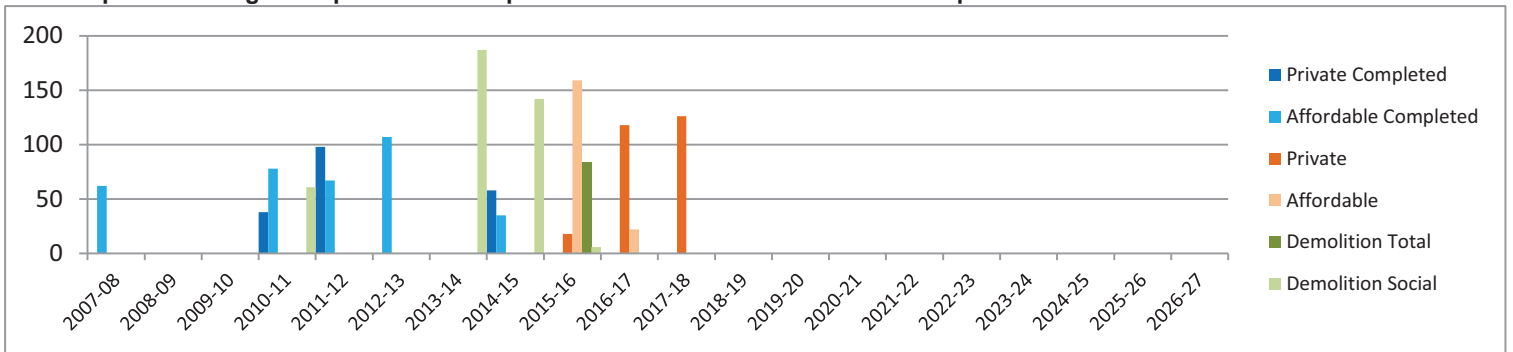
Graph 2 - Grahame Park: Completions & Forecast Demolitions & Completions



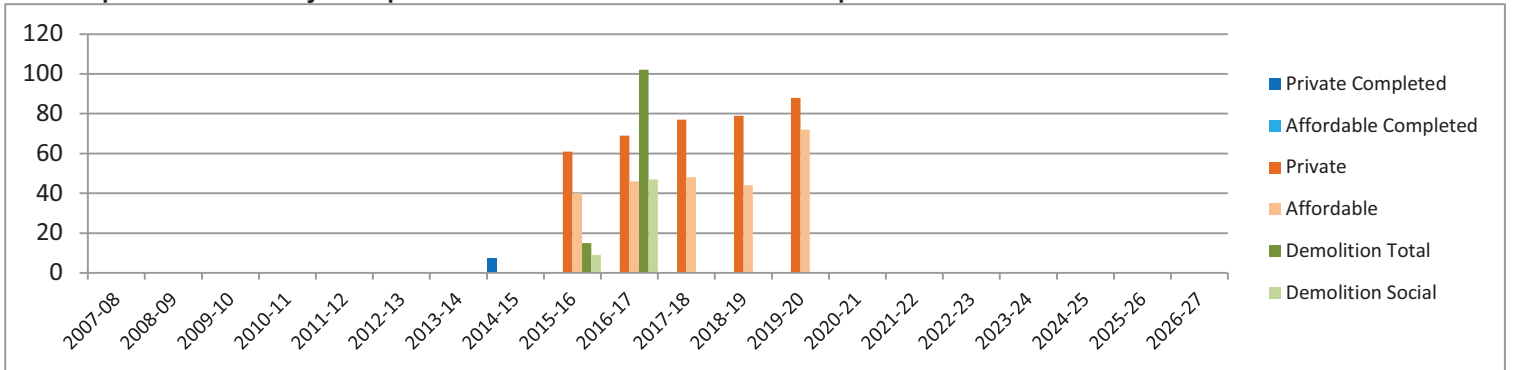
Graph 3 – West Hendon: Completions & Forecast Demolitions & Completions



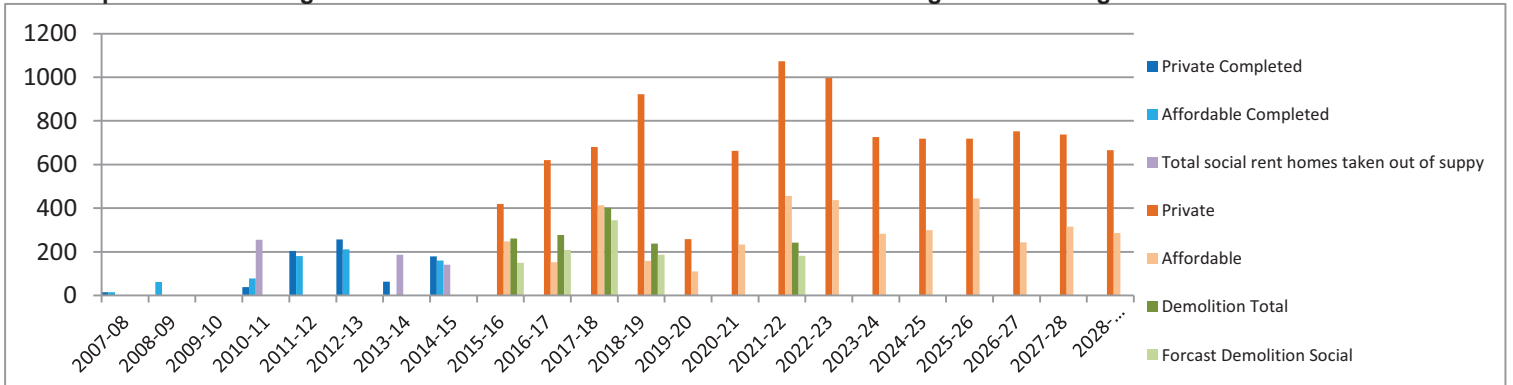
Graph 4 – Stonegrove Spur Road: Completions & Forecast Demolitions & Completions



Graph 5 – Dollis Valley: Completions & Forecast Demolitions & Completions



Graph 6 – All four Regeneration Estates demolitions in the context of the Regeneration Programme



Graph 6: The graph shows the aggregated demolitions across all Regeneration Estates within the context of completions across the Regeneration Programme as a whole.

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	AGENDA ITEM 8 Assets, Regeneration and Growth Committee 1st June 2015
Title	Community Asset Strategy
Report of	Chief Operating Officer
Wards	All
Status	Public
Enclosures	Appendix 1: Draft Community Asset Strategy
Officer Contact Details	Lesley Meeks, Director Estates and Property Management, lesley.meeks@capita.co.uk
Summary	
<p>The Community Asset Strategy is a key document which sets out the London Borough of Barnet’s objectives, focussing on how the Council intends to utilise or re-provide buildings for community use over the next five years.</p> <p>The proposed objectives and aims of the Strategy were presented to the Assets, Regeneration and Growth Committee on 15 December 2014 where it was proposed that the key principles laid out in the document formed the basis of the full Strategy and be taken forward for further consultation with the public and key stakeholders.</p> <p>At the Assets, Regeneration and Growth committee on 15th December 2014 it was also recommended that following consultation a version of the proposed Strategy would be presented to the Committee in March 2015. However, it was decided that to allow further consultation to take place, an update would be sent to Committee members with the proposed Strategy being prepared for June Committee.</p> <p>Consultation between December and March took the form of an online survey and three public workshops run by an independent company. The feedback from this consultation has been incorporated into the proposal attached.</p> <p>The proposed Community Asset Strategy is set out in Appendix 1.</p>	

Recommendations

- 1. That the Committee approve Appendix 1 - Draft Community Asset Strategy and note the contents of the report.**
- 2. That the Committee note that, following engagement with existing occupiers of community buildings, an implementation plan will be presented to Assets, Regeneration and Growth Committee on 07 September 2015.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Assets, Regeneration and Growth Committee agreed a draft of the Council's Strategic Asset Management Plan (SAMP) in September 2014. Following public and stakeholder consultation the SAMP was approved in December 2014. The SAMP contained principles for the governance of the Council's estate, and set out the need for a Community Asset Strategy (CAS) to decide how to govern these assets in the most effective way. This report presents the proposed Community Asset Strategy – at Appendix 1
- 1.2 The Council recognises the social and economic contribution voluntary and community sector (VCS) organisations make to the Borough and the way in which assets can support their work, making their services more sustainable and able to provide better value for money in the long term.
- 1.3 However, part of the Council's strategy for meeting the current and future financial challenges is to maximise the value it gains from its land and assets, by ensuring it receives the best possible income or receipts from Council-owned properties and lands which generate rent or which are sold. This will help it fulfil its Duty of Best Value, as set out under the Local Government Act 1999. The Council will therefore need to strike a balance between commercial use of its assets and opportunities to encourage community participation.

Defining the community estate

- 1.4 In considering the overall portfolio, the SAMP broke the asset base into six individual asset types to allow the portfolio to be reviewed and managed in a focussed way. The six asset types are:
 - Operational estate – held for the delivery of Council services, such as libraries, schools, day centres, etc..
 - Community estate – retained primarily for the benefit of the community such as community centres and sport facilities.
 - Investment estate - held primarily in order to provide an income and investment opportunity
 - Housing portfolio – managed by Barnet Homes
 - Highways and green spaces
 - Development portfolio.

- 1.5 The document approved in December 2015 described the key principles that would be taken forward for consultation. This document proposed that community assets were buildings or land available to VCS organisations for community use such as: community centres and community halls; sport and leisure facilities, and various other types of buildings let to community groups, such as shops or garages. However, it also noted the potential for a very broad definition of community assets, in which any public sector asset can be a community asset because of the social and community benefit it provides. This could, therefore, also include the Council's operational buildings.
- 1.6 The feedback from the consultation was that all Council owned buildings should be considered as community buildings and the use of the building should dictate whether it is considered to provide community benefit. In the revised CAS (Appendix 1) the Council has listened to this feedback and proposes that it does consider the majority of its assets as being used for community benefit and that where possible it will seek to promote local priorities through their use.
- 1.7 However, the measures set out in this Strategy relate most closely to those buildings and land which are occupied by third parties and can both give and achieve the greatest benefit by using them to support VCS organisations. Therefore asset such as schools, for example, which clearly provide facilities for community use, have been excluded from the scope of this Strategy at this time as they are subject to a different set of governance arrangements. It is recognised that the list of buildings that fulfil these criteria is not fixed and that it will change as some buildings are taken out of use and others become available for community participation. In addition, when specific proposals for change in an area arise, the Council will be pragmatic about which buildings could be included for consideration (for example, the use of libraries).
- 1.8 Further information about the proposed definition is set out at section 3 of Appendix 1.

Consultation

- 1.9 Prior to development of this Strategy the Council engaged with the community formally and informally in a number of ways, including:
- A general survey about civil society and community activism carried out by CommUNITY Barnet in 2009
 - A qualitative needs assessment in 2010
 - A review of compliance issues across the estate in 2012
 - A stakeholder engagement meeting in 2013
 - Consultation exercises relating to the Council's Priorities and Spending Review, carried out in 2013 and 2014
 - A series of informal interviews with a range of voluntary and community groups in 2014
 - Barnet internet on-line survey, December 2014 to March 2015, which was advertised in the local press and through letters sent to community building users asking them to complete the survey and indicate if they would be

interested in participating in workshops

- Three workshops were organised and facilitated by an independent company during February/March 2015. They were held on different evenings and across the borough so that it was convenient for as many people to participate as possible. Community building users were invited by letter and those accessing the on-line survey were given a telephone number to register their interest. 45 people attended these sessions.

1.10 The consultation carried out between December 2014 and March 2014 was designed to seek stakeholders' and the general public's response to the following specific key areas:

- The definition of community buildings.
- The objectives and aims of the Strategy.
- The principles for the governance of community assets.
- The proposed respective rights and responsibilities for the Council and users of the community estate.
- The proposed policy for community asset transfer.
- The proposed criteria by which the Council will offer support to voluntary and community groups.

1.11 The online survey, launched in December 2014, on the Engage Barnet website resulted in 19 responses to the questionnaire by the closing date of Friday the 13th February 2015. The questionnaire closing date was extended by two weeks and those participating in the workshop were encouraged to take part but there were no further responses received. The responses showed that approximately 60% of respondents agreed with the Council's proposals whilst about 30% did not agree, as summarised in the table below:

Question	Strongly agree/Tend to agree	Strongly disagree/ Tend to disagree	Neither agree nor disagree/ Don't know
Are these the right objectives?	11	5	3
Will the aims ensure we meet our objectives?	10	5	2
Have we considered right areas for our governance principles?	7	4	2
Will support criteria help achieve the aims of the strategy?	8	4	1

1.12 In addition the themes that emerged from the three workshops undertaken jointly by LBB, Capita and Futuregov, an independent company who facilitated the events, were:

- Community Assets should be given a broad definition.
 - The Community Asset Strategy should focus on community need.
 - That LBB should ensure it “gets the basics right” with a focused customer service.
 - That the Council should increase the capacity of the community assets over a longer term taking an enabling role.
 - That the Council should continue to work with the broader community to better match needs with services including the potential for community hubs.
- 1.13 The full output and summary of the consultation exercises can be found in section 4 and a copy of the output from the workshops report prepared by Futuregov can be found as Appendix 2 within the CAS document (Appendix 1 of this report).

Hubs and Co-location

- 1.14 Community hub is a term used in different ways but which usually refers to a location where a number of different organisations with a social or community focus work in close proximity to each other. Some community hubs contain a mix of any of the following: VCS groups, public services, social enterprises and small medium enterprises. Some are in a single building, while others may be a network of buildings.
- 1.15 The Council is keen to establish community hubs in Barnet as they offer an opportunity to use the public estate more efficiently. By co-locating groups currently based in different buildings, the Council can rationalise the remaining community estate. Any capital or revenue receipts can be re-invested in Council buildings and /or services.
- 1.16 A more detailed description of community hubs can be found in section 5 of Appendix 1.

Criteria relating to support for community groups, and routes for engagement

- 1.17 The Council recognises the need to be consistent and transparent about the circumstances under which it will commit to supporting VCS groups through use of its assets and the level of support it is willing to give and what it expects in return. This is particularly important in the challenging economic climate, as part of the Council’s focus on fairness, responsibility and opportunity.
- 1.18 The CAS aims to ensure that the Council’s community estate is governed according to clear, consistent criteria. Historically, the portfolio has been administered on a case by case basis which has made it responsive to the needs of individual groups but which has made it difficult to implement a consistent approach or to ensure fair, common treatment for different groups.

- 1.19 The CAS contains four criteria which will aim to ensure that the Council can realise its objectives with regard to the community estate, as well as fair and consistent treatment for all community groups using Council assets.

The criteria relate to:

1. The type of services the group or organisation provides
 2. The extent to which the organisation and its use of the asset supports community participation and involvement
 3. The robustness and sustainability of the organization
 4. The ability to maximise utilisation of the asset contributing to the commercial viability of the building.
- 1.20 The Council will operate a standard policy in which rental value of each of its community buildings is assessed on full market rental value for community use. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may choose to grant financial assistance to provide support (through an agreement with the occupier), at a level which reflects the community benefit the organisation is providing.
- 1.21 The Strategy confirms that in general, the Council will see a full commercial rent for a property. This should result in an increased income to the Council, some of which will be utilised to fund the grant increases needed to support those groups that meet the criteria for funding outlined above.
- 1.22 The Council is also fully aware that it needs to proceed with caution in terms of seeking any changes to rent levels and lease agreements and will seek to do this in ways that minimise disruption to the groups involved.
- 1.23 The detail proposed criteria for governance of the community estate are set out in section 6 of Appendix 1.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It is important that the Council takes a strategic approach to its community asset portfolio and the way in which it can be fully utilised with as many local residents and VCS groups taking full advantage of Council owned buildings and land. The document sets out guidelines and criteria in relation to the overall management and will be used as a reference point for future decisions relating to community assets, their use and commercial arrangements.
- 2.2 The paper recommends that the CAS is approved and during the next three months the Council develops an engagement plan (see section 4.2 of this report) with users of community buildings to provide an implementation plan that can be reviewed by the Assets, Regeneration and Growth Committee in September 2015. This step will allow users of the Council's buildings to make comment on how the Strategy will impact on them from a practical perspective. This feedback, together with available information on the building condition will enable the Council to build an implementation plan that is

deliverable.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could decide to continue to manage its community assets on an ad hoc basis, considering each building and its use in isolation, but this would fail to address the current inconsistencies, or deliver a better utilised and compliant community estate in accordance with the Council's priorities.

4. POST DECISION IMPLEMENTATION

- 4.1 If the recommendations are approved by the Committee, the next steps over the period June to September 2015 will be to engage with users of community buildings, further improve the information about building conditions, and develop an Equalities Impact Assessment which will underpin a detailed implementation plan. This plan will be presented to the Assets, Regeneration and Growth committee in September 2015. The scope of this plan is set out in more detail in 4.2.1- 4.2.4 below.

- 4.2 Within the Community Asset Strategy we have classified the portfolio into different categories (see 2.3 of appendix 1) to give us a better overall understanding of the constraints on the estate to help us develop our implementation plan. However, this is just an initial rating and the plan itself will not be developed without engagement with occupiers of our community buildings as described in 4.2.1 below.

- 4.2.1 During the next three months we will engage with occupiers of community properties by:

- Writing to the occupiers with a copy of the Strategy, requesting feedback and questions and asking for comments on how they would see this impacting their own circumstances;
- Prioritising the review of those properties highlighted in the CAS as requiring action or having potential for community hubs;
- Holding preliminary discussions on individual arrangements where they are occupied and the lease has expired;
- Building a profile of our users working together to meet local needs and ensure the building are used for the benefit of the community.

- 4.2.2 In addition, we will continue to review the data that is available on the current community asset base, including information on the condition and compliance of the buildings, along with the likely level of need for community facilities in Barnet.

- 4.2.3 For assets where condition and compliance surveys of the buildings are not currently available, we will establish a plan and timeline for gathering the data in order to further inform our analysis of the financial implications of delivering the Strategy.

4.2.4 Establish how the Council will measure social benefit through a fair, open, and transparent process which is in line with the criteria set out in the CAS document attached at Appendix 1. The process will need to establish who will make the assessments and how the users of community buildings will be engaged in the assessment process. In addition, the Council will need to establish what resources are needed to support work between commissioners, the Estates team and the building occupiers and to establish who will take the role of facilitator in the development of individual business cases. These business cases will need to demonstrate financial sustainability, full utilisation of the building and support for local priorities.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2013 – 2016 includes objectives to “promote responsible growth, development and success across the Borough” and to “improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study”.

5.1.2 Relevant outcomes are “to maintain the right environment for a strong and diverse local economy” and “to promote family and community well-being and encourage engaged, cohesive and safe communities”.

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

5.2.1 The recommendations to approve the CAS and implement a plan for engagement (see section 4.2 of this report) with users of community buildings will enable the development of a detailed, evidence-based implementation plan highlighting resource and financial implications likely to be required to implement the Strategy.

5.2.2 The proposals are designed to allow the Council to realise both financial and social/community value from its community estate, recognising that the long-term benefits of having stronger, more resilient communities also helps the Borough to meet current and future financial challenges.

5.2.3 A project will be set up to establish the condition of the community buildings. This will consist of an initial desktop study and, where it is deemed necessary, full condition and compliance surveys. The full costs of this project will not be known until the desktop review is undertaken – however, in addition to the costs of project management, if all the buildings were to require condition surveys this would be likely to cost in the order of £400k. This will be funded from existing reserves.

5.2.4 There is a known backlog of necessary work on a number of community buildings, which would cost in the order of £2.7m. However, once condition

surveys have been carried out and a full picture of the condition of these and the other community buildings is established, this figure could be significantly higher. The data will enable informed decision-making, based on building and local needs. It is the Council's intention to work closely with the individual user of each building and, if necessary due to the condition of the building or for other reasons, to re-provide an appropriate facility. The Council will also engage with local residents when decisions on community facilities are being considered. Funding for the backlog of work required will be addressed in the implementation plan brought to ARG later in the year.

5.2.5 Resources will also be required to:

- Support the Council and voluntary and community groups in facilitating the development of business cases that demonstrate financial sustainability, full utilisation of the building and support for local priorities.
- Develop the criteria and implement and support the process for assessing how the Council will consider the relationship between financial value obtained from the community estate and the social and community benefit delivered by its occupiers, informing the Council's potential decision to offer financial assistance in the form of a rebate in any individual case.
- The Council will consider whether or not a community liaison post may be required to carry out these functions.

5.3 Legal and Constitutional References

5.3.1 Council Constitution, Responsibility for Functions, Annex A – sets out the terms of reference for 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; and
- 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.

5.4 Risk Management

5.4.1 There is a risk that if the proposed CAS is not approved and used as a document to allow engagement with users of community buildings the preparation of a detailed evidence based implementation plan will not be finalised and it will not be possible to come to an accurate assessment of the cost and benefits of the proposed Strategy.

5.4.2 The combined engagement programme and evidence base development period to August 2015 (described in section 4 of this report) is designed to mitigate the above risks.

5.4.3 There is a risk that the delay to the approval of the final Strategy may have

negative consequences for the Council's relationship with local voluntary and community groups who are keen to engage on the subject of asset use and ownership. Engagement with groups likely to be affected has been planned during the next three months to mitigate the impact and to maintain a positive relationship.

5.5 Equalities and Diversity

5.5.1 The Equality Act 2010, and the Public Sector Equality Duty outlined at section 149 of the Act, require the Council and all other organisations exercising public functions on its behalf to pay due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; and to promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Act also covers marriage and civil partnership with regard to eliminating discrimination.

The Community Asset Strategy reflects the requirements of the PSED and the objectives of the Council's equal opportunities policy. In particular it

- Aims to ensure that the management and use of community assets reflect the needs and aspirations of the diversity of Barnet and are used for the benefit of the whole community
- Aims to promote active engagement with all Barnet's diverse communities
- Pays due regard to cultural and religious difference where locations/facilities are shared by different members of the community
- Builds on community strengths to promote strong, cohesive communities and local resilience.

5.5.2 An Equalities Impact assessment will be carried out as part of the next steps (see section 4 of this report) to assist the Council in meeting the requirements of the Public Sector Equalities Duty.

5.5.3 The Council will ensure that the consultation and engagement process for the Strategy is accessible to all and engages with a wide variety of voluntary and community groups.

5.5.4 The policy proposals set out in the Strategy are designed to ensure fair and equitable treatment of all Barnet's communities in relation to their access to community assets.

5.6 Consultation and Engagement

5.6.1 This report and the proposals for the CAS draw on past consultation and engagement, which was carried out as is set out in section 4 of Appendix 1.

5.6.2 Further engagement will be carried out as described in section 4 of this

report.

6. BACKGROUND PAPERS

- 6.1 Approval of the draft Strategic Asset Management Plan, Assets, Regeneration and Growth Committee, 8 September 2014
- 6.2 Approval of the Strategic Asset Management Plan, Assets, Regeneration and Growth Committee, 15th December 2014
- 6.2 Approval of Community Asset Strategy – Draft proposals for consultation, Assets, Regeneration and Growth Committee 15 December 2014.

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Community Asset Strategy

June
2015



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Community Asset Strategy

1. Introduction and Executive Summary

This document sets out the Council's strategy for making best use of its land and property portfolio to support community and voluntary sector organisations whilst ensuring that financial and community benefits are maximised for the benefit of residents and to help deliver objectives in our Corporate Plan.

The Council has already put in place a Strategic Asset Management Plan¹ (SAMP) which sets out our vision for Council land and property over the next five years and provides a framework for management of our community assets (known collectively as the community estate) in the context of our wider portfolio of assets.

Whilst all Council assets and some private assets such as pubs and sports facilities have the potential to delivery community benefits, this strategy focuses primarily on 141 properties from our overall portfolio that are used primarily for community purposes. This strategy defines these as Council owned land and buildings which are used for social, recreational or leisure purposes, and are occupied by a variety of organisations ranging from charitable and voluntary groups to commercial leisure organisations.



We have consulted extensively with community and voluntary groups in developing this strategy and will continue to work closely with them to implement this strategy.

Executive Summary

The Council owns 141 sites across the Borough which can be classed as community assets because they are used primarily by third parties for community activities rather than for providing operational Council services. These assets include sports facilities, playing fields, bowling greens, gyms and sports centres, and a variety of buildings including community halls, offices, nurseries and a community library². Some of these sites are operated on a commercial basis by the private sector whilst others are managed and used by voluntary and community organisations.

There are a variety of lease arrangements in operation reflecting the wide range of uses. A number of assets have been transferred on long leases passing the responsibilities and financial benefits to

¹ <http://barnet.moderngov.co.uk/documents/s19827/Appendix%201%20-%20Strategic%20Asset%20Management%20Plan.pdf>

² Libraries run directly by the Council are not included in the scope of this strategy as there is a separate approach for these

the lessee, while others have been let on short leases or licences, resulting in an element of control, responsibility and rental income falling to the Council. Whilst it is important to maintain some flexibility in agreement of leases, moving forward the Council would like to take a more standardised approach which provides clarity about the responsibilities of occupiers and the authority in relation to the management and maintenance of community assets.

The Council recognises the important social and economic contribution that the voluntary and community sector (VCS) makes to the borough and appreciates the role it has in helping to deliver the objectives in the Council's Corporate Plan to ensure that Barnet is a place:

- Of opportunity, where people can further their quality of life.
- Where responsibility is shared, fairly.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where services are delivered efficiently to get value for money for the taxpayer.

The Council has also agreed a Community Participation Strategy. This sets out how it will work with local residents and community groups in order to increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths to tailor services to local need. Voluntary and community groups have a key role to play in achieving this vision and the Strategy commits to making sure the resources and assets which are available to support their work are used as effectively as possible.

Barnet is also facing severe financial pressures and has a duty to ensure that it is realising Best Value from all its assets, including those that are used for community purposes. A key challenge for this strategy is to ensure that the social and wider economic value provided by community assets is properly taken into account whilst maximising their contribution to helping the Council balance its books.

The Council has adopted a Strategic Asset Management Plan (SAMP) which sets out the principles for how it will manage the community estate within the context of its overall portfolio of land and properties. The SAMP commits to making efficient and effective use of Council assets to support community groups.

The Council recognises the importance of ensuring that the community estate is fit for purpose, maintained to a good standard and flexible enough to meet the needs of local communities, whilst also helping the Council to meet its objectives.

- The Council will generate a commercial yield on community assets, but this could be subsidised where an organisation is clearly supporting the Council's objectives or assisting with service delivery.
- The Community Asset Strategy will prioritise utilisation of buildings and identifying opportunities for organisations to share and co-locate.
- The Community Asset Strategy will also set out the approach to community "right to bid", and explore how community assets can be used as a tool for encouraging community engagement.

Fig. 1 – Principles for Community Estate, Strategic Asset Management Plan 2014

Building upon the framework provided by the SAMP, the following objectives and principles for the Community Asset Strategy have been identified and consulted upon:

- To provide communities with the best possible assets to meet their local needs, investing in modern, flexible, functional space for residents and VCS groups
- To enable communities to become active and independent, and able to take on more responsibility for their local areas and reduce the need for Council services
- To rationalise the Council's estate, without compromising these aims, to ensure it is being used efficiently to support the Council's priorities and create the best possible value for residents. This should include exploring partnership working with other public bodies, and finding opportunities to create 'community hub' facilities in which groups might be co-located.

To achieve these objectives the Council will adopt the following approach to management of community assets:

- We will seek to generate a commercial yield on all community assets.
- Use some of the additional income raised by charging commercial rents to consider providing a subsidy where an organisation is clearly supporting the Council's objectives or assisting with service delivery and would not be able to do so without financial assistance.
- Seek to maximise the use of buildings and identify opportunities for organisations to share and co-locate.
- Develop community hubs in the borough which will provide a facility that can be used by a variety of community groups.
- Take a positive approach to the transfer of assets to the VCS where this can be demonstrated to be of benefit to the wider community and help the Council deliver its objectives.
- Ensuring that the use of community buildings and land fits with the Council's objectives and identified needs of the local community

2. The Community Estate in Barnet

2.1 What do we mean by Community Asset?

'Community asset' is a term used in a variety of ways, from the very narrow – in which only land and buildings owned or managed by community organisations and where profit is invested back into the community are considered community assets – to the very broad – in which all public and some private sector assets are considered a community asset because its use is for the benefit of the community.

The feedback from consultation carried out in early 2015 was that all Council owned buildings should be considered as community buildings and the use of the building should dictate whether it is considered to provide community benefit. The Council has listened to this feedback and proposes that it does consider the majority of its assets as being used for community benefit and that where possible it will seek to promote local priorities through their use.



However, the measures set out in this Strategy relate most closely to those buildings and land which are occupied by third parties and can both give and achieve the greatest benefit by using them to support VCS organisations – such as community centres and community halls, sport and leisure facilities, and various other types of buildings let to community groups. Therefore assets such as schools, for example, whose facilities are clearly provided for community use, have been excluded from the scope of this Strategy at this time as they are subject to a different set of governance arrangements. It is recognised that the list of buildings that fulfil these criteria is not fixed and that it will change as some buildings are taken out of use and others become available for community participation. In addition, when specific proposals for change in an area arise, the Council will be pragmatic about which buildings could be included for consideration (for example, the use of libraries).

Opportunities may also be identified where there is scope to share operational buildings with third party organisations based on local need and the commissioning priorities of the respective services. This means there could be circumstances in which particular assets or buildings currently used for delivery of Council services could become part of the community estate. It is possible, therefore, that a Council service might be co-located in a building with voluntary or community groups or other parties, either by making use of some of the space in a new building or by reducing use of an existing building, allowing other tenants to move in. Certain services are more likely to be well-suited to this approach than others as follows:

- services where community participation, volunteering, and co-production with community members are seen as significant opportunities, such as children's centres or libraries
- Projects which benefit from opportunities to integrate different services around a particular place or community. An example of such a project might be a training scheme giving young

people catering skills, in which part of their training involves running a lunch club for older residents.

- Services which are developing a commissioning model which focuses on community activity.

In other cases, a Council asset may become surplus to the requirements of the service and the Council may look to dispose of it or put it to another use. In such circumstances the asset could potentially be made available for community use.

Some buildings currently leased by the Council solely for commercial purposes also have the potential to move in and out of the community estate – for example, shops which fall into disuse could be taken over by a community occupier.

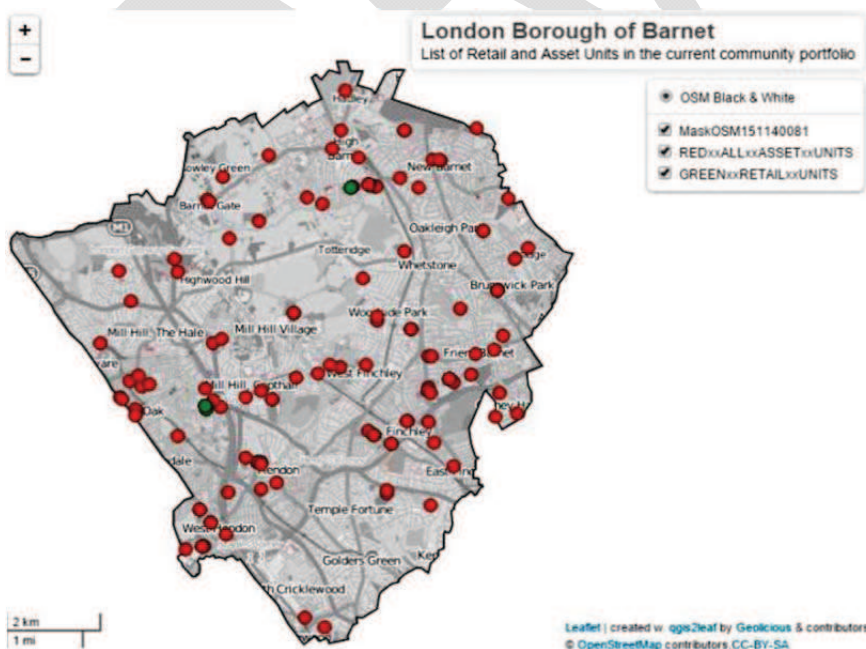
There is also the potential for mixed-use developments which co-locate commercial and community occupiers through, for example, commitments by developers to provide community facilities as part of new developments through Section 106 or Community Infrastructure Levy arrangements.

It is not the aim of this strategy to seek to make assumptions about which buildings may fall into this category, but to ensure that there is an appropriate policy framework in place, so that when opportunities or needs arise, there are no significant barriers in place that prevent the right changes taking place.

The Council therefore recognises that there are potential benefits which can be derived from the relationship between the community estate and other assets used by the Council, other public sector bodies and commercial occupiers (including privately owned assets), and that as specific propositions in particular areas are considered a wider view may need to be taken.

2.2 What do we know about Barnet's Community Estate?

Location of Community Assets



As the map opposite shows, the community estate is widely dispersed around the borough providing the potential for rationalisation. The table attached at Appendix 1 provides a complete list of these assets.

Fig.2 Map of Community Assets in Barnet

Types of Asset

Table 1 below provides an overview of Council owned buildings and land that provide community benefit and are let to third parties and have been consulted on as community assets:

Description	Count	Description	Count
Community Centre	24	Bowling Club	4
Youth Club	13	Rugby Club	3
Sports Club	10	Gym	2
Office	10	Leisure Centre	2
Retail	10	Sports Pitches	2
Hall	8	Nursery	2
Football Club	7	Animal Clinic	1
Golf Club	7	Garage	1
Cricket Club	7	Library	1
Miscellaneous	7	Museum	1
Vacant	7	Stadium	1
Tennis Club	5	Community Transport	1
Day Centre	5		
		Grand Total	141

Table 1. Community assets in Barnet

This range of assets provides opportunities for working with existing users and the community to ensure that potential community benefits are fully realised as well as providing value for money. This will be achieved by a process of review which is described in more detail below.

Current Lease Arrangements

Lease Status		%	Notes
Expired	30	20%	The majority of agreements currently in place are leases which grant an interest in the land and generally transfer exclusive occupation and liabilities for the building to the lessee. Other arrangements include Licences, which provide permission to use the property and generally responsibility for the building is retained by the landlord.
Expires before 2021	21	15%	
Expires between 2021 and 2025	5	4%	
Expires after 2025	51	39%	
Other Agreements (e.g. licences)	34	22%	
Total	141		

Table 2. Lease status for community assets in Barnet

As shown in the Table 2 above, a significant proportion of leases have expired or will expire in the next 5 years, providing opportunities for reviewing existing arrangements against the criteria set out in this strategy. The Council will may also seek changes to leases that are not due to expire through negotiation with occupiers where this would assist in delivery of our aims and objectives as set out in this document.

The variety of lease arrangements currently in place means that lessees are often unclear about their obligations, for example on repairs and maintenance, and the Council will seek to put in place more standardised terms across its portfolio as leases are renewed or agreed.

Condition and Costs

Estimated costs for repairs and maintenance are available for just over half of the community assets. The estimated cost is in the region of £2.7m with a breakdown provided below.

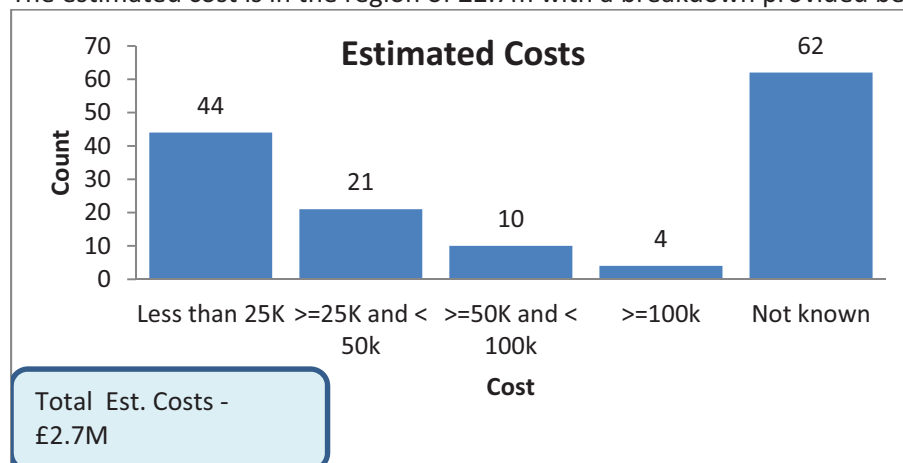


Fig.3 Estimated repair costs for community assets in Barnet

A key part of our strategy is to develop a better understanding of the condition of the community estate, and there is still significant work to do to understand the outstanding potential repair bill – not just for the 62 classified as “not-known” but also to get a more detailed understanding of the others. In most cases, the lease arrangements mean that the repairs are the responsibility of the lessee. However, given that several of the occupants of current buildings may not have the financial resources to fully fund all the work that needs to take place, understanding the potential liability is a key element in developing any option appraisals for change.

Work is currently being undertaken to agree the arrangements for a programme of conditions surveys during 2015/16 which will help fill the data gap in this area. This will also provide data to better understand the extent to which these buildings are currently compliant with the full range of lease conditions. However, this is a programme for all the properties within the Council’s property portfolio and therefore other assets may be considered priorities over those included within this strategy (e.g. Children Centres, Libraries etc.).

2.3 Review Process

An initial review of the 141 properties on the list has been undertaken to start the discussion with the community about where most effort needs to be directed in the next stage of this process. We have classified the portfolio into different categories to give us a better overall understanding of the constraints on the estate and how much room we have to influence it, to help us develop the implementation plan for this Strategy. However, this is simply an initial rating and the plan itself will not be developed without in-depth engagement with occupiers of the community buildings.

The portfolio was therefore reviewed and classified as follows:

Key	Definition	No of buildings in this group
Green	Limited or no opportunity for change in next 5-10 years – long lease or commercial use, but opportunities for community use will be considered as review of community assets progresses	65
Blue	Requires some review due to lease arrangements, building conditions or other reasons – but not priority for change in next 1-2 years	11
Orange	Requires some action due to a range of factors (lease expires, development opportunities, vacant sites etc.)	43
Yellow	Collection of sites that have some issues to be addressed where there would appear to be potential for location of a community hub type arrangement as set out in section 4 below.	18 sites with 21 separate lease arrangements

Table 3- Initial assessment of community assets

Fig.4 shows the geographical location of these buildings. It should be noted that this initial classification is designed to provide a focus for discussion and no formal proposals are being made at this time.

However, the implementation plan is likely to include these areas to enable the Council to discuss these in more detail with the local community, and the process for this will be included in an implementation plan that will be developed over the summer (2015).

When exploring proposals for a potential 'community hub' at the Old Barn in East Finchley, the Council worked with local community groups and representatives to explore what opportunities there were in the local area for groups to co-locate within the new hub, and for rationalisation of the Council's existing estate. A mapping exercise was carried out showing Council assets, which is shown fig. 5 below.

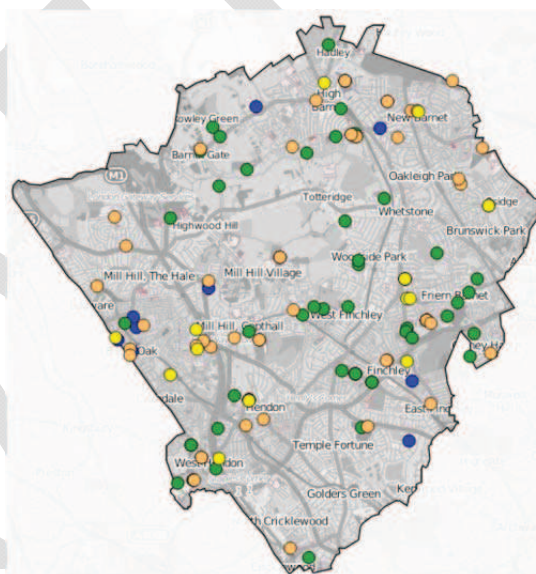


Fig. 4 Map of community assets following initial assessment

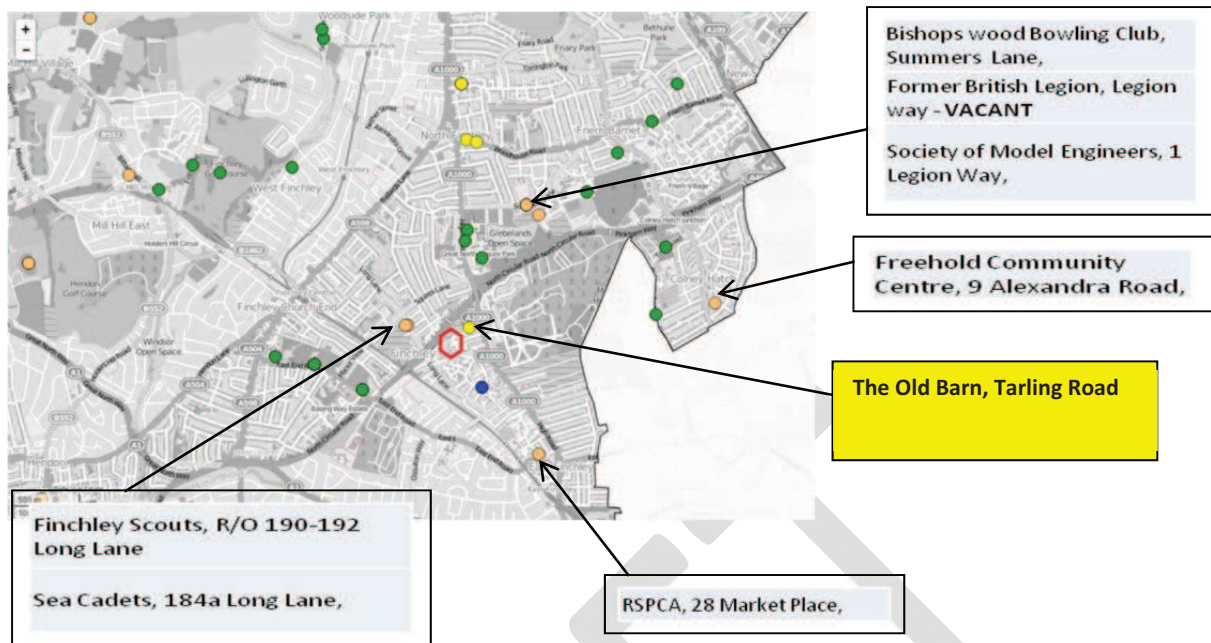


Fig.5 Map showing community assets close to Old Barn N2.

This was used as the starting point for a discussion about what would be provided from the Old Barn, forming part of a longer programme of engagement with the community to make use of local knowledge and ensure the proposals for the hub met local needs.

Demonstrating the benefit of local knowledge, community members also identified a number of non-Council buildings which they considered community assets and potential opportunities for co-location as part of this exercise.

The Council will continue to work in dialogue with community groups as it implements this Strategy, to ensure it comes up with the right solution for each local area as well as helping to deliver its commissioning priorities.

More information about community hubs is available in section 4 below.

3. Consultation

Prior to development of this strategy the Council engaged with the community formally and informally in a number of ways, including:

- A general survey about civil society and community activism carried out by CommUNITY Barnet in 2009
- A qualitative needs assessment in 2010
- A review of compliance issues across the estate in 2012
- A stakeholder engagement meeting in 2013
- Consultations exercises on the Council's priorities and spending review in 2013 and 2014
- A series of formal interviews with a range of voluntary and community groups in 2014

The following issues emerged from these exercises and these have informed the development of proposals for the Community Asset Strategy which were then subject to a public consultation which started in December 2014:

Issues	How addressed in CAS
<p>The quality and use of the community estate: Existing assets are not always best suited to the needs of the groups using them, with inadequate parking, poor access, lack of storage, inflexible space and poor energy efficiency.</p>	<p>Proposals to rationalise and make more efficient use of existing assets to provide modern builds in the form of community hubs and generate additional income for reinvestment in community portfolio</p>
<p>Rights and responsibilities: Confusion around what rights and responsibilities community groups have and how best to engage with the Council. Lack of appreciation of the varied capacity of occupiers to meet repairing obligations.</p>	<p>Clarification of rights and responsibilities and intention to take a more standardised approach to agreements. Helping community groups to work together and co-locate and identify groups that will take responsibility for management and maintenance of community assets.</p>
<p>Being fair in relation to funding: A need for grant funding or subsidy for groups that do not have access to alternative fundraising routes.</p>	<p>Policy of charging commercial rate in all cases supported by a clear and fair subsidy system for community groups who are helping the Council to deliver its objectives. This will be funded by the additional income raised.</p>
<p>Relationship between growth and development: Opportunities for promote growth and regeneration, through disposal of some sites and opportunities for new community facilities.</p>	<p>Review and rationalisation of existing community estate.</p>
<p>Working with other public sector bodies: The Council should consider the potential for working with other public sector organisations and neighbouring authorities</p>	<p>As the CAS is implemented, opportunities for working with other public sector bodies will be considered, particularly where there are potential opportunities for co-location of services and VCS groups.</p>

Table 4 – consultation issues

The public consultation exercise held from December 2014 through to March 2015 gave community groups the opportunity to express their views and opinions in relation to the emerging Community Asset Strategy.

The consultation exercise was designed to seek stakeholder and the general public's response to the following specific key areas:

- The definition of community buildings.
- The objectives and aims of the Strategy.
- The principles for the governance of community assets.
- The proposed respective rights and responsibilities for the Council and users of the community estate.
- The proposed policy for community asset transfer.
- The proposed criteria by which the Council will offer support to voluntary and community groups.

An online survey was launched in December 2014 on the Engage Barnet website which resulted in 19 responses to the questionnaire by the closing date of Friday the 13th February 2015. The responses to these showed that approximately 60% of respondents agreed with the Council's proposals whilst about 30% did not agree, as summarised in the Table 5 below:

Question	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree	Neither agree nor disagree/ Don't know
Are these the right objectives?	11	5	3
Will the aims ensure we meet our objectives?	10	5	2
Have we considered right areas for our governance principles?	7	4	2
Will support criteria help achieve the aims of the strategy?	8	4	1

Table 5 - summary of responses to on line consultation

In addition, a series of workshops was arranged in relation to the Community Asset Strategy. A copy of the consultation report undertaken jointly by LBB, Capita and Futuregov is attached at **Appendix 2**.

The issues that emerged from the workshops were as follows:

Issue	How addressed in CAS
Community Assets should be given a broad definition.	The Council accepts that as a public body, its entire asset portfolio essentially belongs to the community and that it manages it on behalf of the residents of Barnet, and this has been taken into account in the definition in 3.1 above, which recognises they need to consider opportunities that may be offered for other Council and non-Council facilities to support the activities of community and voluntary groups.

That the Council should ensure it “gets the basics right” with a focused customer service.	Section 6 of the CAS sets out clear governance arrangements for management of the community estate going forwards and the implementation plan will also consider the case for a specific liaison post to support community groups who wish to engage with the Council about use of its assets.
The Community Asset Strategy should focus on community need.	The aim of the CAS is to ensure that communities have the best possible facilities available to them to meet local need and the criteria for considering how we will support community groups through use of our portfolio reflects the group’s ability to meet the needs of the wider community.
That the Council should increase the capacity of its community assets over a longer term, taking an enabling role.	The Council will seek to increase capacity through a rationalisation of the existing community estate, which will focus on delivering modern fit for purpose facilities which are fully utilised and which give community groups the resources they need to carry out their work.
That the Council should continue to work with the broader community to better match needs with services including the potential for community hubs.	The Council will work with the wider community as well as its community occupiers as it carries out a review of the community estate and explores opportunities for the development of community hubs.

The consultation indicates a degree of broad support for the principles that were consulted upon, albeit with limited feedback. However, the Council recognises as organisations will be more concerned about the specific impact of changes on their current arrangements, it will need to consult on specific proposals, on an area by area basis, as options for change emerge.

In addition, the Council has recently agreed a new Corporate Plan and set of Commissioning Plans through to 2020. Opportunities for delivering these thorough new arrangements will be part of the detailed implementation phase of this strategy. This is an important first step in ensuring that any discussion between the Council and community groups can take place with a good understanding of what the Council is likely to be able to support going forward given the difficult financial settlements likely over the next 4-5 years up to 2020.

4. Opportunities for Hubs and Co-location

The Council, through this Strategy, is keen to explore opportunities to make more efficient use of its estate by maximising the times during which its assets are being used by community groups. One way to do this is to encourage different groups to co-locate within an asset. This could involve a community group using the same facility as a Council or public sector service or could involve a range of groups working together in a 'community hub' arrangement.

This approach has a number of benefits:

- Residents are more easily able to access a number of different services if these are provided in a single location – which can facilitate a more holistic approach to residents' needs
- Community groups gain opportunities to work together, by networking, cooperating with and supporting one another
- Services can be grouped together to meet the needs of a local area and share infrastructure, which enables community groups to operate in a more sustainable way
- It also enables the Council to rationalise its estate – using assets more efficiently could allow the disposal of those which are surplus to requirements and reinvestment in the remaining estate to improve the condition of community facilities.

The Council will therefore encourage community groups to co-locate more often than is the case at present, and will review the spread and current usage of its assets and the distribution of community groups and services across the Borough to identify opportunities to do this. This could potentially also involve co-locating a community group with a Council or other public sector service – especially where these services complement one another. When a number of services are co-located in a single building or a local area, they can be thought of as a community 'hub'.

The Council will also consider investing in a number of purpose-built community hubs. These would be multi-use facilities built specifically with a view to maximising the benefits of co-location and enabling as wide a range of groups as possible to benefit from the use of Council assets. Community hubs can be underpinned by flexible lease and management arrangements which can facilitate more use by smaller groups who may not wish to take on overall responsibility for an asset, and this is discussed in more detail in section 6 below.

The Council will look to ensure that hubs are distributed across the Borough in a way which reflects the needs of local communities and the Council's commissioning priorities for that local area. Initial mapping of the community estate has suggested that from a pure property perspective there may be opportunities associated with those assets marked as yellow in the table shown in section 2.3 above.

The Council will use clear criteria to prioritise opportunities which come forward to invest in hubs, focusing on the proposed location, the opportunities it would provide, its financial sustainability, and whether capacity exists in the local community to manage a hub. These criteria are fully set out in Fig. 6 below:

Proposed location of the hub

- Would it support a logical distribution of hubs across the Borough?
- Is it accessible? Does it have good public transport links? Could it have access to parking for older people, disabled people, or people with young children?
- Is the proposed location in an area with demonstrable demand for premises or for services of the types proposed?

New opportunities provided by the hub

- Would this hub have the potential to attract investment from other sources?
- Will it provide an opportunity to rationalise other public sector buildings in that area?
- What investment would be required to set this up?

Sustainability of the business model

- Would a hub make local groups more sustainable by giving them the chance to join up and share back office costs?
- Would the projected rental income and/or business activity cover the core running costs of the facility?
- Would space be available for rent by either public bodies or private sector organisations?

Existing community capacity to support the hub

- Is there interest among local community groups in being part of a hub?
- Do local groups have any existing knowledge or capacity of the requirements for managing community buildings?
- Does the local community have fundraising skills or capacity?

Fig. 6- Criteria for prioritising investment in community hubs

The Council has so far identified three potential opportunities for community hubs, at 80 Daws Lane (NW7), the 'Brethren' site at Chandos Avenue (N20), and the Old Barn at Tarling Road (N2). These are shown on map in fig 7 opposite.

The Council will also explore options to incorporate a hub into the development of its new headquarters in Colindale, looking in particular at services which could complement the Council's activities. We will use these opportunities as pilots which identify best practice for the future development of hubs in Barnet, with a focus on understanding the practical issues involved, developing a robust framework for joint working with communities, and developing sustainable business models and approaches to managing hubs.

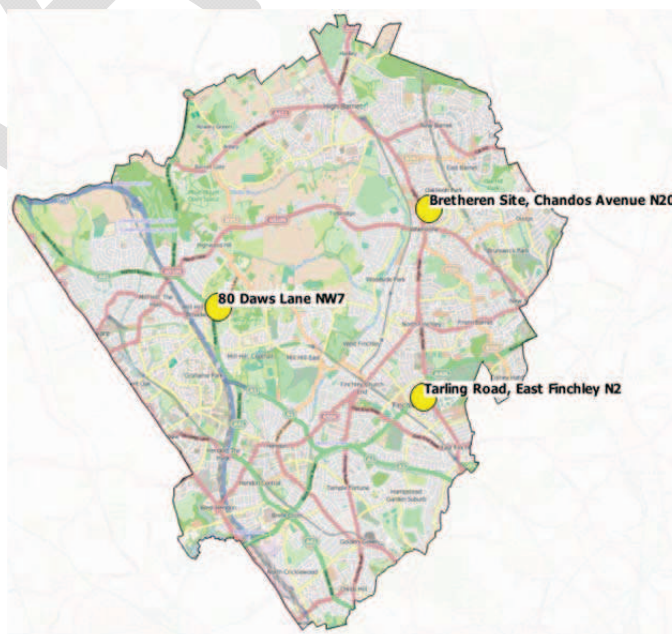


Fig. 7 Map of potential hub sites

5. Support for Community Groups and Routes for Engagement

5.1 Support

The Council recognises the need to be consistent and transparent about the circumstances under which it will commit to supporting VCS groups through use of its assets, the level of support it is able to give and what it expects in return. This is particularly important in the challenging economic climate, as part of the Council's focus on fairness, responsibility and opportunity.

To achieve this, the following criteria will be taken in account when consideration is given to supporting community groups both to ensure that VCS organisations are able to operate in a way that is sustainable, and that the Council maximises the use of its assets to support the work of groups which contribute to its goals:

Criteria 1- The **type of service** the group or organisation provides, taking into account:

- The work of the organisation contributes to one or more of the Council's strategic priorities and supports its commissioning plans.
- The work of the organisation is carried out in response to, and meets, a defined local need.
- The work of the organisation delivers a service of a kind from which the Council is considering withdrawing or where community provision could produce better outcomes.
- The work of the organisation is delivered in a way which provides additional value, such as the use of apprenticeships or volunteering opportunities.
- The organisation caters for many different sections of the community.

Criteria 2 – The extent to which the organisation and its use of the asset **supports community participation and involvement**, taking into account:

- The organisation is committed to the on-going consultation and involvement of the community, particularly around managing the asset.
- The local community is involved in designing and/or delivering the organisation's activities.
- The organisation enables the local community to take action to address issues which matter to them.
- The organisation encourages entrepreneurialism and social enterprise.

Criteria 3 – The **robustness and sustainability of the organisation**, taking into account:

- If the group is already receiving support from the Council, it is performing well against agreed measures.
- The organisation is viable and sustainable, and passes an accredited vetting process for community organisations (such as the VISIBLE standard)
- The organisation is purely not-for-profit and has limited income from commercial support (for example, a paying bar).
- The organisation has capacity to raise additional funds or bring in external investment.

Criteria 4 – **Effective utilisation and management of the asset**

- The building is fully utilised by one or more community groups to ensure maximum benefit is being derived from the asset.
- The building is managed effectively and fully compliant

These criteria will form the basis of a toolkit that will be used to determine support when we are working with the VCS to determine lease arrangements as they are reviewed as part of this strategy or come up for renewal.

5.2 Engaging with the Council

As the Council implements this strategy, it will develop a first point of contact for community groups who are already, or who wish to enquire about, occupying or owning a Council asset and/or other matters relating to community assets. The Council will make this available through its website at www.barnet.gov.uk as part of its broader offer of support to community groups.

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6. Governance Arrangements

It is essential that the Community Estate is governed according to a set of clear and consistent principles, to ensure that there is fair and common treatment for different groups who wish to use community assets. To achieve this, the Council will adopt the following principles to state:

1. How the Council will consider the relationship between financial value obtained from the community estate and the social or community benefit delivered by its occupiers
2. The Council's approach to the rent charged on community properties and arrangements for determining subsidy
3. The Council's approach to lease and licence arrangements
4. The Council's approach to ownership and occupancy

6.1 Community benefit and financial value

The Council will seek to agree a level of social or community benefit to be delivered by organisations making use of its assets, including:

- the provision of additional activities or opportunities such as volunteering or apprenticeships in delivering services
- coordination with other Council strategies or with plans for particular localities or communities
- full utilisation of the building as far as is practicable
- value for money for Barnet's residents
- financially sustainable arrangements for groups using our community assets
- Ensuring that a compliant building is maintained.

6.2 Rental value and subsidy

The Council will operate a standard policy in which the rental value of each of its community buildings is assessed on the basis of full market rental value for community use. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may choose to grant financial assistance in the form of a rebate to provide support (through an agreement with the occupier), at a level which reflects the community benefit the organisation is providing.

The benefits of this approach are that it

- Allows a clear assessment of the value of the support the Council is offering the occupier, without this affecting the investment value of the asset
- Allows the level of support to be set in relation to the benefit provided by the organisation
- Enables asset-related support to be weighed up against other kinds of support being offered to community groups
- Allows the Council to support community groups to become more independent and resilient by encouraging them to move towards meeting the rental obligations themselves through a phased withdrawal of the subsidy.
- Encourages full utilisation of the asset

The overall costs of subsidies provided by the Council to support the use of community assets will be met from the additional income raised through the application of commercial rents across the

portfolio, and will not exceed the existing costs incurred by the Council associated with management of the community estate.

The allocation of subsidy will reflect the criteria set out in 6.1 above, and a clear process for dealing with applications for subsidy will be in place and published by September 2015 to support the implementation plan.

6.3 Leases and occupation of community buildings

The length of lease for community buildings can have a significant impact on occupiers, affecting their ability to raise funds and ensure sustainability. A lease which runs for less than 25 years can make it more difficult for community organisations to raise funds. However, long leases also have a significant effect on the Council's ability to use its assets flexibly and to respond to changes in circumstances.

The Council needs to be able to nuance its approach to lease arrangements so that it can respond to this. For example, a community group might lose the skills of a key staff member who had been enabling it to fulfil its maintenance liabilities. Alternatively, a group may be granted a lease on a Council property on the basis of the work it is doing at present but its role may shift to the point that its work no longer directly supports Council priorities.

Each lease agreement will be preceded by a clear statement setting out the heads of terms (contractual principles) applying to the agreement, including the relative rights and responsibilities of each party. A sample heads of terms statement is included at Appendix 3 of this Strategy.

In general terms, where an occupier is offered a leasehold interest, it is proposed that this will be for a term of 25 years, on full repairing and insuring terms (which means that the tenant is responsible for all repair and insurance obligations). It will be contracted outside the Landlord and Tenant Act 1954, subject to 5 yearly upward only rent reviews and a 6-month rolling break clause which can be brought into effect by the Council only. Asking for leases to be contracted outside of the Landlord and Tenant Act 1954 means that there is no automatic right to renewal or right to compensation on the lease expiring. In addition, the lease will contain a provision where if the primary use of the asset no longer supports Council priorities, the lease may be determined on 3 months written notice by the Council.

If community occupiers need leases guaranteed for up to 25 years in order to secure funding, the terms may include a provision where a suitable lease may be granted if the occupier's funding bid depends on it and a sustainable business plan is presented.

The Council will assess the skills and capacity of any community group interested in the use of a building to manage the maintenance and compliance issues which may arise, and will offer the group an arrangement, based on this assessment, as to whether the Council or the group should be liable for maintenance. Depending on the level of liability assumed by the Council, alternative terms may be offered to the group with regard to the level of subsidy and length of lease, potentially also on different repairing and insuring terms. This will be decided on a case by case basis.

6.4 Landlord/tenant relationship

This is a direct contractual relationship between the Council and the occupier of a community property. Each occupier has their own agreement with the Council and agrees clear contractual responsibilities in relationship to the maintenance of the building and compliance with the terms of the lease. The Council is responsible for monitoring compliance with the lease. This model may be suitable for discrete community facilities, or for standalone buildings and sites with a single occupant.

Single head lessee

This is a direct contractual relationship between the Council and one occupier of a community property, who then takes on responsibility for managing the other organisations who are using the building.

This model would work particularly well for community hubs, in which the head lessee might also take on responsibility for the day to day management and maintenance of the building. Community groups who only want to use a building for part of the week have the opportunity to request a licence to do so without having to take on responsibility for running and operating a building.

Licences

A licence has different legal status to a lease. It is a permission to occupy land or property rather than a legal interest. It has the advantage of being a flexible arrangement which either the licensor or the occupier can terminate at any time, with a short notice period. However, licences also have some limitations. They cannot be used by community groups to attract external funding or grants as they do not grant the licensee an interest in the property. A licence is generally only used for short-term or shared occupation.

Licences therefore will be offered to community organisations that need part-time or temporary use of a community property (for example, less than three days a week). They should also be offered to any party who does not wish to be considered for either a head lessee or a landlord and tenant style arrangement.

7. Approach to Ownership and Occupancy

Under the Localism Act there are a number of routes whereby communities have been empowered to seek control of local assets that are important to them and these are summarised in the table below.

The Council will work positively with community groups who seek ownership of a community asset where this is of benefit to the Authority and local residents, and in future, in the first instance, contact should be made through the route which will be developed as set out in 5.2 above.

The Council will advise communities of the most appropriate route to achieve their objectives relating to ownership of an asset.

The various legislative options for communities to take control of public assets set out in the Table 6 below.

As part of the implementation of this Strategy, the Council will explore opportunities to work strategically with community groups, where appropriate, on transfer of the ownership or management of assets, focusing in particular on areas where this may enable a community group to contribute to public sector outcomes and the Council’s commissioning priorities.



Options for Community Ownership	
Community Asset Transfer	<p>Process by which a public body and proactively and voluntarily choose to transfer ownership or management of assets to a community organisation, often at less than market value. The Council will consider this where:</p> <ul style="list-style-type: none"> • Social or community benefits outweigh benefit from rental income or a capital receipt • Transfer would result in a reduction in costs or demand for Council services • The proposal would support the Council’s strategic priorities • The proposal is considered financially viable and sustainable <p>This is the best route for engagement for groups wishing to take control of a community asset.</p>
Community Right to Bid	<p>Gives community organisations opportunity to nominate a building or piece of land, including a Council asset, to be listed as an “asset of community value” (ACV).</p> <p>If listed as an ACV, if the owner wishes to sell the asset, it must allow community organisations 6 months to put together a proposal and raise funds to buy the asset on the open market. The Community Right to bid does not oblige the asset owner to sell to the community group and the Community Asset Transfer is a more effective route for this.</p>

	<p>Decisions on AVC status are made by the Council’s Community Leadership Committee.</p> <p>The register of assets of community value already registered in Barnet can be found on the Council’s website www.barnet.gov.uk</p>
Community Right to Contest	<p>This can be used to trigger the sale of land or property owned by the Council or the Government where it can be demonstrated that the asset is empty or underused, and there are no plans to bring it back into use. The Council will encourage community groups considering this approach to explore options with the authority first.</p>
Table 6 – options for community ownership	

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8. Next Steps

The following actions will be required in order to implement this Strategy.

Over the period between June and September 2015, the Council will develop a detailed evidence-based implementation plan highlighting the resources and time likely to be required to implement the Strategy.

The Council will engage with current users of its community buildings, by

- Writing to the occupiers with a copy of the Strategy, requesting feedback and questions and asking for comments on how they would see this impacting their own circumstances;
- Prioritising the review of those properties highlighted in the CAS as requiring action or having potential for community hubs;
- Holding preliminary discussions on individual arrangements where they are occupied and the lease has expired;
- Building a profile of our users, working together to make sure that use of our buildings meets local needs realises benefits for the wider community.

This initial engagement will be completed by September 2015 and reported back to the Assets, Regeneration and Growth Committee.

The Council will further improve the information it holds about the condition of its buildings, by

- reviewing the data that is available on the current community asset base, including information on the condition and compliance of the buildings
- assessing the likely level of need for community facilities in Barnet
- establishing a plan and timeline for gathering data for assets where condition and compliance surveys are not currently available, in order to further inform our analysis of the financial implications of delivering the Strategy.

A project will be set up to establish the condition of the community buildings. This will consist of an initial desktop study and, where it is deemed necessary, full condition and compliance surveys. It is the Council's intention to work closely with the individual user of each building and, if necessary due to the condition of the building or for other reasons, to re-provide an appropriate facility. The Council will also engage with local residents when decisions on community facilities are being considered. This project will include a prioritised detailed programme of inspections, analysis and consultation with lessees to determine options for individual buildings and will be completed by December 2015 and reported back to the Assets, Regeneration and Growth Committee.

The Council will develop a detailed implementation plan for taking forward the three pilot community hubs identified, including early engagement with appropriate stakeholders. This will be completed by September 2015 and reported back to the Assets, Regeneration and Growth Committee.

The Council will review the outcomes of these three pilots and develop appropriate toolkits, policies and procedures relating to such matters as the measurement of social value, appropriate level of engagement, processes for grant applications. This will be completed by March 2016 and reported back to the Assets, Regeneration and Growth Committee.

In particular, the Council will establish how it will measure social benefit through a fair, open, and transparent process which is in line with the criteria set out in section 5 of this Strategy. The process will need to establish who will make the assessments and how users of community buildings will be engaged in the assessment process.

The Council will establish what resources are needed to support work between commissioners, the Estates team and the building occupiers and to establish who will take the role of facilitator in the development of individual business cases. These business cases will need to demonstrate financial sustainability, full utilisation of the building and support for local priorities.

The plan will be underpinned by the development of a detailed Equalities Impact Assessment.

The full implementation plan setting out the above steps will be presented to the Assets, Regeneration and Growth committee in September 2015.

DRAFT

Appendix 1 – Buildings and sites included in the list of Community Assets

Property Name	Postcode
Tower Gym, Church Farm, Church Hill Road	EN4
St John's Ambulance, Church Farm Garage, Church Farm,	EN4
3 rd East Barnet Scout Group, Vernon Crescent,	EN4 8QG
The Whale Centre, Church Farm, Church Hill Road	EN4 8XE
New Barnet Community Centre 48-50 Victoria Road,	EN4 9PF
Nightingale Nursery, 23 Victoria Road,	EN4 9PH
East Barnet Rifle Club Albert Road,	EN4 9SH
Quinta Club, Mays Lane,	EN5
Barnet 1 st Scout Group, Priory Grove,	EN5
St John's Ambulance, Priory Grove,	EN5
Oakhill Park Bowls Club, Oakhill Park,	EN5
Arkley Village Hall, Brickfield Lane,	EN5 3LD
Barnet Lawn Tennis Club, Gloucester Road,	EN5 1RS
Old Elizabethans Cricket Club, Gypsy Corner, Mays Lane,	EN5 2AG
Barnet Table Tennis Club, Barnet Lane Playing Fields,	EN5 2DN
The Stables Horse Activity Centre, Barnet Lane,	EN5 2DN
Former Old Stationers Barnet Lane Playing Fields,	EN5 2DN
The Barnet Club, Barnet Lane,	EN5 2DN
Ludgrove Club, Dollis Brook Walk,	EN5 2PU
Rainbow Community Centre, Dollis Valley way,	EN5 2UN
Arkley Golf Club, Rowley Green Road,	EN5 3HL
Hadley F.C, Brickfield Lane, Arkley,	EN5 3LD
Barnet Museum, 31 Wood Street, Barnet	EN5 4BE
1374 East Barnet Squadron, Gloucester Road,	EN5 4BP
Old Fold Manor Golf Club, Old Fold Lane,	EN5 4QN
East Barnet Golf Club Tudor Sports Ground Pavilion, Clifford Road,	EN5 5NY
Golfwise Ltd, Tudor Sports Ground Pavilion, Clifford Road,	EN5 5NY
Queen Elizabeth's Leisure Centre, Meadway,	EN5 5RR
The Old Bull, Suzie Earnshaw Theatre School, 68 High Street ,	EN5 5SJ
Oakhill Park Golf Course, Oakhill Park, Parkside Gardens	EN5 8JS
Montrose Tram Shed, Montrose Park,	HA8
Burnt Oak Spiritualist Church, Watling Community Centre, Orange Hill Road,	HA8
Former Scout Hut, Market Lane, Burnt Oak,	HA8
TAVRA, Watling Park Former Bowling green, Colchester Road,	HA8
Pavilion Way sports ground, Pavilion Way, Burnt Oak,	HA8
Sangam Centre, 210 Burnt Oak Broadway,	HA8 0AP
North Road Community Centre, 230 North Road,	HA8 0AP
Minotaur Thai Boxing Gym, Back Lane,	HA8 0AS
Stag House, 94 Burnt Oak Broadway,	HA8 0BE
Thorne Hall, Parnell Close,	HA8 0DX

Property Name	Postcode
Watling Community Centre, 143 Orange Hill Road,	HA8 0TR
Algernon Road Multi Cultural Centre, Algernon Road,	HA8 3TA
Nomads Community Gym, 3a Hamonde Close,	HA8 8TG
Rendezvous Centre Coppetts Rd,	N10
Powerleague, Bobby Moore Way, Trott Road,	N10 1ST
Freehold Community Centre, 9 Alexandra Road,	N10 2EY
Barnet Talking Newspaper, Wetherill Road,	N10 2LS
Friern Barnet Library, Friern Barnet Road,	N11 3DS
Incognito Theatre, Holly Park Road,	N11 3HB
Great North Leisure Park, Chaplin Square,	N12 0GL
Hindu Cultural Centre, 3 Lyndhurst Avenue,	N12 0LX
Former British Legion, Legion way,	N12 0PD
Bishopswood Bowling Club, Summers Lane,	N12 0PD
Glebelands Indoor Bowls Club, Summers Lane,	N12 0PD
Finchley Rugby Football Club, Summers Lane,	N12 0PD
The Albanian Association, Summers Lane,	N12 0PD
Wingate and Finchley FC, Summers Lane,	N12 0PD
Society of Model Engineers, 1 Legion Way,	N12 0PZ
Compton Academy Sports Centre, Compton School, Summers Lane,	N12 0QG
Comfort Hotel, 3 Leisure Way,	N12 0QZ
David Lloyd Leisure Club, Leisure Way,	N12 0QZ
Barnet Housing Aid Centre, part 36b Woodhouse Road,	N12 0RG
Homeless Action in Barnet, part 36 b Woodhouse Road,	N12 0RG
Old Finchleians Club, 12 Southover,	N12 7JE
Woodside Park Club, Southover ,	N12 7JG
Friary House - Rooms Pf10/Pg11 , Friary Park,	N12 9DE
Friary House, 1st Fl, Pt 2nd Fl & Store In Stable, Friary Park,	N12 9DE
Friary House, Room Pf11, Friary Park	N12 9DE
Friary House, Room Ps2 (Shared)M R 2 , Friary Park,	N12 9DE
East Barnet Scout Hut, Osidge Lane,	N14 5DU
Former Association Of Veterans Of Foreign Wars, Osidge Lane,	N14 5DU
Bishopswood Bowling Club, Lyttelton Playing Fields,Norrice Lea	N2 0DD
RSPCA, 28 Market Place,	N2 8BB
Grange Community Centre, Red Lion Hill,	N2 8EB
The Old Barn, Tarling Road,	N2 8LB
North Middlesex Golf Club, Manor House, Friern Barnet Lane	N20 0NL
Totteridge Millhillians Cricket Club Totteridge Green,	N20 8PB
Totteridge Tennis Club, Great Bushey Drive,	N20 8QL
Finchley Lawn Tennis Club, Brent Way,	N3 1AR
Finchley Scouts, R/O 190-192 Long Lane,	N3 2HY
Sea Cadets, 184a Long Lane,	N3 2RA
Wilf Slack Memorial Ground, 19 East End Road,	N3 2SU

Property Name	Postcode
Wilf Slack Memorial Ground, 19 East End Road, former Smiths Field,	N3 2SU
Middlesex County Cricket Club, East End Road,	N3 2TA
Avenue House, 17 East End Road,	N3 3QE
Wilf Slack Memorial Ground, 19 East End Road, former car park,	N3 2SU
Finchley Cricket Club, Arden Playing Fields, 33-45 East End Road,	N3 2TA
Little Wood Garden Suburb Theatre, Little Wood, Oakwood Road,	NW11
Northway Tennis Centre, Northway Gardens,	NW11 6RJ
Claremont Community Centre, Claremont Road,	NW2 1BP
Brondesbury Cricket, Tennis and Squash Club 5A Harman Drive	NW2 2EB
Greyhound Hill All Weather Pitch, Greyhound Hill,	NW4
Metro Golf, Copthall Sports Centre, Champions Way,	NW4 1PX
Hendon Rugby FC, Copthall Sports Centre, Greenlands Lane,	NW4 1RL
Allianz Stadium, Copthall Sports Centre, Greenlands Lane,	NW4 1RL
Cheshir House, 1-28 Foster Street,	NW4 2AA
Brampton Lawn Tennis club, Prothero Gardens,	NW4 3SJ
Hendon Mosque and Islamic Centre, 4a Park Road,	NW4 3QB
Kennedy Leigh Family Centre, Edgeworth Close,	NW4 4HJ
Barnet CAB, 40/42 Church End,	NW4 4JT
Barnet CAB 44 Church End, NW4 4JT	NW4 4JT
Meritage Club, Church End, NW4 4JT	NW4 4JT
Sherrick House (Pt) 30 Church End,	NW4 4JX
Sherrick House(Pt) 28 Church End, NW4 4JX	NW4 4JX
Former Cricket Pavilion, Mill Hill Park,	NW7
Frith Grange Camping Ground, Frith Lane,	NW7
Mill Hill Village Sports Club, Burtonhole Lane,	NW7 1AS
Old Camdenians Sports and Social Club, Burtonhole Lane,	NW7 1AS
Hendon 16 th Scout Group, Brownsea Walk, Sanders Lane,	NW7 1BF
Community Transport Mill Hill Depot, Bittacy Hill,	NW7 1BL
Finchley Golf Club, Nether Court, Frith Lane,	NW7 1PU
Mill Hill Rugby FC, Copthall Sports centre, Champions Way,	NW7 2EL
Mill Hill Golf Club, 100 Barnet Way,	NW7 3AL
Old Cholmeleians Sports Ground, Hendon Wood Lane,	NW7 4HR
Sea Cadets, Former Civil Defence building, 80 Daws Lane,	NW7 4SL
Grahame Park All Weather Pitch, Grahame Park Way,	NW9
Noel Lounge, Grahame Park,	NW9
Tedder Lounge, Wiggins Mead,	NW9
Hendon Sea Training Corps, Woodfield Park, Cool Oak Lane	NW9
Former Scout Hut, Avion Crescent, off Grahame Park Way,	NW9 5QY
Independent Living Centre (Former Flightways) The Concourse,	NW9 5UX
Grahame Park Community Centre, The Concourse,	NW9 5XB
Chin Woo Ltd, Lower Ground Floor West Hendon Playing Fields Pavilion, Goldsmith Avenue	NW9 7EU
Parkside View Nursery, West Hendon Playing Fields Pavilion, Goldsmith Avenue	NW9 7EU

Property Name	Postcode
Hendon Rifle Club, Woodfield Park, Cool Oak Lane,	NW9 7NB
Phoenix Canoe Club(Former North Circular Sailing Club), Woodfield Park, Cool Oak Lane,	NW9 7ND
Princes Park Youth FC, Woodfield Park, Cool Oak Lane,	NW9 7ND
Hanuman Community Centre, Marquin Centre, Marsh Drive,	NW9 7QE
West Hendon Community Centre, Marsh Drive,	NW9 7QE
List of retail units leased for community purposes	
37 Homefield, Dollis Valley	EN5 2UJ
38 Homefield, Dollis Valley	EN5 2UJ
11 The Concourse, Grahame Park	NW9 5XB
12 The Concourse, Grahame Park	NW9 5XB
14 The Concourse, Grahame Park	NW9 5XB
15 The Concourse, Grahame Park	NW9 5XB
20 The Concourse, Grahame Park	NW9 5TX
4 and 5 The Concourse, Grahame Park	NW9 5XB
7 The Concourse, Grahame Park	NW9 5XB
8 The Concourse, Grahame Park	NW9 5XB
9 The Concourse, Grahame Park	NW9 5XB

Community Asset Strategy - Community group consultation

“The connection we have with
the local people is the most
powerful community asset”

COMMUNITY MEMBER

The community and the council: how can Barnet get the most from it's assets?

Barnet faces a significant challenge in keeping services going, but also being faced with significant budget cuts of over £73m to 2019/20. It's therefore important that the most value is gained from community assets. Through the Community Asset Strategy (CAS) Barnet is addressing this challenge.

This paper reflects the findings of three consultation workshops which took place in February 2015 which will feed into the CAS alongside simultaneous consultations.

The three workshops brought together a total of 45 representatives of different VCS organisations in Barnet.

Workshops opened up this broad area and gave community groups the space to express their different points of views. This included problem solving exercises, in subjects such as co-location, asset mapping, leases and the relationship with the council.

45

Representatives of different VCS organisations contributed their opinions about how to better manage the community assets through

3

Discovery workshops



Contents

The findings align with the structure of the Community Asset Strategy:

1. Defining the community estate
2. Objectives and aims
3. Governance principles
4. Supporting community groups



Defining Community Estate

CAS, SECTION 3.0

“The connection we have with the local people is the most powerful community asset”

WHAT WE HEARD

The Community Asset Strategy asks whether the definition of ‘community asset’ needs to be widened. Buildings from which council services are provided, such as libraries, leisure centres, office or parks, are not currently considered ‘community assets’.

Community groups attending felt that these ‘other’ buildings were viewed and are used as ‘community assets’. Youth centres and libraries have already been handed over to the community and leisure centres are run by social enterprises.

A key concern from attendees was that the council was both handing over the service delivery functions, as well as the ultimate responsibility for those services to exist in any given area.

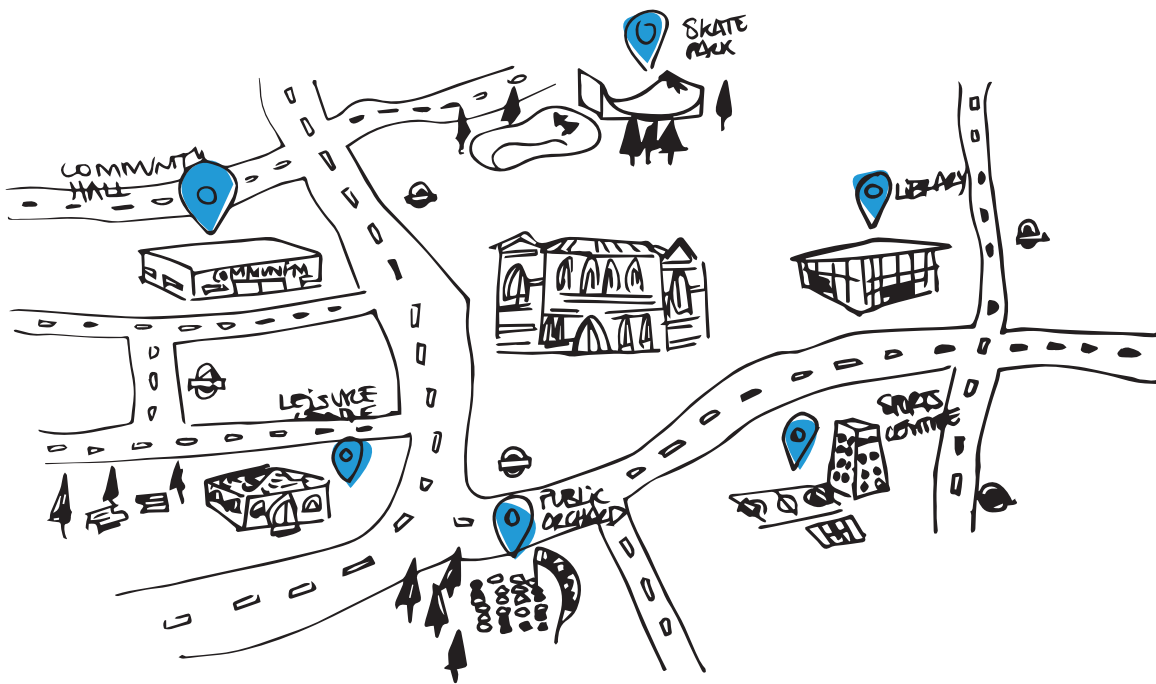
WHAT THIS MEANS

There is an opportunity for Barnet to make a clearer distinction between Barnet’s delivery and ‘enabling’ role. Broadly this is the difference in providing front-line staff and supporting others to provide them. This goes beyond the provision of assets and would include how the council will be supporting networks, training and providing a responsive asset management service.

The reasons this is important is because, like all local authorities, Barnet can make planning decisions as both a landlord and regulator across every type of asset - many of which are reflected in the Community Right to Bid. The council also has influence over new developments, and can get value from the community from ‘Planning Gain’ (section 106 agreements, Community Infrastructure Levies) and some influence over schools, housing and commercial buildings. Barnet are one of the first local authorities to write a Community Asset Strategy, and there is an opportunity to take a rounded view these assets.

This was reflected by community groups who felt that Barnet is naturally viewed as having ‘skin in the game’ - and ultimate responsibility for supporting self sustaining communities, even when the financial situation is restrictive, or political priorities may be focused elsewhere.

The council therefore has an opportunity to take a broad view of community assets, to ensure the dots line up more clearly than they currently do.



RECOMMENDED NEXT STEPS

The widest possible definition of ‘community assets’ is recommended for the CAS. Community groups made it clear that not only did they consider a broad range of buildings as assets, but assets were not buildings alone. Beyond aesthetic and historic value, the primary value of buildings are the service that are run from them and the skills and experiences gained. The CAS need to recognise people and groups who provide services as community assets.

This also extends to Barnet employees. It was clear from residents that Barnet could take a more ‘customer service’ approach to the community. Having highly skilled employees supporting communities can decrease the likelihood of building underuse, and lost income. Barnet need to consider how they invest in staff in the council to ensure that the authority has the skills to play an enabling role more effectively (see ‘roles and responsibilities’).

The more people, teams and groups are invested in, the more efficiently buildings are used, and the more likely Barnet will be able to meet its financial responsibilities whilst continuing to support communities.



Objectives and Aims

CAS, SECTION 5.0

“We need to move from one party knowing everything and the other needing to ask, to where both parties know what there is to know”

WHAT WE HEARD

Community groups raised concerns that the objectives of the council and themselves did not align, but there were mixed views on this. Some were worried that the council had already pulled out of many services, including youth centres and libraries and that community groups were being overstretched, and that groups were being left exposed and lacking funds to maintain buildings and services.

Others saw these new responsibilities as opportunities, and would prefer the council to ‘get out of the way and let us get on with it’, but equally felt that more support could be given to help them do this.

WHAT THIS MEANS

Differences in aims and objectives emerge because community assets and services are varied and complex. The CAS could be clearer on how the aims and objectives align between all - between the council, community leaders and the residents they both represent and advocate for.

This can be done by focusing much more on resident or ‘user’ need (see ‘Establishing user need’), rather than a mixture of building use, community responsibility and council financial pressures - an unclear aim.

Not focusing on user need results in continuously debating the buildings and the groups and not the needs of the community.



RECOMMENDED NEXT STEPS

That the CAS has an overriding aim focusing on user needs. For example this could be: to provide the greatest range of services to the greatest range of people at the lowest possible cost as an example. Objectives can then flow from this. Based on the discussions with community groups they could be the following:

- To ensure that the council and community have a good understanding of the needs of all of Barnet's residents
- To support the provision of services that would meet these needs
- To ensure the financial sustainability of these services and the physical space from which they operate
- To support transparency, openness and collaboration when making service delivery decisions

This can include the need to save money and make the use of buildings more efficient - community groups are also taxpayers.

As the CAS moves from strategy to policy to delivery, Barnet needs to enable an open dialogue. This is about getting a deeper, more meaningful understanding about local needs, especially of those currently under-represented.

As outline above the community has suggested that this ongoing dialogue and delivery can be delivered by a service focused asset team to support Barnet's 'enabling role' which includes speaking with all users. This team can also be tasked at identifying under-used buildings or working with the community to co-locate.

Currently the aims and objectives are not built around user need, and there is no clear sense the the CAS is the beginning of a conversation, not the beginning of the end. The danger in not taking a more co-designed, iterative approach to aims and their delivery will be that the community may feel they have less of a stake in the strategy, reducing the ability to deliver on it.

Establishing user need

Asking about the needs of residents, both who those who currently receive services and those who may benefit from them is crucial if Barnet is to get the most from it's assets

For example a focus on the provision of library services and buildings takes away the focus on their benefit and use. This would include providing warm places to meet, a facility for borrowing books, internet connections etc.

Older and more isolated people have a greater need for warmer places to meet, students need books, most the community needs good wi-fi.

Inspiration provided further below looks at how a phone box shaped library brings books to people. This primarily meets the need for books in areas that don't have them, but does not meet a need for warm space or the internet.



Governance Principles

CAS, SECTION 6.0

Co-Location

WHAT WE HEARD

Community groups were divided on the idea of co-location. The following reservations and opportunities should be considered within the CAS:

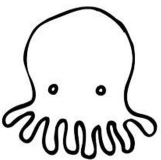
- Some assets do not have the flexibility of co-location. E.g. sports facilities such as cricket pitches or boxing rings.
- Sharing the burden: Some groups, especially those who acted as landlords had reservations about sharing their assets with groups who didn't have the same responsibility.

“Instead of trying to merge places together the council should think: How might we support and help transform this place into a vibrant valuable place that bring more people together”

WHAT THIS MEANS - RECOMMENDED NEXT STEPS

- Co-design co-located spaces over the longer term to see how they would best work in each location, including: the design of the space, the model of governance, the usage of the facilities. Many examples of co-location exist and are build around complementary user needs, such as:

“We run different groups, early years in the morning, scouts in the evening. We're full all day, every day. It works”



Octopus is a network of 12 community hubs in Islington, where community share resources to improve local services.

octopuscommunities.org.uk



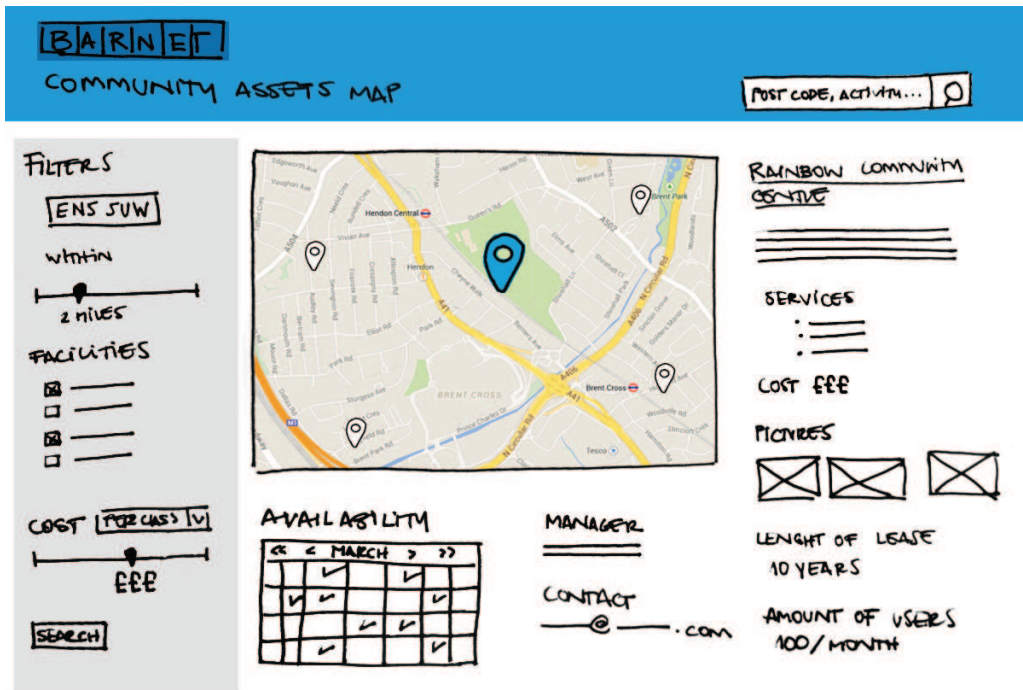
Design Factory is a community space inside Aalto university. Collaboration between local community, students and local entrepreneurs
aaltodesignfactory.fi

Map the assets

If the council created an asset map (ideally online) community groups could work amongst themselves to work out how best to use these assets. Including availability, lease length, costs and current use.

This way, it could enable the Council and every stakeholder to not only to understand how to match together demand and supply

in a smarter and more efficient way, but at the same time it would make the services available in the community more visible and accessible to the residents, VCS organisations and the Council. Helping them to make more informed and more efficient decisions around community assets.



“We can’t create valuable collaborations if we don’t know what other organisations are out there and what they are doing”

Leases and Occupation - A great customer service experience

“I’m new to the borough, but
have found the council really
helpful”

WHAT WE HEARD

Community groups were not clear what support the council intends to provide, but generally thought it was inconsistent. Some groups felt communication and support was very poor, others had some good experiences with council staff, and felt the advice was good.

“It’s common to be in a vicious
cycle of not having funding,
because you have no space,
because you have no funding”

The range of experience and factors affecting the state of leases means that the primary recommendation is to focus on getting a good basic standard of customer service provision. A common frustration from community leaders was the inconsistent standards in communication, the lack of a named staff member, or conflicting advice. There are a number of reasons why leases are not renewed, but communication needs to be clearer and decisions more transparent.

“when I look to lease something in the
private sector there is a whole range of
data available to help me make a good
decision. The council don’t share any
of that data”

RECOMMENDED NEXT STEPS - GREAT CUSTOMER SERVICE

As part of this consultation the following areas would be worth focusing on:

- Getting the basics right. Emails weren’t always responded to, officers difficult to call, information inconsistent and not always clear, regular staff turnover
- How can the council better support the VCS finding alternative sources of funding
- Linking lease renewals to roles and responsibilities (see ‘supporting community groups’)



Apple Support Community is an open forum which enables people to share their doubts and concern with the rest of the community, which creates awareness about the most recurrent issues and at the same time connects users to help each other solve problems.
<https://discussions.apple.com/welcome>



Supporting community groups - creating mutual benefit

CAS, SECTION 8.0

WHAT WE HEARD

Workshop attendees felt that if Barnet did not fully understand what value was being brought by each individual community group, what success looked like and whether community groups were perceived as being 'successful'.

“We need to redefine the relationship between the Council and the communities, today is extremely difficult to get things done or even have access to information, there are too many intermediaries”

“We’re not just a football club, we are also providing a place for people to come together around something they love, which effectively addresses social isolation”

This created unease amongst the groups and some felt a fear that their services could be closed at any point, rather than being supported to remain open.

WHAT THIS MEANS

Proposing criteria against 'the council's strategic priorities', 'defined local need' and 'additional value' is probably too broad. It can be applied to almost any group or service area. This is especially difficult to define as community engagement often happens in an 'early intervention' space - consistently tricky to measure and ultimately price against costs.



RECOMMENDED NEXT STEPS

Barnet need to take a lead on better defining the roles and responsibilities of both the council and community leaders. Both have a responsibility to their communities, have competing pressures on their finances and deliver services under increasing complexity.

Community groups were clear that more defined relationships would help cut through some of this complexity.

Barnet's Corporate Property Department are the primary team which interact with community groups, their relationship with users is a key driver of overall satisfaction with Barnet Council. A team with a greater range of skills and responsibilities could ensure that assets are more efficiently managed and the relationship with community groups improved.

BARNET'S ROLE - ENABLING THE COMMUNITY

To play a more effective 'enabling' role Barnet need to consider the following skillsets:

- Work with the VCS to define the criteria
- Understand the challenges faced within Barnet's many communities
- Understand the budget challenges of the council and the impact on services and assets
- Understand how assets are run, deal with leases, maintenance, rent etc.
- Have an oversight of the services delivered by both the council and the community across the borough, commissioning priorities and frameworks and where there are service gaps
- Influence to make decisions within the council

This more rounded team will need to adopt a much more customer focused approach if Barnet is to successfully enable the community to become more independent.

To enhance the relationship, Barnet need to allow the community to feedback and help improve the 'enabling' role of the council.

There need only be two key criteria:

- Satisfaction with support provided
- Budget position

Because each case is likely to be different, the reasons behind user satisfaction will be different, but creating transparency and trust, and better customer service, will reduce costs and create a more enabled community.



THE COMMUNITY ROLE - BUILDING PROVISION

Equally VCS groups, who vary hugely in size, provision, relationship with the council and sources of income will need to work with Barnet to more clearly define the value they bring, and how this can be enhanced. Criteria need to be SMART - Specific, Measurable, Achievable, Realistic and Time Constrained. Criteria could include:

- Level of use: hours occupied, numbers of users, range of activities, and steps taken to build provision
- Amount of voluntary hours/people dedicated
- Number of alternatives within a certain distance
- Opportunity cost
- User satisfaction

In combination these more clearly defined roles and responsibilities:

- Will provide the VCS with clearly defined metrics to seek financial support from the council and external organisations
- Make the council accountable to the community
- Make the VCS accountable to the council and the community
- Allow the council to make well informed strategic asset management and service provision decisions
- Supports more effective asset sales and purchases as well as community right to bid and 'planning gain' decisions



“The relationship is currently very paternalistic, it needs to be redefined to be more peer to peer The relationship needs to be redefined to be more peer to peer”



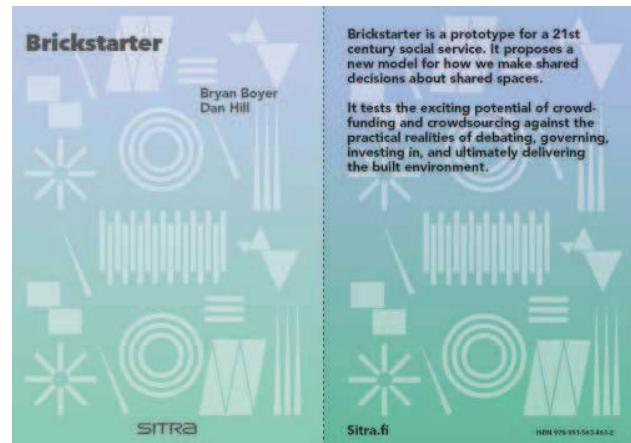
Getting inspired

Brickstarter

- It helps community organisations get access to an alternative source of fundings
- Provides valuable information about the community's interest in the project before making a big investment
- Provides a space for community members and local authorities to share, debate and organise around community projects

<http://brickstarter.org>

BRICK STARTER



Airbnb

- Makes visible all the supply available through a real time community asset map powered by the community
- Gives the opportunity to users to communicate with the hosts and give them feedback about their experience
- Brings all the supply available to one single place where users can find information about the place such as: location, services offered, availability, prices, detailed descriptions and other users opinions

<https://www.airbnb.com>



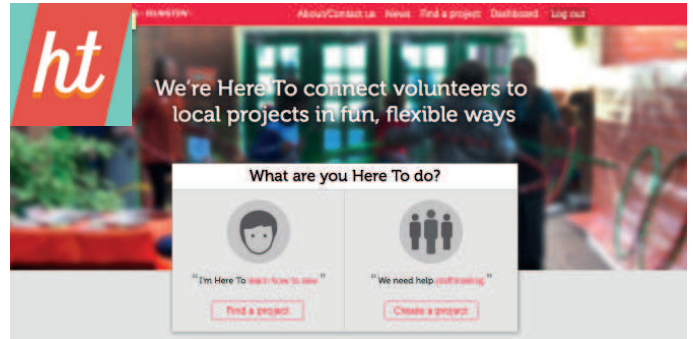


Getting inspired

Here To

- Makes it easy for community organisations, volunteers and users to find and connect with each other in an hyper local level
- Makes visible for everyone other initiatives in the community

<http://islington.hereto.org>



Phone Box Library

- Repurposes an obsolete, yet very iconic, public space
- Allows people to share their books and get books for free
- Attractive way of engaging people in reading: free, on the way and it's fun

<http://www.bbc.co.uk/news/uk-england-london-26734859>



OpenCloset

- Gives the opportunity to people who don't have space in their home to have a free storage room for clothes (which they can also donate)
- At the same time gives the chance to unemployed people the chance to borrow nicer clothes to go to job interviews
- The community can also share skills like teaching how to prepare a CV or an interview

<https://theopencloset.net>



In Summary

- Give Community Assets a broad definition
- Focus objectives on user need
- Get the basics right with good customer service
- Build capacity over the longer term for an 'enabling' role
- Continue to work with the broader community to better match needs with services including the potential for hubs

Appendix 3 – A sample Lease Agreement

The precise details of any lease will depend on a range of factors. However, the sample below indicates the areas that all leases must cover.

Example of Best Practice Lease(s)

Basic Heads of Terms for Community Occupiers

The Parties

Landlord; London Borough of Barnet or relevant entity that will enter into the lease.

Code of Leasing Practice; Confirmation that LBB adhere to the Code of Leasing Practice.

Tenant; Clear statement as to occupying entity, correspondence address, ownership structure and financial details.

The Property

The Demise; A correct postal address for the property and plan where available. A clear description of the area to be occupied.

Floor areas; A description in feet and metres of the area to be occupied and confirmation that the demise has been measured in accordance with the latest edition of the RICS code of measuring practice.

Ancillary areas; Details of the ancillary areas or facilities from which the occupier may benefit such as bike storage or car parking spaces.

The Lease/Licence or other instrument

Occupational document; Clear statement as Head Lease/Sub-Lease/Assignment/Licence or other instrument.

Term; A clear statement regarding the term and commencement date.

Break provisions; A clear statement regarding break clauses if relevant.

Rent; A clear statement regarding the initial rent either on the basis that the property is occupied in its present condition or on the basis that LBB refurbishes to an agreed standard.

Rent Free period; A clear statement as to any rent free period and the precise date upon which rent will accrue following expiry.

Rent Reviews; A clear statement regarding the rent review periods and the basis upon which rentals will be increased.

Occupational Rates; The current rateable value and rates payable along with a statement as to whether or not the RV has been appealed.

Repairing Obligations; The repairing clause will clearly state the extent of the occupiers liability and whether internal or external and on full repairing and ensuring terms. In addition the extent of any liability for common parts.

Estate and Service Charges; An estimate as to service charge levels, if appropriate and the proposed apportionment for buildings in multi occupation.

Utilities; Confirmation of responsibilities in relation to the payment of utilities for both the main demise and any common parts.

LBB Landlords areas; A statement regarding those areas for which LBB/The landlord retains responsibility.

Future LBB/ Landlords works; A description regarding any planned or anticipated works by LBB.

Insurance; Confirmation regarding who retains primary responsibility for insuring the building and the commercial risks to be covered.

VAT; Confirmation as to whether or not the building has been elected for VAT.

User; A clear statement regarding the permitted use.

Access; A clear statement regarding the hours/regularity of access.

Shared use; A clear statement regarding both current shared use and the potential for shared use at some future date.

Alteration; Not to effect any alterations without the consent of LBB/The landlord save for minor non structural internal works.

Alienation; An absolute bar against assignment except with the prior written consent of LBB or the landlord.


LBB Subsidy; A clear statement as to the level of proposed subsidy, if any, and the time period during which any subsidy will apply.

Legal and Professional costs; A statement regarding who will bear responsibility for fees.

Conditions; A statement as to the conditions of the Heads of Terms including, but not limited to;

1. Contract
2. Formal LBB approval
3. Funding
4. Subject to Survey.

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	<p>AGENDA ITEM 9</p> <p>Assets, Regeneration and Growth Committee</p> <p>1 June 2015</p>
<p>Title</p>	<p>Land at Pavilion Way, Burnt Oak– Appropriation of the site for planning purposes and the grant of Tenancy at Will for a temporary school building.</p>
<p>Report of</p>	<p>Chief Operating Officer Commissioning Director - Children and Young People</p>
<p>Wards</p>	<p>Burnt Oak Ward</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A – Drawing Number 23839/2 Site Plan Appendix B – Objections received from public advertising</p>
<p>Officer Contact Details</p>	<p>Chris Smith, Head of Estates</p> <p>Glenn Miller, Director of Estates and Valuation, Customer and Support Group (CSG) glenn.miller2@capita.co.uk</p> <p>George Church, Principal Valuer, Property Services. george.church@barnet.gov.uk</p>

<h2>Summary</h2>
<p>The report seeks approval for the appropriation of the Site as identified and edged red on the drawing attached, number 23839, for planning purposes in two stages under Section 122 (1) of the Local Government Act 1972 and for the grant of a Tenancy at Will pending grant of a permanent lease to enable the permanent development of a new two form entry primary school by the Department for Education at Pavilion Way HA8.</p>
<p>The recommendations in this report follow the decision by Cabinet Resources Committee on 16 Dec 2013 to utilise the Site for education purposes subject to planning consent being granted. A proposal has been developed for the provision a new two-form entry non-denominational primary free school (to be known as Watling Park) to provide 420 pupil places together with sporting facilities available to the local community outside school</p>

hours.

Subject to planning consent being granted and the approval of this report, a temporary building will first be constructed on part of the Site edged green on the Site Plan to allow the initial opening of the educational facilities in time to admit pupils in September 2015.

A further planning application will be made for replacement of the temporary buildings with permanent buildings for the primary school. The permanent school development will be the subject of a subsequent committee paper and will comprise the whole Site.

Recommendations

- 1. That the Committee note the responses to the public advertising of the Council's intended appropriation of the Site as shown edged red on drawing number 23839 to planning purposes under Section 122 (2A) Local Government Act 1972: and**
- 2. That, subject to planning consent being granted for (1) the temporary school as shown edged green on drawing number 23839/2 and (2) the permanent free school on the Site, the Committee approves the appropriation of the Site pursuant to S122 (1) of the Local Government Act 1972 for the above planning purposes**
- 3. That, subject to planning consent being granted for the temporary school, the Committee approves the grant of a Tenancy at Will to the Bellevue Place Education Trust for the temporary school.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The report seeks approval for the appropriation of the Site as identified and edged red on the drawing attached, number 23839, for planning purposes in two stages under Section 122 (1) of the Local Government Act 1972. It also seeks approval for the grant of a Tenancy at Will pending the grant of a permanent lease to enable the permanent development of a new two form entry primary school by the Department for Education at Pavilion Way HA8.
- 1.2 The proposals in the report reflect the decision by the Cabinet Resources Committee (CRC) on 16 December 2013 to utilise the Site for education purposes. The CRC report of that date, also allowed for the potential development of housing on the site. Developing a mixed use site has not proved to be possible. In order to meet the pressing need for school places in the area together with the provision of enhanced sporting facilities for the local community, it is proposed to lease the Site shown on drawing number 23839 on an Education Funding Agency model free school lease to

Bellevue Place Education Trust for a primary school and enhanced sports facility. The sports facility will be used by the school in school hours and will be available, once the lease has been completed, for community use outside these hours.

- 1.3 The school, subject to planning consents being granted, will provide 420 places for primary aged children within the Burnt Oak area and is due to admit its first pupils in September 2015. The school is to be known as Watling Park Academy and as at the 1st May 2015, a number of children within the area have been allocated a school place at Watling Park to start in September 2015.
- 1.4 The Site currently comprises approximately three acres of land, previously used as an all-weather pitch, sports pavilion with car park and a football field.
- 1.5 A further planning application will be made for replacement of the temporary buildings with permanent buildings for a primary school. The permanent school development, which will be subject to the grant of planning consent, will also be the subject of a subsequent committee paper, setting out the terms of the proposed lease to the Academy Trust to provide educational and sporting facilities, the latter being available for the local community outside school hours
- 1.6 Subject to the grant of planning permissions for first, the temporary school structures, and thereafter for use as a permanent school site with associated sports facilities, authority is required to enable the appropriation of the Site for planning purposes under Section 122 (1) of the Local Government Act 1972 (see paragraph 5.3.1 below). The decision to appropriate will only take effect upon the relevant planning consents being granted.
- 1.7 Paragraph 5.6.1 below summarises the result of the public advertising for the appropriation of the Site in accordance with S122 (2A) Local Government Act 1972 for the committee to consider. Two objections to the proposal were received.
- 1.8 Authority is also sought for the grant of a Tenancy at Will to Bellevue Place Education Trust pending the grant of the permanent lease for the entire Site, to enable the construction and occupation of the temporary buildings and the installation of the required services in the interim. The principal heads of terms proposed for the Tenancy at Will are set out in paragraph 5.3.2 below.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To authorise, subject to planning, the appropriation of the Site for planning purposes to enable the development of a two form entry primary school (Watling Park) and a new community sports facility comprising an All Weather Pitch and changing rooms by way of the two stage development outlined above. As considered by CRC on 16 December 2013, the development will

provide school places in an area of pressing need together with sports facilities managed by the school that will deliver benefit to the community through a new all-weather pitch available outside school hours.

- 2.2 To comply with the appropriation provisions of S122 (2A) of the Local Government Act 1972 the Council must have regard to any representations made by members of the public before making a decision to appropriate (see paragraph 5.6.1).
- 2.3 The grant of a Tenancy at Will to enable the temporary school to lawfully occupy the site.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Cabinet Resources Committee (CRC) on 16 December 2013 received representations from a number of residents and other interested parties before reaching its decision. The two objections received as a result of the public advertising for the appropriation of the Site in accordance with S122 (2A) Local Government Act 1972 reflect the representations made to CRC in objecting to the appropriation of the Site to a different planning use in favour of retaining the Site for use as a sports centre. The Site was originally laid for sports use in the late 1980s. It was run by the Council until 1995 but demand for the facilities on the Site was insufficient to make its long term use viable. The Council let the facility in 1995 on a commercial basis to an experienced sports partnership that ran the facility on the Site until 2003. The organisation was not able to run the facility on a viable commercial basis and they surrendered the lease in 2003.
- 3.2 There would be a significant capital cost in setting up the Site again as a sports centre and it would require a sustainable management arrangement to repair and maintain the facilities into the future. Having heard representations, it was the view of CRC that the joint use proposal for the Site as a school with a new All Weather Pitch and changing rooms is the best way to provide a sustainable public sports recreational facility on the Site in the long term. The two objections now received and reported to this Committee do not contain a viable alternative sustainable arrangement.

POST DECISION IMPLEMENTATION

- 4.1** The Council will utilise its powers under Section 122 (1) of the Local Government Act 1972 to appropriate the Site for planning purposes in accordance with the recommendations section of this report.
- 4.2** The Tenancy at Will of that part of the Site edged green on the Site Plan for occupation by Bellevue Place Education Trust will be completed to enable Watling Park to open to its first pupils in September 2015.

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** The proposals in this paper will assist towards the Council’s priority set out in its Corporate Plan for 2013-2016 of promoting responsible growth development and success across the borough. The construction of a new school that will provide 420 primary school places in an area of high demand for school spaces and a new all weather pitch to be used both by the school and local people will address these Corporate plan objectives.

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

- 5.2.1** The cost of building the school and the community sporting facilities will be met by the Department for Education. In developing the permanent school and enhanced sporting facilities, the Department for Education is funding the All Weather Pitch and the Council will be contributing to upgrade the changing facilities to ensure maximum suitability for the wider community use. The contribution required is estimated to be a maximum of £350k, which will be funded either through section 106 or the Council’s education capital programme.

5.3 Legal and Constitutional References

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

5.3.2 The Council Constitution, The Management of Asset, Property and Land Rules 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. ,

5.3.3 Barnet will utilise its powers under Section 122 (1) of the Local Government Act 1972 (“the LGA 1972”) to appropriate the Site for planning purposes. Section 122 (1) of the LGA 1972 enables a local authority to appropriate land which it owns to a different use where such land could have been acquired by agreement and where such land is no longer required for the original use for which it was acquired, subject to certain conditions, including as is the position in the present case, advertising the Council’s intention to make the decision to appropriate in accordance with the requirements contained at s 122 (2A) of the LGA 1972. Appropriation undertaken on this basis affords the collateral benefit of the provisions of Section 237 of the Town and Country Planning Act 1990 (as amended) which provide, inter alia, for the extinguishment of certain rights including covenants relating to the land in question subject to the compensatory provisions as contained at Section 237 (4).

5.3.4 The principal heads of terms proposed for the Tenancy at Will are as follows:

Tenant	The governors of The Bellevue Place Education Trust
Property to be let	See drawing number 23839/2 (area edged green including the MUGA (Multi Use Games Area))
Term	Property to be held at the will of the landlord and the tenant
Rent	One peppercorn if demanded
Use	The construction and development of the temporary school in accordance with the relevant planning permission and the use as a school or college for educational use
Assignment or subletting of the premises	Not permitted
Alterations	Not permitted
Repair	The tenant shall keep the Property clean and tidy and make good
Reinstatement	To reinstate the Property to the extent required by the Landlord at the end of the Term or earlier determination
Utilities	The tenant is to be responsible for all water, gas, electricity and communications charged on the Property.
Insurance	The tenant shall insure the Property and carry liability insurance reasonably required in respect of third party public liability

Fire authority requirements	The tenant must comply with all statutory requirements including of the fire authority in accordance with Health and Safety legislation and the Regulatory reform (Fire Safety) Order 2005 and the Building regulations as to fire precautions relating to the Property.
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5.3 Risk Management

5.4.1 By withdrawing the proposal for residential development on part of the Site and providing a new, managed sports facility for local people, the risk of objection to the proposals from a planning perspective have been significantly reduced.

5.4.2 If planning consent for either the temporary or permanent school is not forthcoming the relevant stage of the decision to appropriate cannot proceed and the scheme as proposed will not proceed. The Council will be required to secure and fund the development of alternative school places for pupils allocated a place at Watling Park.

5.4.3 The Site reflects the existence of a title restriction which inter alia confines its use to sports pitches for use by the general public with ancillary changing rooms and parking. The beneficiary of this restriction was the surrounding Deansbrook Estate, of which there are now a number of occupiers. One of the effects of appropriating the Site for planning purposes pursuant to s 237 of the Town and Country Planning Act 1990 (“the TCPA”) is that this restrictive covenant will be extinguished. This ensures that the development of the Site free of the covenant can proceed thereby reducing the risk of delay through challenge based on the covenant issue. The rights of those parties who believe that their rights have been affected would need to be able to prove a financial loss within the terms of any claim made against the Council under s 237(4) of the TCPA. It is considered that the re-provision of an improved facility which will be available for community use, mitigates this risk.

5.4.4 If the proposal does not proceed the Site will remain in its existing condition until an alternative option is secured which is likely to require significant capital investment. Management costs will continue to be incurred in the interim.

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 Bellevue Place Educational Trust will offer non-denominational, co-educational school places that will welcome children from all backgrounds in the area. As the school will be open to all children in the local area to apply for a school place, there are no adverse equalities implications. Establishing a high quality education offer in the west of the borough, open to all children is likely to have a positive impact on equalities.

5.6 Consultation and Engagement

5.6.1 The proposal to appropriate the Site for planning purposes in accordance with S122 (2A) of the Local Government Act 1972 has been advertised twice in the local press and copies of the advertisement and the Site plan have been displayed on Site. This has resulted in the receipt of the following representations:

Date	Name	Representation
24 March 2015	Londinium Football Group	Letter from Londinium Football Group dated 24 March 2015 and their proposal to the Head of Estates of Barnet Council of the same date. These are set out in full as part of Appendix B of this report. A summary of the representation is as follows: That the Council should support the rescue of the sports facility for use by members of the community aged 6-21, working in partnership with local businesses.
13 th April 2015	A local resident	The following is part of a letter received by Chris Smith, Head of Estates dated 13 th April 2015. A full copy of the letter is attached as part of Appendix B to this committee paper. "I wish to lodge a complaint against Barnet Council for trying to convert the football pitch located in Pavilion Way, into luxury private residential houses plus a Chinese mandarin speaking school, on the land. It appears that Barnet Council is riding roughshod over local residents concerns and opposition to the proposed project. Barnet Council has deliberately left the Pavilion Way football pitch derelict for more than 15 years, prior to its present decision to sell this land. My family has lived in Pavilion Way for 24 years and it was a joy to hear children's laughter coming from the football ground in its heyday. The burning issue here is the covenant covering the proposed Site, which

		states that it must be used for recreational purposes. This was written into the Deed dating back to the 1980s when Laing Homes started building works inside Pavilion Way.”
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5.6.2 The proposal to develop the Site for a school with enhanced sporting facilities available for community use will enable the community to have access to improved sporting facilities within a sustainable management arrangement through the school. No housing will be developed on the Site. It is therefore considered that the provision of a floodlit all weather sports pitch for public use outside school hours which will be built as part of the construction of the permanent school will satisfy the representation and the provision of continuing sports facility on the Site.

6. BACKGROUND PAPERS

6.1 On 4th November 2013 the Council’s Cabinet Resources Committee 4 November 2013, <http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7460>

Decision Item 6 resolved:

1. That authority is given for the disposal of up to one acre of the southern end of the Site shown on drawing number 23839 to Taylor Wimpey UK Limited (“Taylor Wimpey”) for development as housing subject to receipt of a planning permission.
2. That following agreement of the consideration to be received from Taylor Wimpey the proposal is referred to a future meeting of the Council’s Cabinet Resources Committee.
3. That the Council enters into an agreement for lease with the Department for Education (DfE) and The Marco Polo Academy for funding by the DfE for the development of the remainder of the Site as a primary academy school with approximately 360 pupils together with a community sports facility. The agreement for lease will provide for the Council to grant a 125 year Academy Lease of the completed school and sports facility to The Marco Polo Academy based on the DfE model form of lease in accordance with the Academies Act 2010. The Academy Lease will provide for the free school to maintain and run the sports facility for local people.

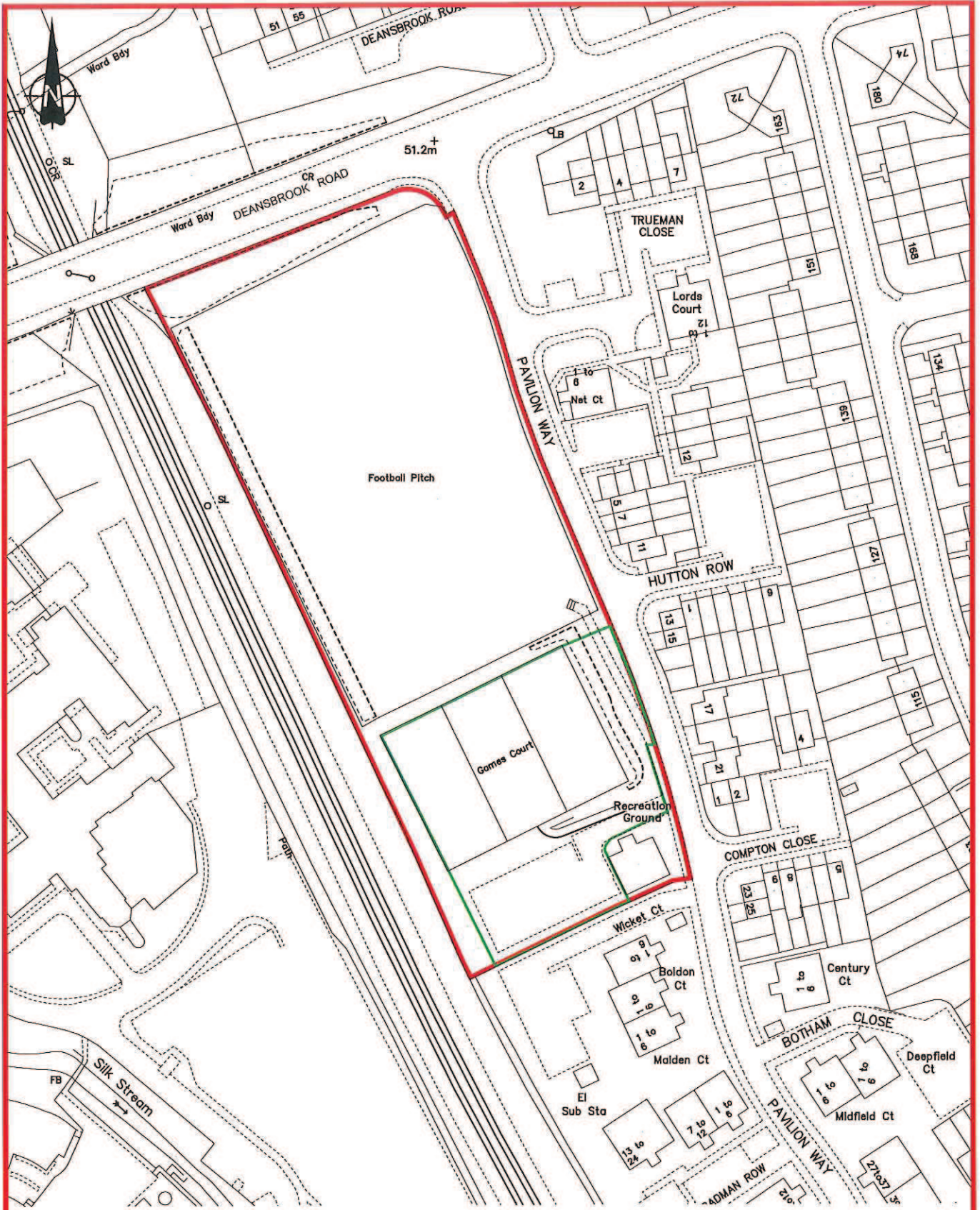
6.2 Cabinet Resources Committee on the 16th December 2013
<http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7461>
 Confirmed this decision following a referral of the decision by Overview and Scrutiny committee.

6.3 On 15 December 2014 the Council’s Assets Regeneration and Growth Committee resolved:
<http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7886>

1. Note the decision of the Department for Education to approve the Bellevue Place Education Trust to be the sponsor for the new free school to be provided as part of the development at Pavilion Way.

2. Approve the replacement of the education sponsor, Marco Polo Academy Trust by the new education sponsor, Bellevue Place Education Trust, in relation to the decision confirmed by the Cabinet Resources Committee on 16th December 2013 for the development of the Pavilion Way site.

Appendix A



— Site for the Temporary School.

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Initiated by G.R.C.	SCHEME: SITE AT PAVILION WAY, BURNT OAK	Lesley Meeks, Assistant Director of CSG	
Drawn by K.E.B.			
Checked by G.R.C.	TITLE: LOCATION PLAN	London Borough of Barnet, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1NP. Tel. 020 8359 2000	DRAWING No.
Date 05/05/15	Scales 1:1250		23839/2

Appendix B

Londinium Football Group

72c High Street
Edgware, Middlesex
HA8 7EJ

londonathletics@hotmail.com



Youth Scholastic Sector

Mr Chris Smith 1st Floor, Building 2, North London Business Park, Oakleigh Road South, London N11 1NP

24 March 2015

YOUR REF: VAL/GRC/PAVILION WAY

My ref: Save Football Field, health Town and right people, work for what I am convinced is good for communities.

Dear, Mr Smith

Firstly may I thank you for taking the time to read this letter.

I am writing to you as Volunteer Coordinator and Football Coach, a few month ago I start to clean and tidy around Edgware areas where I live to regenerate better environment . I have been apply for future link with schools, college and other public organization to collaborate with the intent to try to encourage people to not throwing rubbish everywhere and especially into the green space at the Town, I believe we can show a good attitude and it would help tackling bud behaviour in the area. However, another reason why I contact you is: I would really appreciate to get from you any kind of your support to continuing after 8 years with the Pavilion Way HA89YA campaign to rescue the playing area, Football sessions for children and youth's coming soon for the Spring and Summer at PW but we need support and a legal permission therefore there would be based volunteering service then this could be at any time after school or it would be possible mostly Sundays.

Tank you for your attention, I look forward for any kind of your support.

Your sincerely

[Redacted signature]

[Redacted signature]

[Redacted signature]

RECEIVED
27 MAR 2015

PROPOSAL to the Head of Estates of Barnet Council

24 March 2015

Utilising P W Playing Field Pavilion Way, Burnt Oak HA8 9YA

This statement constitutes a proposal for the utilisation of Pavilion Way Sport Facility

I have personally witnessed that the aforementioned property has been abandoned and left derelict for many years, and have a strong will to renovate and refurbish it to a purposeful space that adds value to the community. I would like to outline what can be done to revitalise and renew this property to the benefit of the community.

1. What is Pavilion Way?

Until the end of 2002, Pavilion Way Community Space was managed by the private sector providing sporting and leisure activities for the community. I have been reliably informed that this particular piece of property was donated to Barnet Council by the previous owners under the strict condition that this land be used for sporting activities. Unfortunately, the property has fallen into disrepair and has consequently been rendered useless for its original intent.

Pavilion Way has a space for the provision of football and may even have the scope to incorporate Basketball, Volley-Ball, Athletic and Tennis courts, parking facilities for approximately 20 cars, toilets, showers and changing rooms. However, owing to the state in which it now finds itself these facilities have found themselves being used by vagrants and undesirables including those who might deal or use drugs and engage in prostitution on the premises.

2. What can be done?

It is wholly regrettable to see this once proud and well-loved facility not only going to waste but being roundly abused by the disaffected or disenfranchised sections of society for whom its use was originally supposed to prevent from engaging in such activities. If managed properly, it is my view that Pavilion Way will once again be restored to a condition even superior to when it was originally built. I would like formally to offer my services to this end and attest to my personal appetite and zeal for such an undertaking in the hope of providing some positive energy for the community, lighting the touch paper so to speak. Initially, with a little vision and a lot of elbow grease, we can begin by cleaning and maintaining the property. Then we may begin to organising and implementing a variety of sporting programmes including Football, Athletic, Tennis, Basketball, Volleyball and Cricket. This list is not by any means exhaustive and there is a serious interest amongst the local community for a facility providing such services. I envisage an area free for children to engage with sport and help them discover a new skill or recreational pastime that may otherwise pass them by. In particular, the adolescent age group would benefit from an area that provides them with a place to grow, and escape the boredom and idle hands that might otherwise lead them down a path of gangs or criminality simply because their families are not in a position to be able to support their own children's ambitions financially.

3. Proposal for Utilising Pavilion

I propose a project focusing on the members of community aged 6 to 21. Priority should be given to those attending from a distressed financial background, however, this can will benefit anyone with an interest or inclination to participate in sport. I further propose multilateral courses, catering to anyone from a beginner to an advanced level in their chosen sport. I hope such a project will bring with it a positive influence on the lives of the youths within the community and, much as was the case with the recent Olympic Games held in London, teach our next generation of leaders the value of: Discipline; a sound Work Ethic; a Positive Attitude; Collaborating and Working within a Team Environment; and finally Self-Respect and Respect for Others.

All of this through Sport at Pavilion Way

By registering Pavilion Way as a charity in Partnership with Barnet Council, and soliciting sponsorship from local business, this could become a model of how to run and operate and viable non-partisan not-for-profit organisation benefitting the whole of the community by empowering the community themselves.

I would be most keen and grateful to be granted a meeting to discuss these proposals in greater detail, so that we may come to a consensus on how to make a great facility even better, and improve the lives of our residents as a result.

[REDACTED]

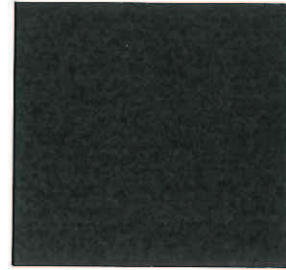
At: **Londinium Athletics** Youth Scholastic Sector

[REDACTED]

[REDACTED]

[REDACTED]

Mr Chris Smith
Head of Estates
London Borough of Barnet
1st Floor, Building 2
North London Business Park
Oakleigh Road South
London N11 1NP



By Recorded Delivery



Dear Sir

Pavilion Way Playing Field, HA8
Ref: VAL/GRC/Pavilion Way

I attach herewith copies of my letters addressed to the Prime Minister dated 28th January 2014 and 21st March 2015, for your kind information.

The contents of these letters could be construed as my objection to the appropriation of the above football pitch by Barnet Council, with an intention to construct a free school on the site. Public Notice in The Press local newspaper dated 19th March 2015 refers.

There is a legal covenant dating back to the 1980s, clearly stating that the above playing field is to be used for a recreational purpose, a foresight to forestall any appropriation in the future.

Hopefully, Whitehall will consider the concerns of local residents in Pavilion Way and not allow Barnet Council to proceed with its unjust proposal.

I have no alternative but to seek a possible judicial review, in the event that our present effort to central government, and to your goodself, is deemed to have failed.

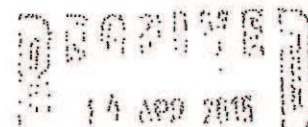
The covenant must be respected.

Thanking you.

Yours sincerely



Encl: 4
cc: Lands Registry



copy



Mr David Cameron
Prime Minister
10 Downing Street
London
SW1A 2AA

1st Class Mail

Your Excellency

It will be a sad day indeed if Barnet Council is not stopped from proceeding to build a school on a playing field, where there is a legal covenant in force. The Land Deed clearly states that it is to be used for a recreational purpose.

Barnet Council's original plan for constructing a Chinese Mandarin speaking school, to replace the above football pitch located in Pavilion Way, was quietly dropped after I wrote to your good office in January 2014.

However, Barnet Council now says it has been told to give this site to a new free school, which will answer directly to the government rather than the local authority.

A covenant must be respected.


I appeal to your goodself for help, in safeguarding our playing field for posterity.

Thanking you.

Yours sincerely

Encl: 2



	AGENDA ITEM 10 Assets, Regeneration and Growth Committee 1 June 2015
<p style="text-align: center;">Title</p>	<p style="text-align: center;">London Borough of Barnet Accommodations Options Review Outline Business Case (OBC)</p>
<p style="text-align: center;">Report of</p>	<p>Chief Operating Officer</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A - London Borough of Barnet Accommodation Options Review Outline Business Case</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Chris Smith, Head of Estate Management, London Borough of Barnet</p>
<p>Summary</p>	
<p>An Accommodation Options Review has been commissioned in relation to Barnet Council's office accommodation provision from October 2015 onwards. The approach used is in accordance with HM Treasury Green Book, Five Case principles. The Outline Business Case (OBC) has been prepared to enable officers and members to review the accommodation options and identify a preferred option for the Civic Estate.</p>	

<p>Recommendations</p>	
<p>1.</p>	<p>That the Committee acknowledge and note the contents of the Outline Business Case (OBC).</p>
<p>2.</p>	<p>That the Committee note that the preferred option for Barnet Council's office accommodation is to proceed on the basis of a new build development at Colindale.</p>
<p>3.</p>	<p>That the committee grants authority to procure a contractor through a framework panel.</p>
<p>4.</p>	<p>That the Committee delegate the authority to approve the appointment of the preferred contractor to enter into the pre-construction stage agreement to the Director of Commercial.</p>

5. That the Committee note that a Full Business Case (FBC) be prepared for consideration in December 2015.

1. WHY THIS REPORT IS NEEDED

1.2 Introduction and purpose

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

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

1.2.2 The OBC 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.

1.2.3 The OBC 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.

1.2.4 Subject to approval of the OBC, the scheme will move to the next stage in the process i.e. full planning permission and procurement of a construction contractor. A Full Business Case (FBC) will be prepared with additional detail for consideration in December 2015.

1.3 LBB's strategic objectives

1.3.1 The Council's ambition is to move to a more 'agile working' organisation and it is committed to providing a more flexible working environment. The current

office accommodation includes a significant amount of unused space and it is considered that, alongside the introduction of flexible and agile working, LBB could occupy a much smaller footprint in the future.

1.3.2 In addition, LBB has a medium term financial challenge of achieving savings around £90m between 2015 and 2020, with around £6m of that being targeted through the existing estate.

1.3.3 The Council also has a number of regeneration objectives, in particular within the Colindale area of the borough and as such, the Council has investigated the potential benefits of relocation to this area.

1.4 Existing Portfolio

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

1.4.2 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 (i.e. 2015-2017) and exploring other options in the medium term (beyond 2017).

1.8 Recommendation

1.4.3 The preferred option as identified in the OBC (and in line with the decision made at SOC stage), is to build new office accommodation at the Grahame Park Site, Colindale. This option offers the greatest public value for money and meets all of the Council's strategic objectives. It ensures that the Council's future accommodation needs and investment objectives are met through securing the target savings required, it enables flexible working and will bring significant benefits to the Colindale regeneration area. The chosen solution is capable of being sourced and procured under the existing LBB / Capita contractual arrangements.

2 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

2.2.1 Do Nothing represents the current status quo, and continues to lease office space at the current sites. This does not meet the medium term financial strategy and continues current under-utilisation of the existing estate.

2.2.2 The Do Minimum option will increase utilisation in the existing estate, enable more agile working practices to be achieved and support greater collocation of services, supporting integrated working. However, it offers lower public value for money than the Do Maximum option. Furthermore, the estate will remain

situated over a number of sites and this option does not contribute towards the Council's regeneration objectives.

3 POST DECISION IMPLEMENTATION

- 3.2.1 If the recommendation is approved by the Committee, the next step will be to progress to Full Planning and procurement of a supplier. An FBC will also be developed.

4 IMPLICATIONS OF DECISION

4.2 Corporate Priorities and Performance

- 4.2.1 Within the contractual arrangements between LBB and Capita, under the CSG contract, 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 is set out in detail in the OBC. Savings profiled in the current MTFs, including savings put forward as part of the Priorities and Spending Review, assume a cumulative reduction of £45.1m in the cost of office accommodation up to 2023/24. The preferred option in the OBC estimates a reduction of £46.1m over the same period. During FBC stage, the costs will need to be reviewed further to ensure the targets in the MTFs are continued to be fully met.
- 4.3.2 The cost of build, including the cost of buying out the developer's interest at Grahame Park, is estimated to be in the region of £36m. There will be further certainty on the cost of the build once a development partner has been procured and the FBC will set this out.
- 4.3.3 The costs in relation to the interim move/consolidation into NLBP 2 and Barnet House are currently estimated at £4.5m and include the cost of fit out and refurbishments at Barnet House and the cost of IT infrastructure. These one-off costs will be funded from reserves.
- 4.3.4 Current projections indicate that there may be a requirement for an additional site of 20,000 sq ft in the first 2 years from October 2015 to October 2017. An estimate of this cost has been factored into the one-off costs but will be further set out in detail in the FBC once a site has been agreed.
- 4.3.5 Costs to exit NLBP 2 and NLBP 4 have been estimated and factored into the OBC. However the OBC does not currently include a cost to exit or potential revenue from alternative tenants at Barnet House. This will be factored in at FBC stage.

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 Key risks to the Colindale scheme are that (those in relation to the short term exit of NLBP 4 have been reported on separately as part of the Accommodation Implementation Programme):

Implementation risks:

- Planning permission is not obtained in time to meet the Council's timescales;
- The building overruns and target savings are not achieved;
- That the space specified for the building is unrealistic and more space is required than has been specified to date.

Business risks:

- Business continuity arrangements are affected by consolidation into one building;
- Customer access requirements are not suitable;
- Limited parking or the new location affects staff retention or staff efficiency;
- Staff new ways of working are not implemented properly resulting in a higher space requirement than planned;
- Restrictions to space affect staff ability to work efficiently.

4.5.2 The business case sets out mitigations to the above, which will be explored further by a series of programme arrangements which will report to Delivery Unit Board. These are as follows:

- **Smarter and Agile Working** is responsible for focussing on how the organisation will change and adapt, opting new working practices and using new flexible tools and approaches to best meet customer needs, aligned with a new office base in 2017;
- **Delivering Colindale** is responsible for the delivery of the move to new office accommodation in 2017.

4.5.3 In particular, prior to FBC, further detailed work will be completed on the staffing, flexible working and IT arrangements to meet the space requirement set out, and detailed design work will take place to provide greater assurance on build and implementation costs.

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 FBC 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

5.2 None

London Borough of Barnet
Accommodation Options Review
Outline Business Case (OBC)
June 2015

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1. Executive Summary

This document is the Outline Business Case for London Borough of Barnet's (LBB) accommodation review. It follows a Strategic Outline Case (SOC), which was approved at Assets, Regeneration and Growth (ARG) Committee in March 2015. The purpose of the document is to approve the preferred option for the scheme, and move to the next stage in the process i.e. full planning permission and procurement of a construction contractor.

LBB currently has an estimated office based staff requirement amounting to ~2,200 individuals, with the majority based at the North London Business Park (NLBP) in the east of the Borough. LBB's ambition is to move to a more 'agile working' organisation and it is committed to providing a more flexible working environment. The current office accommodation includes a significant amount of unused space and it is considered that alongside the introduction of flexible and agile working, LBB could occupy a much smaller footprint in the future. In addition, LBB has a medium term financial challenge of around £90m between 2015 and 2020, with around £40m of that being targeted through the existing estate. The Council also has a number of regeneration objectives, in particular within the Colindale area of the borough and as such, the Council has investigated the potential benefits of HQ relocation to this area.

This business case therefore appraises a number of options, as per the shortlisted options in the SOC:

- **'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'** – having consolidated as per the 'Do Minimum' option beforehand, develop new, specialist accommodation at Grahame Park in Colindale to move into in 2017.

Do Nothing represents the current status quo, and continues to lease office space at the current sites. This does not meet the medium term financial strategy and continues current under-utilisation of the existing estate. The Do Minimum option will increase utilisation in the existing estate, Smarter Working will be achieved and more services will be co-located, support integrated working. However the estate will remain situated over a number of sites and this option does not contribute at all to regeneration.

The Do Maximum option will increase utilisation further, and allow an end to all existing lease arrangements, consolidating all Council operations in one site. Smarter Working will be achieved and services will be collocated, support integrated working. Additionally, the scheme would support LBB's regeneration plans in Colindale, bringing council offices closer to the community as well as new jobs and support to local businesses. However, one-off costs are higher than for Do Minimum and the requirement to carry out two relocations between 15/16 and 17/18 will create more disruption. In turn, higher build costs and the multiple relocations make this a higher risk option.

The economic analysis in this business case (Economic Case) has shown that the Do Maximum option represents the greatest public value for money, with a Net Present Value (NPV) of £114.8m versus an NPV of £95.3m for Do Minimum. As such, and taking into account the qualitative analysis above,

the Do Maximum option remains the preferred option for LBB's accommodation review as per the recommendation at SOC stage.

It is currently assumed that Do Maximum option meets the Council's MTFS plans and would be funded through borrowing. As such it is deemed, on current plans, to be affordable to the Council.

The Programme will be governed in accordance with the Council's Project Management Toolkit methodology, and using the Capital Programme Gateway method at set gateways. Progress will be evaluated at key stages of the Programme, such as at the end of the procurement phase and at post-construction. This will include assurance from the Customer and Support Group subject matter experts, Re and Commissioning Group client teams. We will engage a third party to conduct reviews at set gateways for external challenge.

It is therefore recommended that the Council moves to full planning and procurement of a construction supplier for the Colindale scheme. It is also recommended that a Full Business Case is developed and brought to Assets, Regeneration and Growth Committee in December 2015.

2. Introduction

A Strategic Outline Case (SOC) was signed off at Assets, Regeneration and Growth (ARG) Committee in March 2015. It was also recommended that an Outline Business Case (OBC) be developed for consideration at ARG in June 2015.

This OBC 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 option;
- Commercial Case – indicating the commercial implications of the option;
- Financial Case – indicating how the preferred option could be funded; and
- Management Case – outlining the initial plans for delivery to manage the way forward.

3. Strategic Case

This section details the strategic context and case for change for London Borough of Barnet'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.

3.1. Strategic Context

Organisational overview

The London Borough of Barnet (LBB) has an estimated office-based staff requirement amounting to ~2,200 individuals, with the majority based at the North London Business Park (NLBP) in the east of the Borough.

Capita was retained in 2013 as LBB's Strategic Partner providing a number of back office services including estates and accommodation strategy. Re (Regional Enterprise) Limited, or Re, is the Joint Venture between London Borough of Barnet and Capita plc. Re was formed under the 10-year contract between the Council and Capita to deliver development and regulatory services (DRS).

Strategic drivers¹

The Council, like others nationally, has gone through major organisational change in recent years, and has implemented a 'Commissioning Council' approach. As a Commissioning Council, LBB sets the strategic priorities of the borough, in the context of the available resources, to agree a set of outcomes which reflect the needs of residents and which the full range of local partners work together to achieve. Services are then bought or 'commissioned' from a diverse mix of providers within the market (in-house and from the wider public sector, private and third sectors) to deliver these outcomes. The vision is that, by 2020, services will be commissioned jointly for the borough – by pooling resources and expertise from across the council, NHS, Jobcentre, police, education providers and other partners from the public, private and voluntary sectors - to create truly integrated services. For residents, this will mean more intuitive services and, for the Council and its partners, saving money and reducing bureaucracy.

Demand on local services is continuing to rise, driven by a growing population, particularly young and older residents. This is a particular issue for Barnet, which in 2015 will become London's most populous borough, with an estimated 393,000 residents. Also, expectations of the Council and local services are increasing, driven by advances in customer service across the private sector – including greater flexibility to transact online – people expect better services and more prompt responses from the Council. This will have implications for the Council's estate, and LBB is currently exploring how the estate can enable improved community cohesion and cross-public sector integration. It is also currently reviewing the way that it interacts with customers, through development of a Customer Access Strategy – this will be reported on more fully in the FBC, but is likely to have implications for greater direct customer access in the future LBB Office HQ.

In addition, LBB has made a commitment to regeneration of the borough, and in particular within the Colindale area. Specifically, the Colindale Area Action Plan (CAAP)² sets out the framework for

¹ LBB Corporate Plan 2015 – 2020, April 2015

future development and change in the local area. The CAAP 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. It includes an additional 10,000 new homes and a mix of retail, office and other land uses. The vision is that by 2021, Colindale 'will be a vibrant, successful and diverse neighbourhood where people will want to live, work and visit. It will accommodate high quality sustainable developments within four 'Corridors of Change' and a new neighbourhood centre. Colindale will become a successful suburb in North London, providing existing and new communities with high quality local services, improved transport and access to enhanced green space and leisure facilities.'³ Co-locating an office on the site would likely bring additional employment opportunities, improvements in local infrastructure and support local businesses.

LBB is 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 'agile working' principles. The Vision for Smarter Working was developed in December 2014 and set out the following aspirations:

- Accommodation that is the right size, in the right place and is flexible enough to respond to changing needs;
- An attractive place to work, with working culture and practices supporting the delivery of our vision for Barnet;
- Staff in the right locations and able to dedicate more time delivering frontline services face to face and to respond to changing needs and demands;
- Staff with access to the information they need to fulfil their role effectively via efficient information systems and devices that are secure when required;
- Effective partnership working, facilitated by systems and environments, increasingly including co-location, data sharing and collaboration.

Finally, the Council faces a budget gap of £90.8 million between 2015 and 2020, in addition to the £75 million budget gap the Council has already dealt with since 2010. It is expected that accommodation will contribute to these savings. LBB's medium term financial plan estimates accommodation savings of £40.3m, cumulatively over 2013-2023. These savings have been incorporated into budget baselines and Capita is working alongside the Council to achieve these savings, within their contractual obligations.

² <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/colindale-aap/colindale-area-action-plan.html>

³ Colindale Area Action Plan, <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/colindale-aap/colindale-area-action-plan.html>

3.2. Case for Change

Current arrangements

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

- Unit 4 North London Business Park – 178,000 sq ft
- Unit 2 North London Business Park – 43,000 sq ft
- Barnet House – 80,000 sq ft

Total – 300,000 sq ft Net Internal Area⁴

The Council intends to retain Hendon Town Hall for Civic Meeting and Ceremonial space which has been excluded for the purposes of this accommodation 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, LBB could occupy a much smaller footprint in the future. It is currently envisaged that the revised estate footprint for the core civic accommodation is in the region of 120,000 sq ft from 2015 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

An Agile Working Survey in 2014 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.

As a result, the Smarter Working Programme has approved an overall optimum office footprint of 90,000 sq ft (NIA), with appropriate parking and catering arrangements to be incorporated (additional to 90,000 sq ft).

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.

⁴ Net internal area (NIA); for office space only. NIA is the usable area within a building measured to the face of the internal finish of perimeter or party walls ignoring skirting boards and taking each floor into account. Gross internal area (GIA) is the whole enclosed area of a building within the external walls taking each floor into account and excluding the thickness of the external walls.

3.3. 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 the council's facilities in a location which is accessible to the majority of users.

3.4. 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;
- LBB offices need 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.

3.5. Dependencies

The project has the following dependencies:

- The accommodation requirement being signed off and agreed by the Smarter Working Group;
- The successful implementation of changed working practices to meet a 50-70% reduction in the Council's accommodation footprint (depending on the option);
- Negotiations with the owners of Barnet House and NLBP Unit 2 will be required for any changes to lease end dates;
- Negotiations with tenants will be required to define tenancy requirements;
- The availability of sites being considered under other options.

3.6. 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;
- Challenge in staff adapting new working practices including potential adverse reaction 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.

Detailed risk analysis, with mitigations is found in Section 8, Management Case.

3.7. 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.

4. 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 short-listed options to indicate the preferred option.

4.1. 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

4.2. Introduction to options

At the SOC stage, we reviewed a long list of options (see Appendix A: Long list of options) and developed a shortlist for appraisal. The shortlist developed at SOC stage is as follows:

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

No further site options have arisen since sign off of the SOC and therefore the list above will be appraised in further detail at this OBC stage.

4.3. Do Nothing appraisal

Do Nothing involves maintaining the status quo, i.e. continuing with leases at both the NLBP sites (NLBP 2 and 4) and Barnet House. Under this option, there is no change to an 'agile working' organisation.

Qualitative appraisal

Do Nothing will have low implementation costs, but not achieve any of the benefits outlined as Critical Success Factors in terms of meeting the MTFs, implementing Smarter Working and supporting regeneration in the borough.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1: Delivers required efficiency savings and affordable to implement	<ul style="list-style-type: none"> • No implementation costs, as there is no change 	<ul style="list-style-type: none"> • Will not deliver any savings, leaving a significant budget gap • Will not be utilising the existing estate efficiently • Does not reduce current estates operating costs 	
CSF2: Alignment with Smarter		<ul style="list-style-type: none"> • Does not meet the objectives of 	

Critical Success Factor	Benefits	Risks	RAG Rating
Working Group approach to desired working arrangements		Smarter Working <ul style="list-style-type: none"> Remains partially within an inefficient estate (several sites) Maintains existing levels of underutilisation 	
CSF3: Alignment with the wider strategic aims of LBB		<ul style="list-style-type: none"> Does not meet regeneration plans set out in the Colindale Area Action Plan 	
CSF4: Deliverability within appropriate timescales and with minimal disruption to service delivery	<ul style="list-style-type: none"> Achieves minimal disruption to staff and service delivery 		

Quantitative appraisal

The Do Nothing has a Net Present Value of -£187.5m, i.e. a net cost over the life of the investment. A detailed breakdown of the costs, income and assumptions made is at Appendix C: Detailed economic analysis.

4.4. Do Minimum appraisal

The Do Minimum option represents:

- Termination of the lease for NLBP Unit 4 in October 2015
- Consolidation of the HQ at NLBP Unit 2 and Barnet House in October 2015 (by leasing another floor of NLBP 2, Floor 2, currently occupied by Middlesex University)
- This represents a reduction in footprint of 50% versus the current arrangements

Qualitative appraisal

The Do Minimum option provides savings towards the MTFs, has lower one-off costs than for Do Maximum, will increase utilisation and allow an end to part of the existing lease arrangements. Smarter Working will be achieved and more services will be collocated, supporting integrated working. However the estate will remain over a number of sites and this option does not contribute at all to regeneration. The accommodation move is imminent, and although robust plans are in place to mitigate against this, timescales are nonetheless tight and the move will create some disruption.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1: Delivers required efficiency savings and affordable to implement	<ul style="list-style-type: none"> Delivers savings towards the MTFs One-off costs are lower than for the Do Maximum option Will deliver improved estate utilisation Allows LBB to end one current lease arrangements 		
CSF2: Alignment with Smarter Working Group approach to desired working	<ul style="list-style-type: none"> Delivers the planned changes under Smarter Working More LBB services will be collocated, supporting more integrated working 	<ul style="list-style-type: none"> Remains partially within an inefficient estate (several sites) 	

Critical Success Factor	Benefits	Risks	RAG Rating
arrangements			
CSF3: Alignment with the wider strategic aims of LBB		<ul style="list-style-type: none"> Does not meet regeneration plans set out in the Colindale Area Action Plan 	
CSF4: Deliverability within appropriate timescales and with minimal disruption to service delivery	<ul style="list-style-type: none"> Achievable within planned timescales, but requires very robust planning and delivery, given that October 2015 date is fast approaching 	<ul style="list-style-type: none"> Requires an accommodation move in 2015, causing more disruption than a Do Nothing option 	

Quantitative appraisal

The Do Minimum option has a Net Present Value of £95.3m over the life of the investment. A detailed breakdown of the costs, income and assumptions made is at Appendix C: Detailed economic analysis.

4.5. Do Maximum appraisal

The Do Maximum option represents:

- Delivery of Do Minimum successfully from 2015 until 2017
- Relocation of the HQ to a new site, Grahame Park in Colindale, in October 2017
- This represents a reduction in footprint of 70% versus the current arrangements

Figure 1: Artist impression of the proposed HQ at Grahame Park



Qualitative appraisal

The Do Maximum option provides savings towards the MTFs, will increase utilisation and allow an end to all existing lease arrangements, consolidating all Council operations in one site. Smarter Working will be achieved and services will be collocated, support integrated working. Additionally, the scheme would support LBB’s regeneration plans in Colindale, bringing further additional benefits

to the area, in terms of jobs and infrastructure. Differing from other options, this site would be at the heart of a new community in Barnet. However, one-off costs are higher than for Do Minimum and the requirement to carry out two relocations between 15/16 and 17/18 will create more disruption than the Do Minimum option alone. In turn, higher build costs and the multiple relocations make this a higher risk option.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1: Delivers required efficiency savings and affordable to implement	<ul style="list-style-type: none"> Delivers savings towards the MTFS Will deliver improved estate utilisation Allows LBB to end all lease arrangements 	<ul style="list-style-type: none"> One-off costs are higher than for the other options 	
CSF2: Alignment with Smarter Working Group approach to desired working arrangements	<ul style="list-style-type: none"> Delivers the planned changes under Smarter Working All LBB services will be collocated, supporting more integrated working, and a more efficient estate 		
CSF3: Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> Meets regeneration plans set out in the Colindale Area Action Plan 		
CSF4: Deliverability within appropriate timescales and with minimal disruption to service delivery	<ul style="list-style-type: none"> Achievable within planned timescales 	<ul style="list-style-type: none"> However, requires very robust planning and delivery given that October 2015 date is fast approaching Requires a first accommodation move in 2015 and a second move, in 2017, creating more disruption to staff, partners and customers than in other options A higher risk option in terms of complexity of delivery 	

Quantitative appraisal

The Do Maximum option has a Net Present Value of £114.8m over the life of the investment. A detailed breakdown of the costs, income and assumptions made is at Appendix C: Detailed economic analysis.

4.6. Conclusion

The analysis in this business case shows that the Do Maximum represents the greatest public value for money (see table below). Although it is a higher risk option than the other two, and there will be more disruption than other options, it is the only option that meets all of LBB's strategic objectives. The figures below show the Net Present Value of each option (discounted at 3.5%).

Table 1: Economic analysis for all options

£ million	Do Nothing	Do Min	Do Max
One-off costs	-	-	9.1
Estates running costs (net of rental income)	-	325.4	136.8
Savings assumed - baseline	-	325.4	325.4

£ million	Do Nothing		Do Min	Do Max
Net (cost) / saving of running costs against baseline	-	325.4	179.5	224.6
Net discounted (cost) / saving of running costs against baseline	-	187.5	95.3	114.8

5. 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.

5.1. Existing arrangements

The Do Maximum option assumes breaking the following leases:

- Breaking the lease at NLBP 4 in October 2015
- Breaking the lease at NLBP 2 in October 2017
- Breaking the lease at Barnet House or sub-letting from October 2017

Note that estimates for costs of exit from NLBP 4 and NLBP 2 have been made in this business case, but no estimates for exit from Barnet House have been made. This will be explored further prior to FBC stage.

5.2. Required services

As described within the Economic Case, the preferred option centres on consolidation of the existing estate in 2015, and constructing a new purpose built building for LBB's HQ in 2017.

Refurbishment of NLBP 2 and Barnet House

The Policy & Resources Committee agreed on the 13th January 2015, under Item 10 of the Forward Plan procurement activity⁵, the proposal for building works in connection with the Accommodation Implementation Programme, which includes design and build (refurbishment) services for NLBP 2 and Barnet House.

Design and build of the new HQ

LBB is able to utilise its existing contractual arrangements with Capita to facilitate a redevelopment at Colindale through a Design and Build Contract. Additional services will be required comprising three principle areas as follows:

- Full development support services, delivered by Re as set out below
- Development contractor: to be appointed by Re
- Provision of funding: LBB

Building services and facilities management

Under the Customer and Support Group (CSG) Contract, Capita is contracted to deliver building services and facilities management. To ensure alignment within the wider Capita / LBB contracts, Re is currently responsible for delivery of those services. Detailed breakdown of these services is at Appendix D: Building services and facilities management.

Future lease arrangements

LBB will hold the freehold for the building and is expected to sub-lease to a number of tenants in the building, which are likely to be third sector and other public sector partners. This business case

⁵ <http://barnet.moderngov.co.uk/documents/s20197/Appendix%201.pdf>

assumes that existing tenants, Barnet Clinical Commissioning Group, Barnet Homes and Re continue to occupy space. Full details of tenancy arrangements will be detailed in the FBC.

5.3. Developer sourcing approach

Refurbishment of NLBP 2 and Barnet House

Under a Delegated Powers report in March 2015, LBB agreed to appoint Shaylor Group for the design and building works at guaranteed maximum price (GMP). The contractor was appointed using the LHC (London Housing Consortium) Framework and the contract for the design and build will be carried out using the NEC Form of Contract.

Design and build of the new HQ

The physical development will be undertaken through a JCT (Joint Contracts Tribunal) Design and Build contract project managed by Re on behalf of the Council. The appointment of the contractor will be managed by Re, in association with the LBB procurement team and in line with EU public procurement regulations and The Public Contracts Regulations 2015. It is currently envisaged that the contractor would be appointed through the Southern Construction Framework.

Re will provide the following development support services for the programme, under existing contractual arrangements:

- Preparation of the outline design (see Appendix E: Re design brief);
- Submission of a full planning application;
- Cost consultancy;
- Project management;
- Development management.

5.4. Note on the Principal Development Agreement to Genesis Housing Association⁶

In January 2001 the Council embarked upon a scheme for the regeneration of the Grahame Park estate which aimed to transform it into a thriving, mixed tenure community with improved transport links and enhanced community facilities. In 2007 the Council entered into a Principal Development Agreement (PDA) with Choices for Grahame Park (CFGP) a special delivery vehicle created by Genesis Housing Association (GHA).

The Grahame Park Regeneration Programme is divided into two distinct stages; A and B. Stage A is currently underway and Stage B is currently subject to review. Plot 8 on Stage A (Formerly A1) was scheduled in the original master plan to deliver around 90 private units with community uses on the ground and first floors. However the Authority is considering the site for new office accommodation and formal negotiations need to take place with GHA about potentially ‘carving out’ this site from the PDA.

Assets, Regeneration and Growth Committee authorised the Chief Executive in September 2014 to negotiate with GHA to deliver a ‘carve out’ from the PDA of land to facilitate the development of office facilities. Negotiations with GHA are currently taking place to agree a variation to the PDA and

⁶ Grahame Park Regeneration Update, Assets, Regeneration and Growth Committee, September 2014

agree the level of compensation payable to GHA to offset the loss of profit from sales of private housing planned for the site. An estimate of these costs has been included in this business case and full details of the contract variation will be included at Full Business Case (FBC).

5.5. Procurement approach and implementation timescales

Proposed contractual arrangements

The contract is expected to be a standard a Design and Build agreement through the Southern Construction Framework.

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.

Planning permission

Pre-application meetings have taken place between Re and the Local Planning Authority who are positively engaging in the scheme. Consultation with members, residents and stakeholders is due to take place after the Election.

5.6. Personnel implications

The Re joint venture 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.

5.7. Conclusion and next steps

This Commercial Case has indicated the sourcing approach that Barnet proposes to deliver for the preferred option. Next steps are for Re to procure and appoint a Design and Build Contractor, to submit a full planning application and for Technical Design (Stage 4) to be developed.

6. Financial Case

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

6.1. Funding requirements

The preferred option emerging from the Economic Case requires estimated one-off implementation costs of development of £17.1m and recurrent costs of £39.7m; (this includes borrowing for capital build costs and repayment of a loan to the value of £13.5m) from September 2013 to August 2023 (the duration of the Re and CSG contracts). This will be included within LBB’s capital programme and it is assumed will be funded from Public Works Loan Board borrowing. This business case assumes a 30 year loan to be repaid upon maturity, with an interest rate of 3.34%. The Council’s ‘Minimum Revenue Provision’⁷ has been calculated, in line with the council’s policy, over the life of the asset (50 years).

Table 2: Funding requirements

Financial implications £ million	2013/14 – 2022/23 ⁸	Notes
One-off costs	17.1	Project costs, service charges associated with ending leases, transition costs, equipment costs and cost of risk (see Appendix C: Detailed economic analysis for full detail)
Estates running costs (net of rental income and including capital borrowing)	39.7	Capital build and borrowing costs, facilities management, rent and rates (see Appendix C: Detailed economic analysis for full detail)
Total costs	56.8	

Costs exclude VAT, as LBB recovers VAT. Costs include inflation⁹ which is excluded from the Economic Case (with the exception of inflation as part of rental agreements). Note that the costs above are not discounted, versus the Economic Case where figures are discounted at 3.5%, as per HM Treasury guidance.

6.2. Note on capital and one-off costs

The cost estimates in this appraisal are as provided by Re for the new build construction, to Stage 3¹⁰ design, and implementation. These include contingency of 5% and in addition optimism bias has been added at 20% to the implementation costs as a cost of risk.

Where costs are not known, best estimates have been provided at this stage. Further work will be required to define the following costs and these will be updated at FBC:

- Detailed technical design, with feedback from Planning

⁷ Statute requires the authority to set money aside each year for the repayment of loans originally taken out to finance capital expenditure. This is called the minimum revenue provision (MRP). Under capital accounting arrangements, the council’s services are charged depreciation to reflect the consumption of capital assets used. The depreciation charge is treated as the council’s revenue provision and any variation from the statutory minimum is transferred between the capital adjustment account and the income and expenditure account.

⁸ September 2013 to August 2022, as per the Capita contract

⁹ Inflated in line with RICS PUBSEC Tender Price Index of Public Sector Building Non-Housing #903 Updated 16 Sept 2014

¹⁰ RIBA Plan of Work 2013 (<http://www.ribaplanoofwork.com/About/Concept.aspx>)

- Income from tenants; although this won't be negotiated before FBC, it is recommended that initial discussions take place with current tenants
- Lifecycle costs for the new building
- Project and implementation costs, once a detailed Smarter and Agile Working plan has been developed
- Land compensation, once negotiations are complete

6.3. Cost control in construction¹¹

Re has prepared a Stage 3 cost plan which includes all construction costs, all other items of project cost including professional fees and contingency. The objective of cost control is to manage the delivery of the project within the approved budget. Regular cost reporting will facilitate, at all times, the best possible estimate of established project cost to date, anticipated final cost of the project and future cash flow. Re will be reporting on costs in accordance with the management approach detailed in Section 8 of this business case.

As the scheme progress through the design phases, the following actions will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded.
- Regularly updating and reissuing the cost plan and variation orders causing any alterations to the brief.
- Adjusting the cash flow plan to reflect alterations in the target cost.
- Developing the cost plan in liaison with the project team as design and construction progress.
- Reviewing contingency and risk allowances at intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost.
- Checking that the agreed change management process is strictly followed at all stages of the project.
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation.
- Ensuring that the project costs are always reported back against the original approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports.
- Plotting actual expenditure against predicted to give an indication of the project's progress.

6.4. Projected income and expenditure account implications

Capital build costs (total of £36.3m, over 50 years) will be funded through borrowing. Further one-off costs (£17.1m) will be funded through reserves, and revenue requirements will be contained within existing budgets.

¹¹ <http://www.designingbuildings.co.uk>

6.5. 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.

In so far as new borrowing is required to fund the capital costs of the asset, this will increase the liability on the balance sheet.

6.6. Affordability considerations

LBB has a Medium Term Financial Strategy (MTFS) requirement to save £40.3m cumulatively over the period including 2023/24. In addition to this, the Priorities and Spending Review (PSR) exercise identified a further £4.8m cumulatively to be saved over the same period. The scheme, under current plans meets the MTFS target.

Table 3: Do Maximum savings comparison to MTFS target (£m)

Financial implications to 2023/24	Baseline	Do Maximum
One-off costs	-	17.1
Recurrent net costs	85.8	39.7
Net recurrent saving versus the baseline		46.1
MTFS target		40.3
PSR target		4.8
<i>Difference to MTFS and PSR target</i>		<i>(1.0)</i>

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

6.7. Conclusion

This section has outlined the funding requirements and demonstrated that the scheme meets the Council's MTFS savings targeted at the accommodation review.

8. Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for Barnet’s office accommodation approach. This Management Case provides the outline plans for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery.

8.1. Smarter Working programme structure

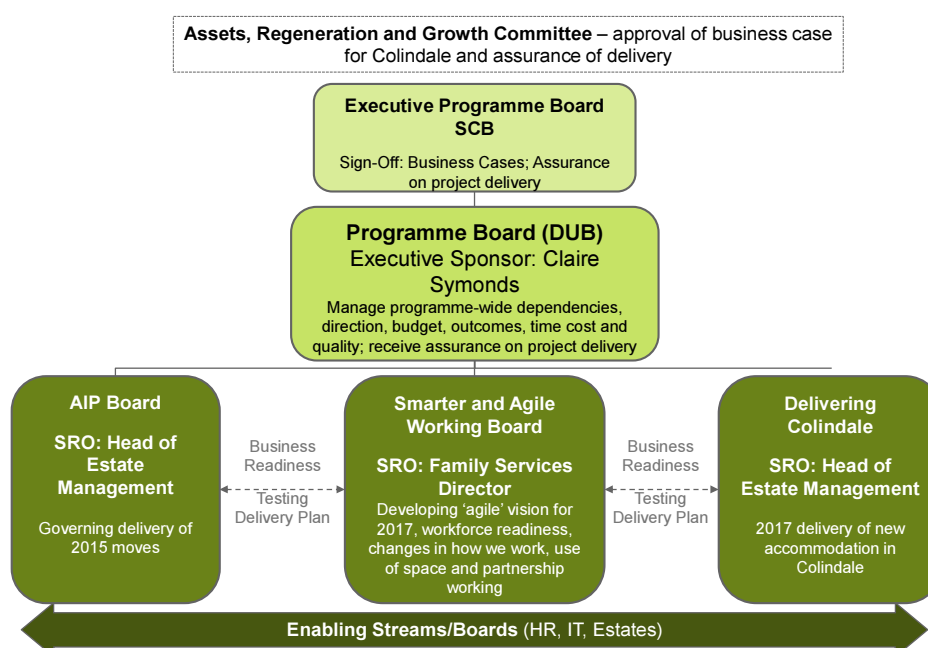
Barnet’s HQ accommodation strategy is being implemented through a ‘Smarter Working’ programme, with three constituent sub-programmes:

- **Smarter and Agile Working** is responsible for focussing on how the organisation will change and adapt, opting new working practices and using new flexible tools and approaches to best meet customer needs, aligned with a new office base in 2017;
- **Accommodation Implementation** is responsible for the short term exit from NLBP 4 and relocation to NLBP 2 and Barnet House (delivery of the Do Minimum option in this business case);
- **Delivering Colindale** is responsible for the delivery of the move to new office accommodation in 2017 (the Do Maximum option in this business case).

It is vital that these planned changes are governed as a single, connected programme given the significant dependencies between different sub-programmes. There is a need to ensure successful delivery of change in 2015, develop new working styles and practices for 2017 and create a new office space which enables the organisation to meet the needs of customers most effectively and efficiently.

This programme structure is shown in the diagram below.

Figure 2: Smarter Working Programme



This incorporates the following key activities:

1. Accommodation Implementation Programme
 - Fit-out and refurbishment at Barnet House and NLBP 2;
 - Office furniture (for NLBP2 and 4) purchase and fitting;
 - IT infrastructure purchase and fitting;
 - Physical move to NLBP Unit 2 and Barnet House in October 2015 (including the NLBP4 server room migration).

2. Smarter and Agile Working
 - Developing operating model for service in 2017;
 - Development and preparation of new working practices;
 - IT hardware required to move to a more 'agile' IT strategy, training and support (already part of a planned CSG IT refresh programme);
 - Organisational development to design new ways of working and business readiness;
 - Workforce engagement and change management to implement new ways of working.

3. Delivering Colindale
 - Design and build of the new site;
 - IT infrastructure fitting;
 - Office furniture and fixtures fitting;
 - Physical move.

Overarching governance arrangements

Currently the Accommodation Implementation and Colindale sub-programmes are managed as separate work areas, with the Smarter and Agile Working sub-programme being reshaped and reconstituted.

Overall governance across the whole Smarter Working programme is through Delivery Unit Board, which meets monthly. The Sponsor is the Director of Commercial and Customer Services. The Delivery Unity Board reports monthly to Strategic Commissioning Board each month.

In addition to Programme boards, the Council has internal resource-enabling boards – the Assets and Capital Board and Workforce Board – and client teams, led by the Head of Estates Management to review costs, scope of activity and assurance of estates delivery plans. Further subject matter expertise and assurance on IS, HR, programme management and change management is provided by the Council's client team within Commissioning Group.

This programme will be delivered in accordance with the Council's established project management toolkit and compliance with the Council's agreed gateway review methodology and we will put in place a comprehensive plan of programme assurance, including:

- Technical and subject management expertise to be provided by technical experts within CSG, Re, contracted suppliers and the Council;

- Expertise supplied through well-resourced and skilled programme teams, strong governance with clear Terms of Reference, controls and board representation;
- Programme and project level assurance from the Council’s Corporate Programmes function (provided by CSG) and reviewed by the Council’s programme, finance, IS, commercial, HR, and estates client team;
- External review and assurance via commissioned internal audit activity and external gateway reviews;
- Quarterly programme performance reporting included in reports to Performance and Contract Monitoring Committee.

8.2. AIP programme structure

AIP is governed by a Programme Board, which meets weekly currently, and is accountable to Delivery Unit Board.

Figure 3: AIP programme structure

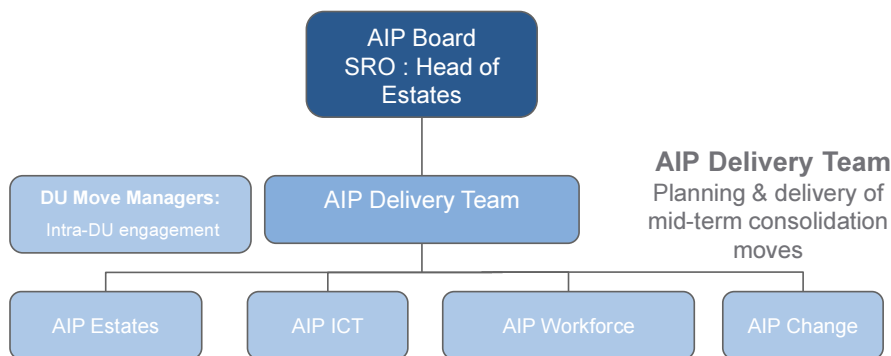


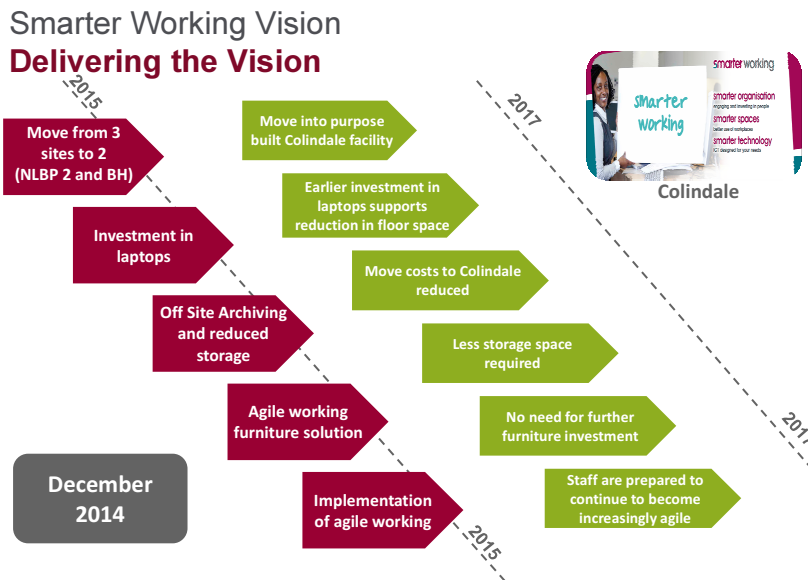
Table 4: AIP Roles and responsibilities

Role	Role description (responsibilities and accountability)
Senior Responsible Owner	<ul style="list-style-type: none"> Accountable for successful delivery of the programme.
Programme Manager	<ul style="list-style-type: none"> Responsible for delivering the programme to time and to budget.
Estates Lead	<ul style="list-style-type: none"> Responsible for the design and construction of the scheme.
Workforce Lead	<ul style="list-style-type: none"> Responsible for managing the workforce elements of the change,
Business Change Lead	<ul style="list-style-type: none"> Responsible for training, communication and change management for the change.

8.3. Smarter and Agile Working Programme

A Smarter and Agile Working Programme was put in place in 2014/15, with strong representation from Council services (Delivery Units). This ensures that there is a clear and achievable vision for how the organisation can adapt and change to become more flexible, responsive and agile in 2017.

Figure 4: Smarter and Agile Working Programme Vision



Having developed a high level vision and target operating model, the Programme will be reconstituted and re-launched in June 2015 to focus on development of new working practices, implementation of more flexible use of IT hardware required to move to a more ‘agile’ IT strategy, training and support (already part of a planned CSG IT refresh programme) to prepare the business for change and implement new ways of working. It should be noted that any future Smarter and Agile Working business case for investment in IT and new working practices will have a dependency on this business case, which will be explored further in due course.

A high level structure is shown below, which will be reported on more fully in the Full Business Case.

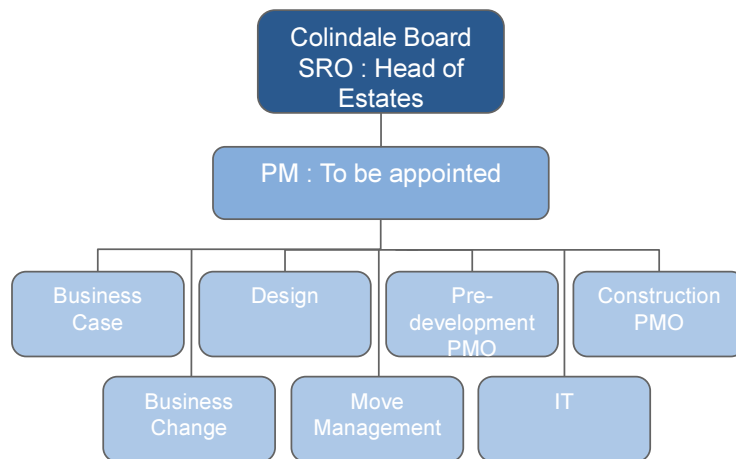
Figure 5: Smarter and Agile Working Programme



8.4. Colindale Programme

A Colindale Programme Board was set up after approval of the Strategic Outline Case, and a proposal for programme resource is currently being developed. Executive decision-making on the business case and development of a new office site for the Colindale Programme resides with the Assets, Regeneration and Growth Committee, which sets the direction, funding and deliverables for the new office accommodation.

Figure 6: Draft Colindale programme structure



The following key roles are expected to be developed during mobilisation:

Table 5: Draft roles and responsibilities

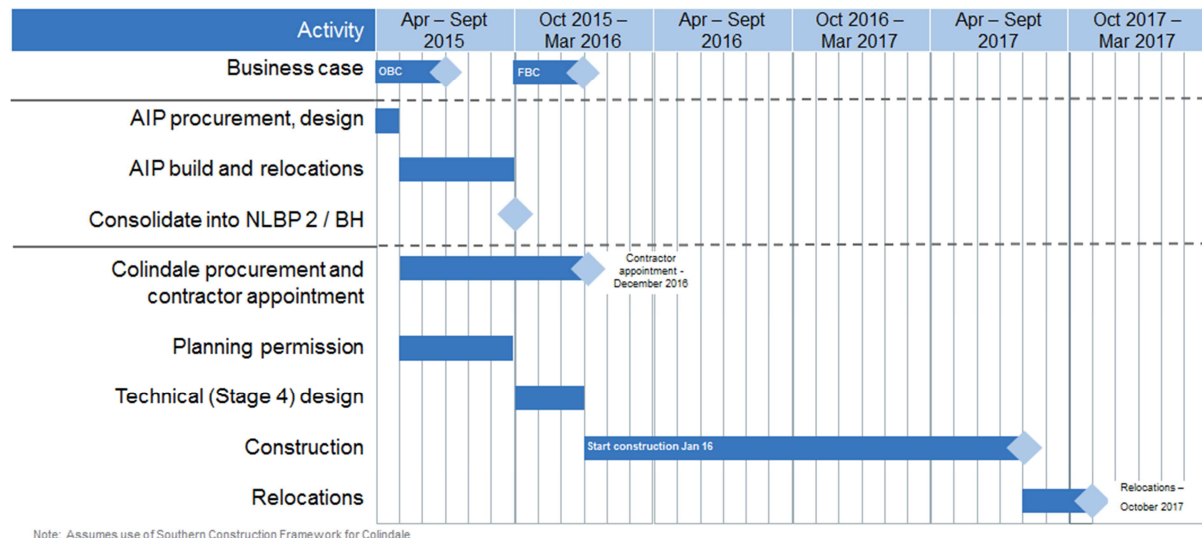
Role	Role description (responsibilities and accountability)
Senior Responsible Owner	<ul style="list-style-type: none"> Accountable for successful delivery of the programme.
Programme Manager	<ul style="list-style-type: none"> Responsible for delivering the programme to time and to budget.
Design Lead	<ul style="list-style-type: none"> Responsible for the design and successful planning application of the scheme.
PMO	<ul style="list-style-type: none"> Programme management function to manage the pre-implementation phase i.e. planning, business case and procurement and construction phase through to relocations. Likely to include projects for move management and construction management.
IT Lead	<ul style="list-style-type: none"> Responsible for IT inputs, infrastructure purchase and fitting.
Business Change and Communications Lead	<ul style="list-style-type: none"> Responsible for training, communication and change management for the change.

8.5. Programme plan

The plan below shows the high level estates programme plan to deliver the preferred option (including delivery of the Accommodation Implementation (AIP) and the Colindale move). AIP has detailed programme arrangements in place to ensure that the decant of NLBP 4 takes place by October 2015 (see detailed programme plan at Appendix F: AIP programme plan). The Colindale plan is currently based on the assumption that the contractor will be procured through the Southern Construction Framework (see detailed plan at Appendix G: Colindale programme plan). A more detailed plan will be developed when a build contractor is in place.

A Smarter and Agile Working Programme plan is in development and will be reported on in the FBC.

Figure 7: AIP and Colindale programme plans



8.6. Risks and issues

Risks and issues will be monitored and reported on weekly at AIP Programme Board and monthly at Colindale Programme Board. In due course, Smarter and Agile Working risks will also be reported on at the appropriate board. The following risks have been developed by the AIP Programme Board and through this business case process (by Delivery Units and members of the Colindale Programme team). The table below reflects the risks with the greatest priority, at a total programme level. Risks will be updated at each stage in the process and are detailed in full at Appendix H: High level AIP and Colindale risk log.

Table 6: Top rated programme level risks

The following risks have been developed by the AIP Programme Board and through this business case process (by Delivery Units and members of the Colindale Programme team). The table below reflects the risks with the greatest priority, at a total programme level.

Programme	Nature of risk	Cause and consequence	Rating	Mitigation
AIP / Colindale	Decant risk	Successfully completion of exit and relevant contractual clauses with landlord for NLBP4 and NLBP2. Potential impact on savings.	16	Complete detailed exit and decant plan, with contingency in place, and QA plan. Ensure that skilled legal and technical advisors are in place.
AIP / Colindale	Design risk	Car parking is not sufficient and staff not ready for alternative transport arrangements. Potential impact on recruitment / retention or organisational efficiency.	20	Establish number of car parking spaces available at NLBP4 and BH. Develop strategy to allocate car parking, travel strategy and a travel plan for Colindale. Develop change management approach to prepare for new working practices. Develop longer-term workforce strategy – recruit, retain and talent development.
AIP / Colindale	Financial	Construction overruns or inadequate cost control. Potential impact on savings and cost model.	20	Re is experienced in managing major construction schemes. Ensure that there is a detailed cost control plan and approach in place; programme gateway method used; skilled and special resourcing required is in place and specification management is used to control scope.

Programme	Nature of risk	Cause and consequence	Rating	Mitigation
AIP / Colindale	Design risk / business risk	Potential for wider disruption to business. Use of IT or physical infrastructure may not be operational, impacting on service delivery.	16	Business disruption plans to be updated during the moves.
Smarter Working	Business risk	Agile working practices are not achieved and staff numbers requiring office space are higher than planned, potential impacting on cost or efficiency.	15	The Smarter and Agile Working Board will develop detailed plans for the workforce and IT arrangements to support the physical estates move. This will be implemented using a robust change management approach and will be reported on further in the FBC.
Colindale	Design risk	Design does not meet the user requirements and results in changes to specification or scope, with potential cost impact.	16	Re is experienced in managing major construction schemes. This will be managed through the Colindale Programme Board during the design and pre-construction phase. A change workstream also needs to be developed. Plans are also to be developed for kitchen / café services for Education and Skills and training.

8.7. Benefits realisation approach

The key benefits from this business case 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 the council’s facilities in a location which is accessible to the majority of users.

The following owners are 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.

An example high level benefits register is shown below. Benefits relating to each programme will be reported to the relevant Programme Board on a regular basis. In order to ensure that the target saving of £40.3m is achieved over the period 2013-2023, a benefits register will be reviewed monthly and the results reported to the Assets and Capital Board throughout the development period. An example template is shown at Appendix I: Benefits realisation templates.

Table 7: Draft benefits register

Benefit	Owner	Key performance indicator	Measurement	Dependencies	Key Risk
Deliver a minimum of £40.3m gross savings in the civic accommodation by September 2023	Re – Director of Place	To be defined	To be defined	Implementation of Smarter and Agile Working	That savings are not met, impacting on the MTF5 / other corporate programmes.
Provide modern, flexible office accommodation of 90,000 sq ft	Re – Colindale Programme SRO	To be defined	To be defined	Implementation of ‘Smarter Working’	That the site does not meet the space requirement.
Bring regeneration to the Colindale area as per the	LBB Enterprise and	To be defined	To be defined	Choices for Grahame Park	That office co-location on the site does not meet the

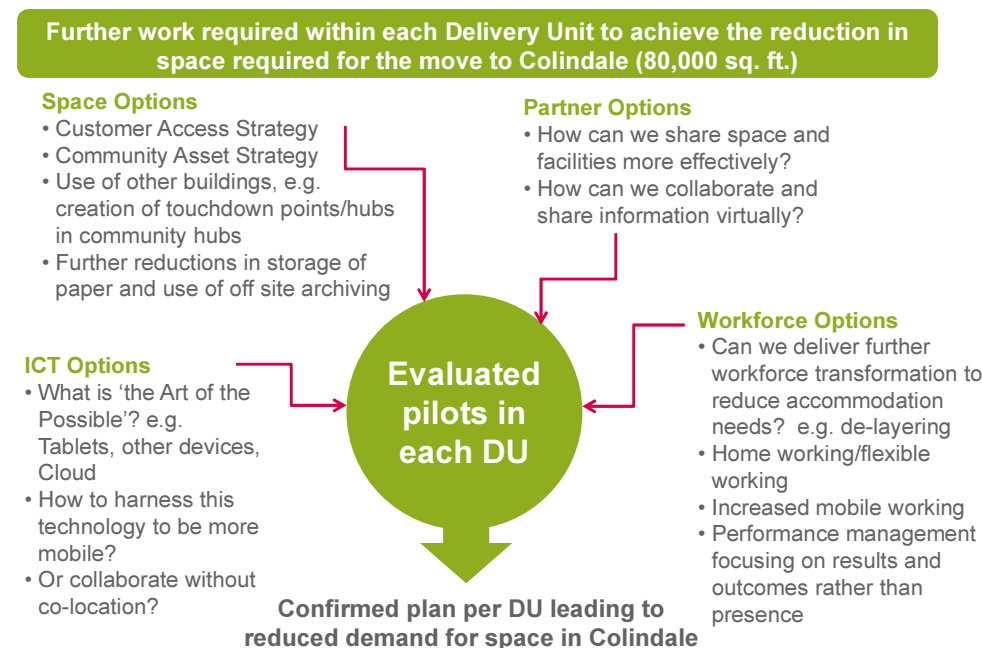
Benefit	Owner	Key performance indicator	Measurement	Dependencies	Key Risk
CAAP	Regeneration Lead Commissioner				regeneration benefits anticipated.
Maximise the occupational use of the Civic Estate through agile working	Smarter and Agile Working Programme SRO	To be defined	To be defined	IT refresh programme	That the office move takes place before the appropriate working arrangements and new behaviours are in place.
Focus LBB's facilities in a location which is accessible to the majority of users	Re – Colindale Programme SRO	To be defined	To be defined	Choices for Grahame Park	That the site is longer available, or does not meet LBB requirements.

8.8. Change management and communications approach

Reducing the estate footprint by ~70% will require a major shift in staff behaviour, supported by new workforce arrangements and supporting IT. A plan for engagement with Delivery Units to define the change is underway. Figure 8: Work required with each Delivery Unit below sets out the content of discussions that will need to take place.

Communications to staff and other tenants has begun and a phased communications and engagement plan is in development.

Figure 8: Work required with each Delivery Unit



8.9. Post project evaluation approach

The Programme will be governed in accordance with Council’s Project Management Toolkit methodology, and using the Capital Programme Gateway method.

Progress will be evaluated at key stages e.g. at the end of the procurement phase and at post-construction. This will include assurance from the Customer and Support Group subject matter

experts and Commissioning Group client teams. We will engage a third party to conduct reviews at set gateways for external challenge. Areas for review include:

- The effectiveness of the project management of the scheme – viewed internally and externally (i.e. was it managed to budget and time);
- The effectiveness of the development partner’s project management of the scheme –viewed internally and externally;
- Communications and involvement during construction;
- The effectiveness of the joint working arrangements across project teams;
- Effective resource management and supplier management;
- The support provided during this stage from other stakeholder organisations.

It is expected that the evaluation would take place through internal review at key project gateways and report to the Programme Board. We will put in place a detailed assurance plan and we will engage expertise and third party assurance through Local Partnerships to give external review.

The Council already has an established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points. We will continue to review and challenge the delivery of all projects using a risk-based approach. Larger, more complex or more innovative projects will be subject to internal audit and, where required, external gateway reviews to review overall delivery, benefits, business readiness and other criteria relating to the successful delivery of the benefits desired.

Figure 9: LBB’s approvals process



8.10. 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. The AIP Programme is already mobilised; further work is currently in train to develop robust arrangements for the Colindale move and the associated transformation required for the change through Smarter and Agile Working.

9. Appendix A: Long list of options

In accordance with HM Treasury Business Case best practice, at the Strategic Outline Case (SOC) stage, the long list included a wide range of potential options, including those which could be discounted through the appraisal process by considering them against the CSFs listed in Section 4.1. 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 represented the most realistic potential options worthy of full consideration.

The ‘long-list’ of potential options for Barnet’s office accommodation, considered at the SOC stage 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:**

Use surplus accommodation throughout the portfolio to accommodate users which 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
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 have 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
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.

Based on the long list appraisal undertaken above, three options were 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.

10. Appendix B: Site location

The site is located on the eastern side of the Grahame Park development.



11. Appendix C: Detailed economic analysis

11.1. Appraisal methodology and notes

Both option appraisals assume the following:

- Costs exclude VAT;
- All one-off costs for AIP are assumed to be incurred in 2015/16 and one-off costs for Colindale are assumed to be incurred in 2017/18, with ongoing Smarter and Agile Working project costs in 2016/17;
- The options considered have been appraised over 34 years (2013/14 – 2046/47) with costs / savings discounted over those periods at 3.5%;
- Optimism bias has been applied at 20% to one-off implementation costs (based on HMT guidance on costing for risk in standard buildings);
- Contingency for build risk is included at 5% within capital build estimates provided by Re;
- All values are stated at current prices.

11.2. Do Nothing appraisal

There are no one-off costs.

Recurrent costs are as follows:

- NLBP 2
 - Rent: £0.8m per annum (2014/15 prices)
 - Service charge: £0.2m
 - Business rates: £0.3m
 - Facilities management: £0.4m

- Rent review in June 2015 and June 2020 (and thereafter every 5 years), assuming 17% increase in rent in 2015 and 2020, and 11% thereafter
- Rental income from NHS Barnet Clinical Commissioning Group (CCG), pro rata to the above costs, based on 7% occupancy of the LBB rented space
- NLBP 4 rental
 - Rent: £2.5m per annum (2014/15 prices)
 - Service charge: £1.0m
 - Business rates: £1.0m
 - Facilities management: £1.0m
 - Rent review in October 2015 and October 2020 (and thereafter every 5 years), assuming 11% increase in rent at each point
- Barnet House rental
 - Rent: £0.7m per annum
 - Business rates: £0.3m
 - Facilities management: £0.5m
 - Rent review in September 2017 and September 2022, assuming 11% increase in rent at each point
 - Income from Barnet Homes £0.2m (2014/15 prices)
 - Rental income from Re, pro rata to the above costs, based on 20% occupancy of the LBB rented space

11.3. Do Minimum appraisal

One-off costs:

- One-off costs are incurred in 2015/16 for the implementation of AIP;
- £3.0m for fit-out and refurbishment (of NLBP 2 and Barnet House);
- £0.5m project costs (Smarter Working implementation, business case development and legal costs);
- £2.6m for other implementation costs (dilapidations for NLBP2 and 4, deferred service charge for NLBP4, lease break for NLBP4, lease interest for NLBP2 and asbestos removal);
- £1.2m for transition costs (physical move, additional estimate to cover rent for staff that are estimated to require accommodation in addition to NLBP 2 and Barnet House, payment to cover early possession of NLBP2);
- £0.7m for equipment (office furniture and IT infrastructure);
- Optimism bias £1m.

Recurrent costs:

- As per Do Nothing except:
 - NLBP 4 lease termination in October 2015;
 - Additional rental of the 2nd floor of NLBP 2 at an additional £0.4m per annum.

11.4. Do Maximum

One-off costs as per Do Minimum, and in addition:

- £0.6m project costs (Smarter Working implementation, business case development and legal costs);
- £1.3m for transition costs (physical move);
- £1.4m for equipment (office furniture and IT infrastructure);
- £3.0m for fit-out;
- Optimism bias £1.2m.

Recurrent costs:

- As per Do Minimum until October 2017 move in to Colindale new site;
- FM and rates based on current baseline unit costs pro-rata to new space;
- Borrowing for capital build (of £36.3m) at 3.34% and MRP provision;
- Income from the CCG based on 5% of total space;
- Income from Re based on 18% of total space;
- Income from the Barnet Homes based on current rental agreement.

Note that lifecycle costs have currently been excluded as Re is developing a cost estimate. These will be included at FBC stage.

12. Appendix D: Building services and facilities management

Capita is required to deliver building services and facilities management services as per Schedule 1 of the CSG Contract¹².

Building services:

- Planned Preventative Maintenance;
- Undertake Statutory Testing and Inspection;
- Provide emergency/reactive repairs maintenance;
- Building Surveying Services;
- Energy and Utilities;
- Help desk;
- Cemeteries and war memorials;
- Traded Services; and
- Provide building adaptations and temporary accommodation units.

Facilities management:

- Compliance documentation;
- Security services – vetting;
- Security services – static;
- CCTV;
- Control of access;
- Porterage and courier service;
- Goods in;
- Fire Management;
- Equipment & systems;
- Statutory testing and inspection;
- Reactive repairs and maintenance;
- Waste Management;
- Recyclable waste;
- Cleaning;
- Office space;
- Office moves;
- Corporate room bookings;
- Reception;
- Energy & Utilities;
- Car parking;
- Liaison with landlords;
- Managing tenants;
- Mayoral & civic events;
- Signage;

¹² <https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/customer-and-support-group-csg/customer-and-support-group-csg-formerly-nscso-contract/schedule-1---output-specifications.html>

- Mobile phones;
- Archiving;
- Clocks;
- Vending machines; and
- Unmanned operations sites.

13. Appendix E: Re design brief

Introduction

The Design options for the silting 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.

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 Very Good 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

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. Parking options are currently being investigated.

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 in relation to the appointment of the planning supervisor, designers and principal contractor.

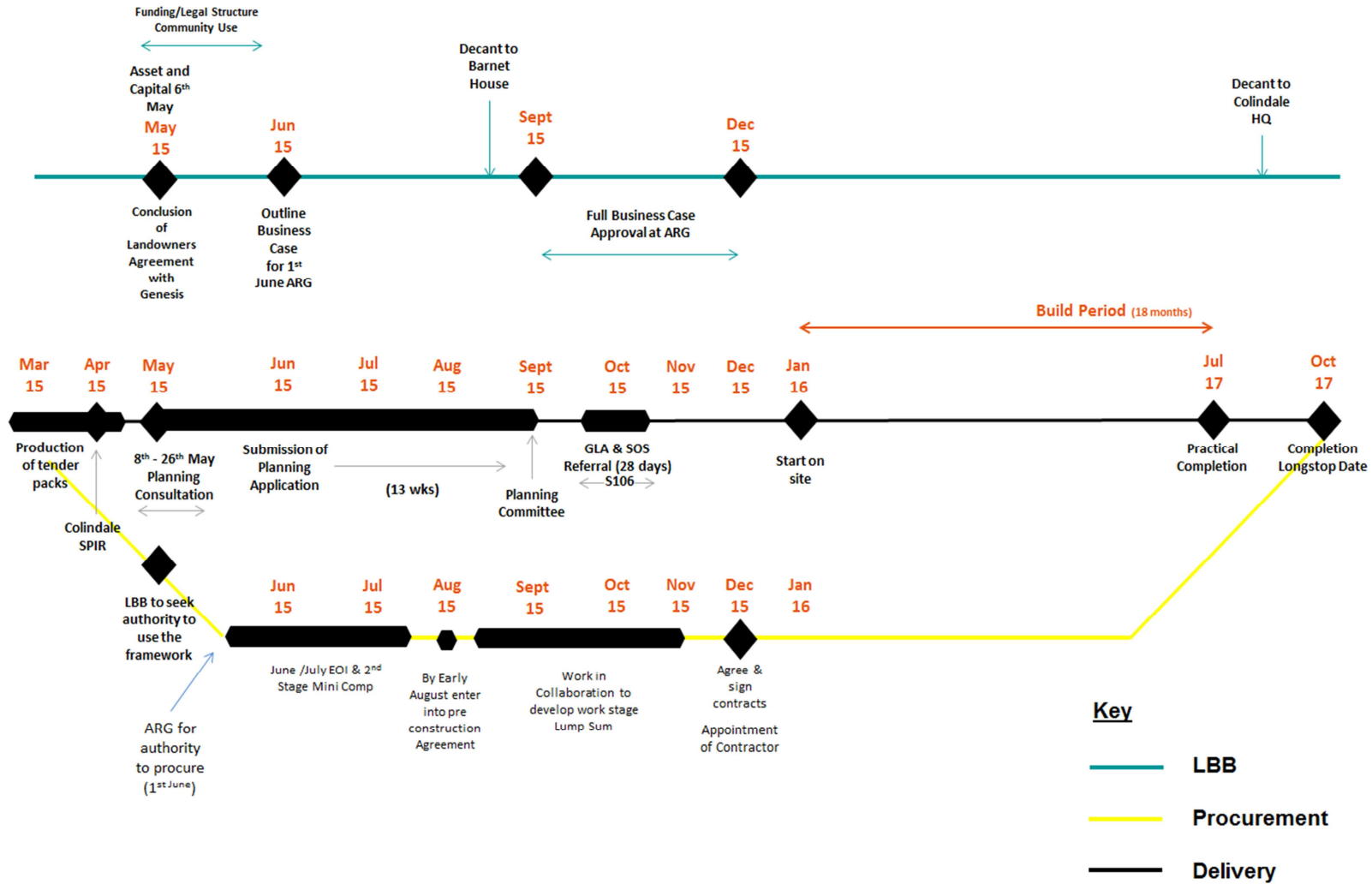
The following scope of service is to provide performance design duties The M&E services include the following systems:

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.



15. Appendix G: Colindale programme plan



16. Appendix H: High level AIP and Colindale risk log

This risk log summarises the high level risks from the AIP and Colindale Programme risk logs.

Project	Risk category	Description	Owner	Rating	Action / mitigation
AIP	Design risk / business risk	Potential for wider disruption to business.	Re / LBB	16	Discussions with Emergency Planning and Business Continuity lead have taken place and residual risks have been highlighted in the emergency plan and Business Continuity strategy. Business disruption plans will be updated during the moves.
AIP	Decant risk	Successfully completing exit and relevant contractual clauses with landlord.	Re / CSG / LBB	16	Complete detailed exit and decant plan, with contingency in place, and QA.
AIP	Design risk	Car parking. Following exit of building 4 we will have fewer spaces and therefore require changes to working practices.	CSG / Re / LBB	16	Establish number of car parking spaces available at NLBP4 and BH. Develop strategy to allocate car parking and develop travel strategy.
AIP	Design risk	Risk of programme timescale slippages, based on scope of works or resourcing.	CSG / Re / LBB	16	Co-ordinate with contractor and prepare a robust programme, QA activities and weekly programme reporting.
AIP	Business risk / decant risk	Ensuring IS works are complete – Completing and implementing ICT proposal; data cabling in place with new layouts; IT installation; power packs and power sockets available.	Re / IT	16	The IS proposal has now been signed off and works are progressing. The Programme is now seeking agreement of scope / dates for cabling. There is a need to set out powerpacks and power socket requirements and develop a migration plan for the server room.
Colindale	Business risk	There is a risk that customer access is not sufficient, secure or appropriate for statutory meetings with customers.	LBB	16	This is dependent on the development of the customer access strategy and potential location requirements, and will be built into the design brief and kept on review. LBB should also consider customer access arrangements that other authorities have implemented.
Colindale	Business risk	Parking. There is a risk that the limited availability of parking at Colindale could have a negative effect on recruitment and retention of staff that may have difficulty in travelling to work by public transport. Any impact on staff ability to travel around the borough could affect efficiency.	LBB	20	Some parking requirements have been built into the design. The Locality Strategy will define the requirement and enable staff to be better informed of the implications of the move on parking. Ongoing work is taking place to ascertain the detailed organisational parking requirements and staff will be consulted. The Programme is developing plans for Smarter Working to adopt different working practices to lessen the need for onsite parking. Additionally, if it is made clear in the recruitment process that there will be no provision for parking, then there will no expectation for it.
Colindale	Business risk	Ensuring building design meets client needs. For example, meeting, training capacity and café space may be inadequate with potential to decrease productivity, compromise confidentiality, or team cohesion.	LBB	20	This will be built into the next stage of design as far as is possible within the constraints of the building. Risk to be kept on review for the next design stage.
Colindale	Business risk	Opportunities for co-location with partners will be limited at Colindale due to the office space restrictions. This may reduce productivity and/or trust with external partners.	LBB	16	Colocation should be considered in the design. If it is not going to be possible then the relevant groups should be informed as early as possible so that alternative arrangements can be made. Risk to be kept on review for the next design stage.

Project	Risk category	Description	Owner	Rating	Action / mitigation
Colindale	Business risk	The lack of café space would also result in a loss of kitchens. This would take away the capability of the Education & Skills departments to cook and cater for schools. Alternative not yet identified.		16	This may be mitigated by the Education & Skills ADM and will be explored through competitive dialogue. An external provider would take on the school catering activities. However, this does not mitigate the risk around where the food would be supplied from. To be kept on review.
Colindale	Build risk	That the construction overruns and is not delivered in time to meet the Council's lease exit requirements.	Re	20	Re is experienced in managing major construction schemes. A detailed plan, cost model will be developed; gateways and a control model will be in place. Re will be reporting regularly through the Colindale Programme Board through the construction phase. Programme management and detailed plans will be developed to contain cost, QA, use comprehensive gateways and change control to manage variation in scope / design.
Colindale	Decant risk	Decant is not delivered to time and budget.	Re	20	As above, Re has significant experience of office moves from other schemes. Any change in risk will be reported regularly to the Colindale Programme Board. Programme management and detailed plans will be developed to contain cost, QA, use comprehensive gateways and change control to manage variation in scope / design.
Colindale	Planning risk	That planning permission is not obtained within the Council's required timescales, impacting on time and/or cost.	Re	15	A specialist planning consultant has been engaged to assess and liaise with the Planning Authority.
Smarter Working	Demand risk	That estimates of staff working patterns are not realistic, and more staff need to work in the office than planned.	LBB	15	The required working arrangements and staffing model are dependent on the Colindale estates limitations. This dependency will be managed through a Smarter and Agile Working Programme. Between now and FBC, more detailed work will take place to ascertain the precise staffing requirements and how those will be delivered. This will feed into the configuration for the build.
Smarter Working	Business risk	Agile working practices are not achieved and staff numbers requiring office space are higher than planned.	LBB	15	The Smarter and Agile Working Board will develop detailed plans for the workforce and IT arrangements to support the physical estates move. This will be implemented using a robust change management approach and will be reported on in full in the FBC.
Colindale	Business risk	The move is not welcomed by staff, resulting in with impact on recruitment and retention.	LBB	16	Work is currently taking place to scope the requirements of change management and workforce projects to manage the change. These projects will be responsible for ensuring that the change meets staff requirements and they are engaged / supported through the change.
Colindale	Design risk	Design does not meet the user requirements and results in changes to specification or scope, with potential cost impact.	Re	16	Re is experienced in managing major construction schemes. Re will be reporting regularly through the Colindale Programme Board through the design and pre-construction phase. A service design and readiness workstream will be developed to mitigate this risk.

17. Appendix I: Benefits realisation templates

17.1. Financial benefits

Portfolio	Project	15/16		16/17		17/18		18/19		19/20	
		Savings Allocation (£000's)	RAG	Savings Approved (£000's)	Savings Approved (£000's)	Savings Approved (£000's)	Savings Approved (£000's)	Savings Approved (£000's)	Savings Approved (£000's)	Total (£000's)	Change Summary
Central	Delivering Colindale										
	Delivering Colindale										
	Delivering Colindale										
	Delivering Colindale										

17.2. Non-financial benefits

Project	Non-Financial Benefit (including measure and target)	Date to be delivered					Category (KPI/ Enabler / Legislation / CSF)	RAG	Comment
		15/16	16/17	17/18	18/19	19/20			
Delivering Colindale									
Delivering Colindale									
Delivering Colindale									

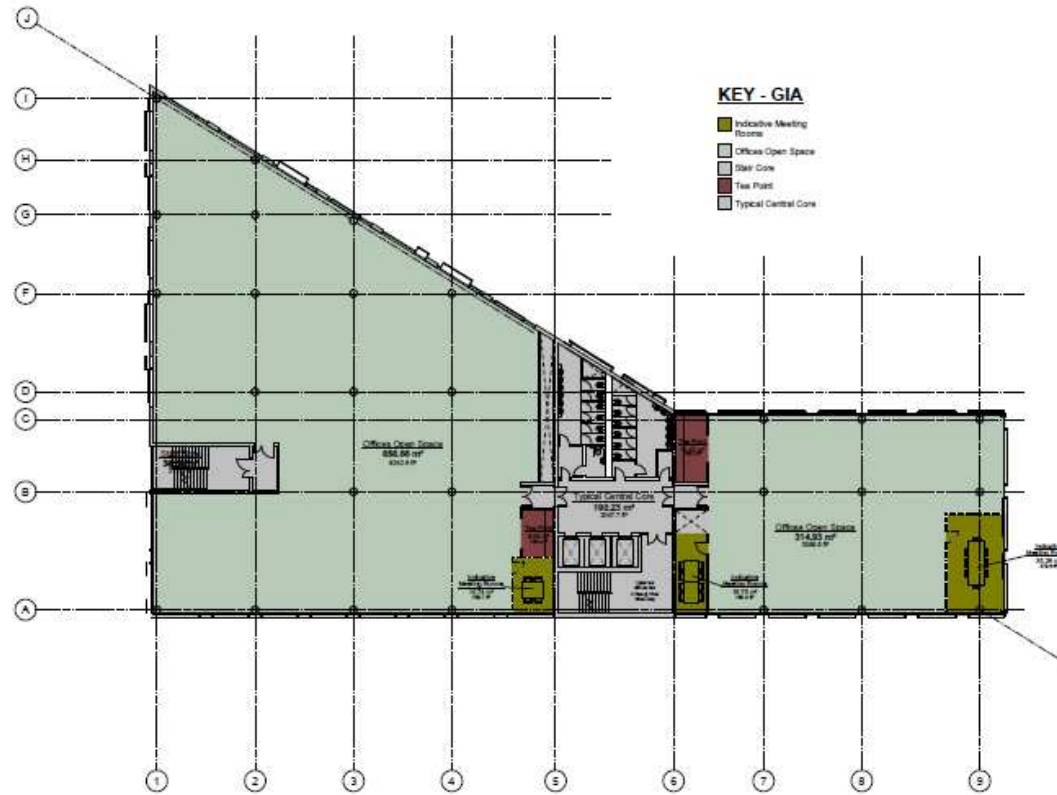
18. Appendix J: 1:200 drawings

18.1. Ground floor



18.4. 3rd floor

A2



KEY - GIA

- Indicative Meeting Rooms
- Offices Open Space
- Stair Core
- Test Plant
- Typical Central Core

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NOTES: (If the drawing is a sketch or a preliminary drawing) (Considerations must apply at all times)

All other drawings have been prepared, where indicated, from the information provided in this drawing. It is the responsibility of the user to ensure that the information provided in this drawing is accurate and up to date.

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DRAFT
Sketch
Information

For: Capita Property and Infrastructure Ltd Date: _____
 Prepared by: _____ Date: _____
 Sketch Information

Client:
reBARNET
 LONDON BOROUGH

From:
 Colindale Offices

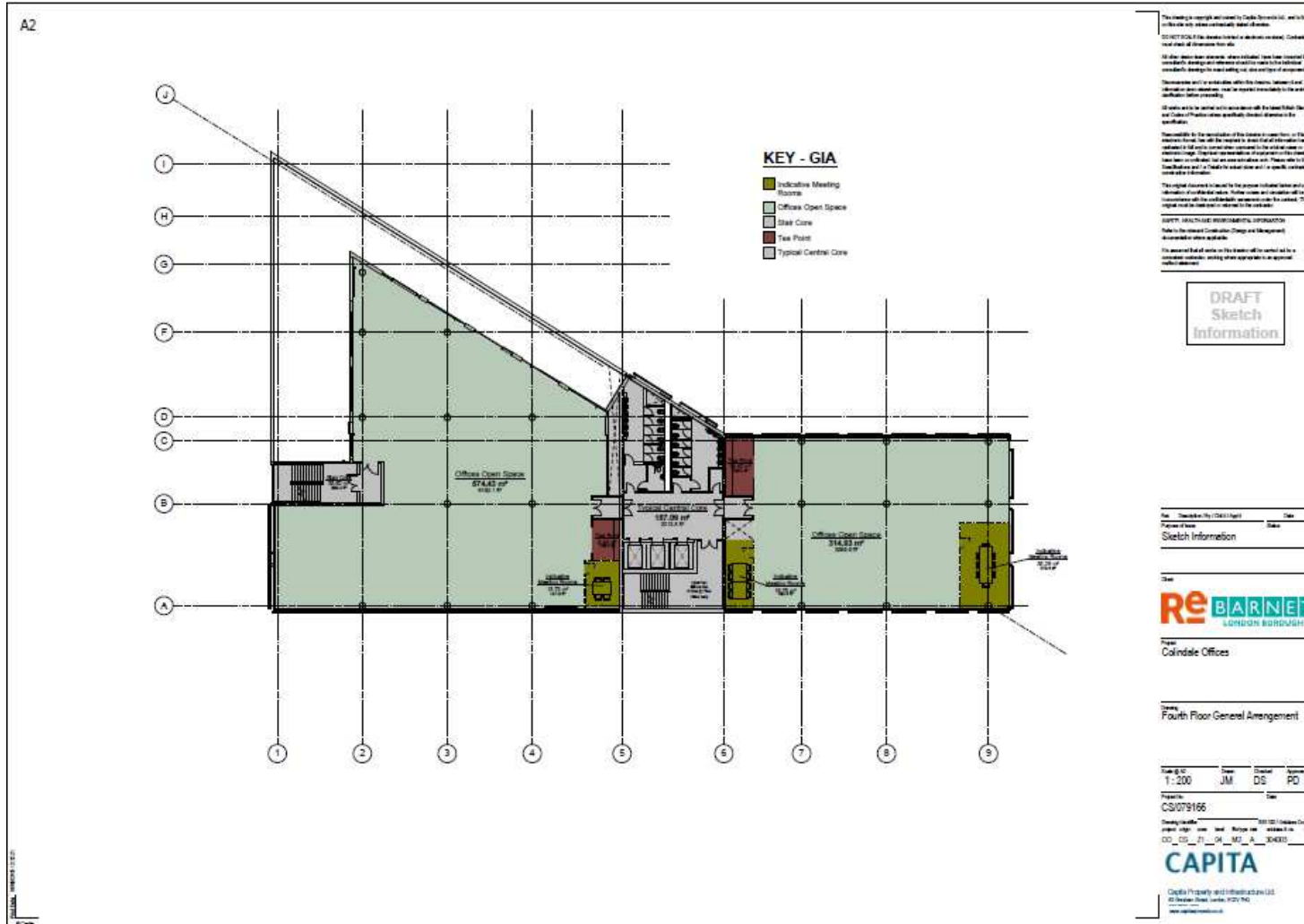
Drawn:
 Third Floor General Arrangement

Scale:	Drawn:	Checked:	Approved:
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Project:	Date:		
CS/079156			

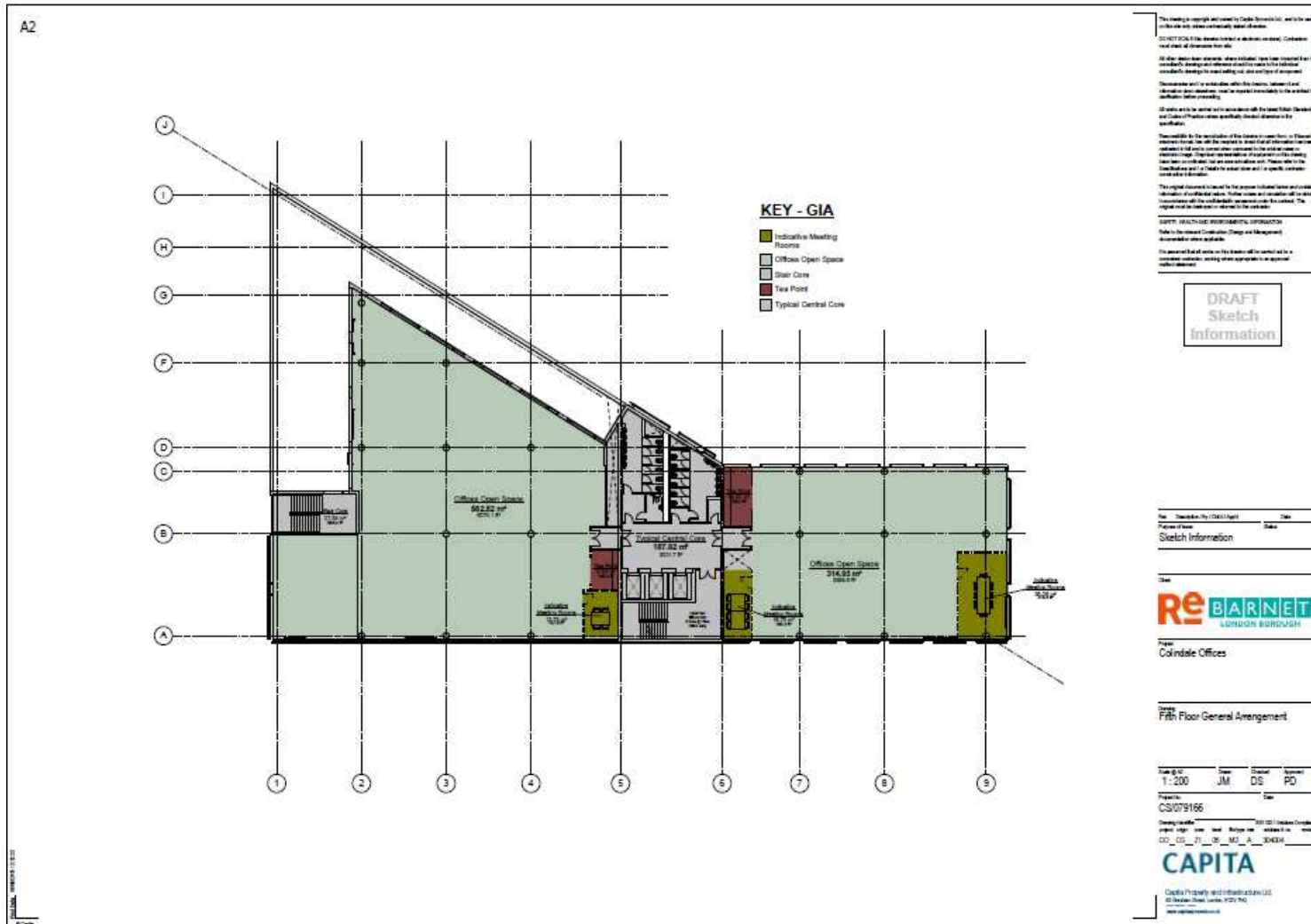
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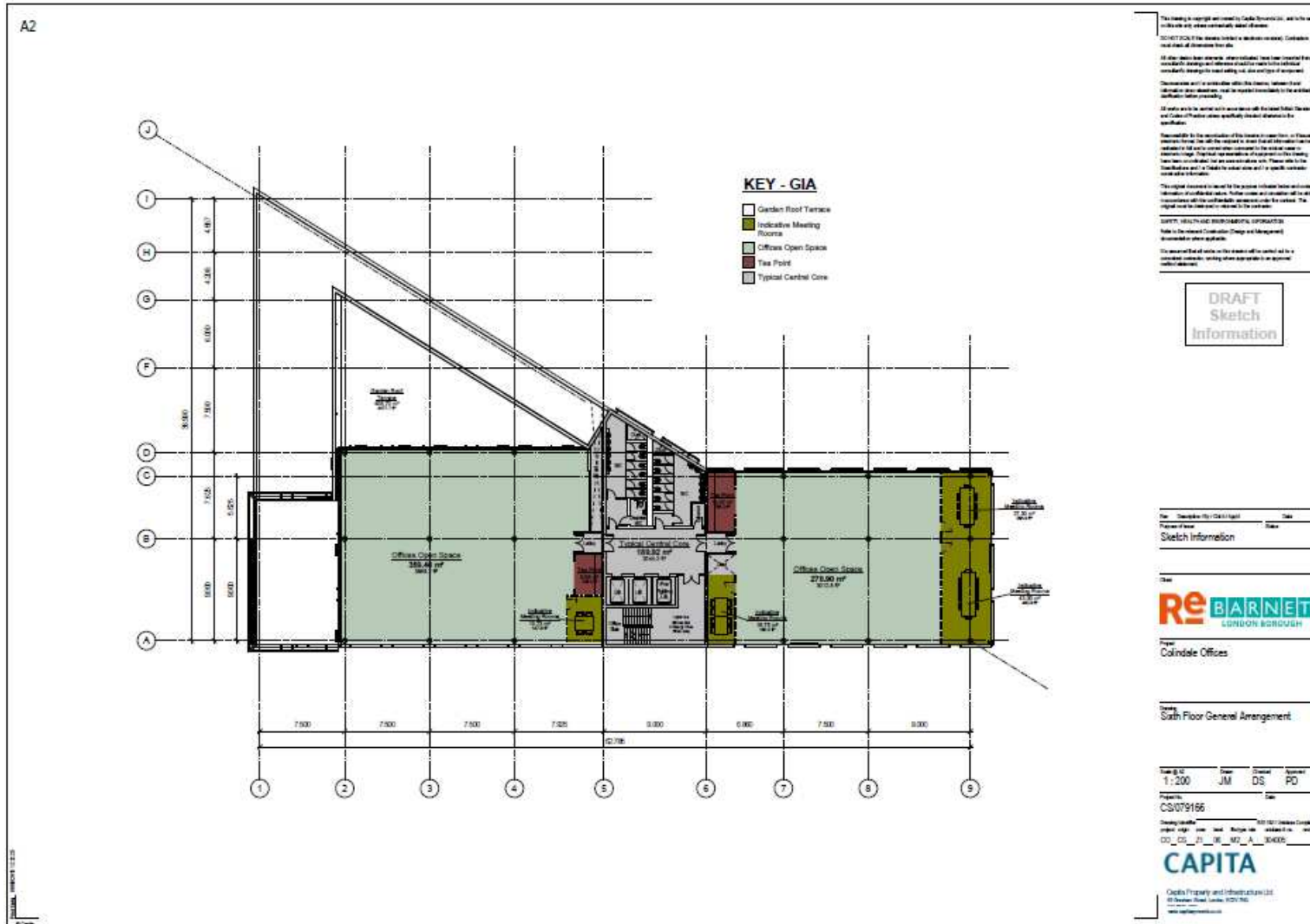
18.5. 4th floor



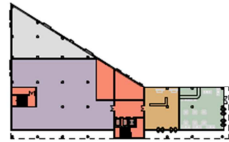
18.6. 5th floor



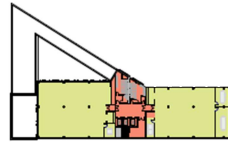
18.7. 6th floor



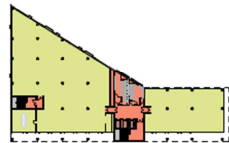
19. Appendix K: Schedule of areas



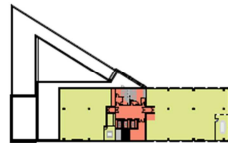
U00 - Ground Floor Plan



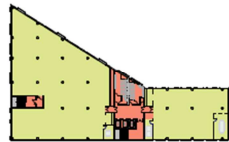
U06&07 - Sixth & Seventh Floor Plan



U01 - First Floor Plan



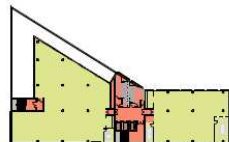
U06- Eight Floor Plan



U02&03 - Second & Third Floor Plan

Accommodation Key

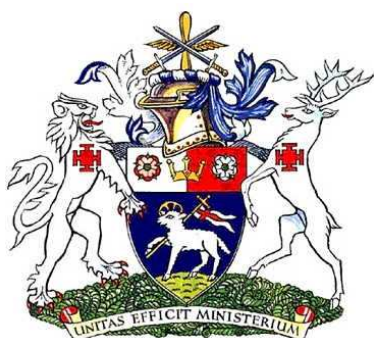
- Office - Potentially L&R / Carway
- Office
- Core
- Office Foyer
- Dining / Breakout
- Plant / Service / Basement



U04&05 - Fourth & Fifth Floor Plan

Total Nett Lettable		
Name	Area	Sq ft
U00		
Office Space	545.5 m ²	5,871
Dining / Breakout	165.9 m ²	1,786
	711.4 m ²	7,657
U01		
Office Space	799.1 m ²	8,602
Office Space	296.1 m ²	3,187
	1,095.2 m ²	11,789
U02		
Office Space	878.9 m ²	9,460
Office Space	377.5 m ²	4,067
	1,256.7 m ²	13,527
U03		
Office Space	877.5 m ²	9,445
Office Space	377.5 m ²	4,067
	1,255.3 m ²	13,512
U04		
Office Space	596.6 m ²	6,422
Office Space	377.5 m ²	4,067
	974.5 m ²	10,489
U05		
Office Space	609.3 m ²	6,598
Office Space	377.5 m ²	4,067
	987.1 m ²	10,625
U06		
Office Space	379.5 m ²	4,084
Office Space	377.5 m ²	4,067
	757.3 m ²	8,151
U07		
Office Space	379.5 m ²	4,084
Office Space	377.5 m ²	4,067
	757.3 m ²	8,151
U08		
Office Space	377.5 m ²	4,066
Office Space	618.5 m ²	6,668
Totals	8,414.3 m²	90,571

Gross Internal Area		
Name	Area	Sq ft
Ground Floor	1,318.3 m ²	14,190
1st Floor	1,218.4 m ²	13,191
2nd Floor	1,473.3 m ²	15,855
3rd Floor	1,473.3 m ²	15,858
4th Floor	1,196.1 m ²	12,874
5th Floor	1,126.0 m ²	12,120
6th Floor	942.3 m ²	10,143
7th Floor	948.0 m ²	10,200
8th Floor	776.4 m ²	8,357
Totals	10,671.3 m²	113,794



Assets, Regeneration and Growth Committee
1 June 2015

Title	Brent Cross Cricklewood Station project update
Report of	Cath Shaw, Commissioning Director, Growth & Development
Wards	Childs Hill, Golders Green and West Hendon
Status	Public Appendix D is exempt - Not for publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 as amended (as this relates to the financial affairs of the authority and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings)
Enclosures	Appendix A Plan 1 of 1: Proposed Thameslink CPO Plan Appendix B Plan 1 of 2: Proposed Thameslink CPO Plan Appendix C Plan 2: CPO 1 and CPO 2 Map Appendix D (exempt) – Collaboration Agreement
Officer Contact Details	Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563

Summary

This report provides an update to the Committee on progress on the Brent Cross Cricklewood Thameslink Project.

Recommendations

That the Committee

- 1. Note progress on the Brent Cross Cricklewood Regeneration Project.**
- 2. A) Approve the terms for the draft Collaboration Agreement between the Council and Argent and Related Companies as set out in the Exempt Report; B) Authorises the Chief Executive in consultation with the Leader of the Council to agree the detail of the Collaboration Agreement;**

3. Confirm as a matter of principle, that the Council is prepared to use its compulsory purchase powers pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the land edged red on the plan at Appendices A & B.

4. Note that :-

- a) the appropriate Chief Officers are commencing negotiations to acquire by private treaty the land and interests in the areas required to deliver the Thameslink Station as shown on the plan at Appendices A & B and to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition**
- b) the appropriate Chief Officers are undertaking the work needed to prepare for a possible Compulsory Purchase Order (CPO) together with the associated documentation and, if necessary, will bring a further report back to the Committee seeking authority to make a CPO in respect of the land shown on the plan at Appendix C.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report seeks to provide an update on progress on the Brent Cross Cricklewood project to the Assets, Regeneration and Growth Committee following the key milestones reached in March 2015 as indicated below.
- 1.2 As the Committee is aware, Hammerson UK and Standard Life Ltd (the Development Partners) will deliver the redevelopment of the shopping centre at Brent Cross and the land around it, together with the infrastructure required to support the comprehensive regeneration proposals. The Council will take the lead on the south side to deliver with its new development partner, those parts of the Brent Cross Cricklewood Regeneration masterplan which are to the south of the North Circular, including the land to be redeveloped in connection with the station improvements. The Committee will be aware that Full Council on 3 March 2015 approved the appointment of Argent and Related Companies PLC (Bidder Z) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme.
- 1.3 The Committee will also recall that on 16 January 2014 and 8 September 2014 it approved the Council entering into negotiations and concluding agreements by private treaty with owners whose land or interests are required for the delivery of the project. The Committee also approved the land referencing exercise to identify all parties with interests in the land and with whom private treaty negotiations should be conducted.
- 1.4 On 3 March 2014, following the Committee's recommendation, Full Council approved that two separate compulsory purchase orders (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 as shaded in the plan

attached at Appendix C. This land is needed to bring forward the regeneration proposals in respect of the first phase development north and south of the North Circular Road to deliver the redevelopment of the shopping centre and critical road infrastructure (CPO1) and the BXC South proposals (CPO2) as part of the overall comprehensive regeneration of Brent Cross Cricklewood area.

- 1.5 Full Council also authorised the appropriate Chief Officers to settle the final form and content of the CPOs and associated documentation and take all action needed to pursue the CPOs and secure their confirmation alongside authorising Chief Officers 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 and approving 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.

2. UPDATE

- 2.1 As previously reported to the Committee, following the completion of the Section 106 agreement, the Section 73 planning permission for the wider Brent Cross Cricklewood scheme (which amended the phasing of the original planning permission and made consequential changes) was granted on 23 July 2014. The Brent Cross Development Partners are now focussing on discharging the relevant conditions and preparing the necessary reserved matters applications in respect of the shopping centre and critical infrastructure to be provided. Reserved matters applications have now been submitted and are being considered by the Local Planning Authority and will be reported to the Planning Committee for determination.
- 2.2 The Council has also now made the two Compulsory Purchase Orders in respect of the land required to facilitate the first phase development as shown on the plan attached at Appendix C. The Orders were made on 20 April 2015. The formal statutory Notices were served on those affected by the CPO on 30 April 2015. Notices were also placed in local press as required. This commenced an objection / consultation period to enable those affected by the CPOs to register their objections and make representations to the Secretary of State. Once the objection period is closed, the Secretary of State will advise whether an Inquiry is needed and will confirm an Inquiry date. It is anticipated that an Inquiry will be held in early 2016 and a decision in late Summer 2016.
- 2.3 The Council and its advisors are continuing private treaty negotiations with those business and residents affected by the CPO. The Council is also holding CPOs surgery meetings to meet directly with residents to discuss their concerns and next steps.
- 2.4 In relation to the south side scheme, the Council is now in discussions with Argent and Related Companies, following the Full Council's approval on 3

March 2015 to appoint Argent and Related Companies as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme. The Gateway Barnet consortium comprising Far East Consortium, Countryside Properties and Notting Hill Housing Trust have been selected as the Council's reserve development partner as approved by Full Council.

- 2.5 The Council and Argent and Related Companies will now jointly develop a full business plan alongside drafting the joint venture structure and legal documentation for approval by the Council's Assets, Regeneration and Growth Committee, before the creation of a formal joint venture partnership. To assist and guide this process, a collaboration agreement has been drafted between the parties. This agreement provides the framework for ongoing discussions, working practices as well as setting the key milestones for the next year. The Committee is requested to approve the terms set out in the Collaboration Agreement and to authorise the Chief Executive in consultation with the Leader of the Council to agree the final form of the Collaboration Agreement so that it can be executed. Details of the Collaboration Agreement are in Appendix D (Exempt).
- 2.6 In order to support the south-side scheme and comprehensive regeneration of the Brent Cross Cricklewood area, the Council is now leading on the delivery of the Station in partnership with Network Rail and public sector stakeholder partners.
- 2.7 As the Committee is aware the Council has been working with the GLA, HM Treasury, DCLG and Department for Transport over the last 18 months to develop the business case and funding strategy to bring forward the station proposals. Following submission of the Thameslink Business Case and presentation to DCLG Finance Sub-Committee on 11 February 2015, the Government announced in its Budget Statement on 18 March 2015 that the government will provide £97m grant funding and ringfence the local 50% share of business rate growth to support the London Borough of Barnet and the Greater London Authority plans for the regeneration of Brent Cross, and facilitating the delivery of 7,500 new homes.
- 2.8 The Council met with HM Government and the GLA on 14 May to discuss next steps. All parties agreed to work together to finalise the Full Station Business Case and detail of the funding arrangements throughout 2015. The parties are also establishing the Government Assurance Board to include the Council, GLA, HM Treasury, DCLG and DfT to drive the project forward and ensure the necessary Governance arrangements are in place.
- 2.9 The Council has also entered into a Design Services Agreement with Network Rail to take forward the station design development and other support work. This includes the pedestrian and road links across the Midland Main Line as set out in the 2010 planning permission. A Stakeholder workshop was held that included all key stakeholders including Network Rail, TfL, the Freight and Train Operating Companies and London Borough of Brent. The next milestone is the development of the single option selection for the station design by November 2015. The target date for station opening is 2021.

- 2.10 The delivery of the Thameslink Station will also require the Council to acquire land interests and rights within the area identified on Plans 1/1 and 1/2 attached at Appendices A & B to facilitate its delivery. The Council is already in discussions with Network Rail and freight operating companies regarding the acquisition of the relevant land and rights. The Council has instructed Terraquest to undertake the formal land referencing to identify those land interests and rights affected and the Council will commence private treaty negotiations with those parties affected.
- 2.11 As indicated above, discussions are under way with a view to acquiring the necessary land interests and rights to deliver the Thameslink Station. In the event that it is not possible to acquire these by negotiation then it would be necessary to resort to the use of compulsory purchase (CPO) powers.
- 2.12 In line with the approach taken for CPO1 and CPO2 an appropriate power would be Section 226(1)(a) of the Town and Country Planning Act 1990. This enables acquiring authorities with planning powers to exercise their compulsory acquisition powers if they think that acquiring the land in question will facilitate the carrying out of development redevelopment or improvement on, or in relation to, the land being acquired and it is not certain that they will be able to acquire it by agreement. The wide power in section 226(1)(a) is subject to subsection (1A) of section 226. This provides that the acquiring authority must not exercise the power unless they think that the proposed development, redevelopment or improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of the area for which the acquiring authority has administrative responsibility.
- 2.13 The Government Circular 06/04 (“the Circular”) sets out guidance for local authorities regarding the making of CPOs. The Circular includes key policy tests which need to be satisfied before a CPO can be confirmed. Crucially, before progressing a CPO members must be satisfied that there is a compelling case in the public interest for making and promoting a CPO, that the use of the powers is necessary and proportionate, and that the public benefits associated with the proposed regeneration will clearly outweigh the interference with the rights of those affected. These matters are referred to below, and will be considered further in detail in any future report to the Committee to seek authority for a CPO to be made.
- 2.14 As indicated in Section 3 below, the Thameslink Station is an important component of the integrated transport strategy for the Brent Cross Cricklewood regeneration. The Station will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work.
- 2.15 The delivery of the Thameslink Station is also an important element when it comes to achieving the ambition of creating a regional town centre that offers priority to sustainable transport modes including rail, bus, cycling and walking.

- 2.16 Accordingly, whilst any case for making a CPO will be rehearsed in a future Committee report, officers are of the view that a compelling case in the public interest for making and promoting a CPO could be made out and the use of the powers could be seen as both necessary and proportionate and the public benefits associated with the proposed regeneration are likely to outweigh the interference with the rights of those affected.
- 2.17 Turning to human rights issues, whilst this report only seeks an ‘in principle’ decision from the Committee that it is prepared to authorise the use of CPO powers to facilitate the Scheme, officers would provide the following guidance at this stage on the human rights implications of pursuing CPO action.
- 2.18 The Circular confirms that an acquiring authority should be sure that the purposes for which it is making a compulsory purchase order sufficiently justify interfering with the human rights of those with an interest in the land affected. Regard should be had, in particular, to the provisions of Article 1 of the First Protocol to the European Convention on Human Rights (ECHR) (right to the peaceful enjoyment of property) and, in the case of a dwelling, Article 8 of the ECHR (right to respect for private and family life, home and correspondence).
- 2.19 Before deciding whether to authorise a CPO, the Committee will need to consider the balance and compatibility between the compulsory powers sought and the rights enshrined in the ECHR and whether there is a compelling case for a CPO in the public interest which means that the acquisition of land to enable the scheme to proceed, brings benefits to the area, which could not be achieved without the use of compulsory purchase powers.
- 2.20 The Committee should note that approvals have already been given to undertake preparatory work for a possible CPO, including a land referencing exercise identifying all relevant land interests in the site to be occupied by the Thameslink Station.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the Council and a key regeneration priority of the Mayor of London. At 151 Ha, it is one of the largest regeneration schemes in Europe. The London Plan identifies it as an Opportunity Area with an indicative employment capacity target of 20,000 jobs and a minimum new homes target of 10,000 homes. The Council’s Core Strategy reinforces the significant comprehensive regeneration opportunity, which includes a new town centre, major new and improved transport and community facilities, and other infrastructure and public areas.
- 3.2 The area is significantly constrained by the existing road network and rail infrastructure, which creates a poor environment for those who live and work there. Nevertheless, given its location at the connection between the M1 and

A406, the regeneration area has the potential to be a major and attractive gateway into London. The potential accessibility of the area is further enhanced by its connection with the A5 and A41, and its close proximity to the Northern Line at Brent Cross station, the Midland mainline, and Brent Cross bus station.

- 3.3 One of the reasons why the area has not been redeveloped to date is the need for substantial infrastructure to be provided to realise the area's potential. The comprehensive redevelopment and improvement of the Brent Cross Shopping Centre and other major development in the area provides the opportunity for the infrastructure to be funded and delivered, for the benefit of Brent Cross Cricklewood as a whole. In particular, in addition to major improvements to existing roads and public transport and social infrastructure, the proposals will create strong and attractive linkages between the communities to the north and south of the North Circular.
- 3.4 The development of this strategic gateway site will create a new town centre and residential quarter, uniting the areas north and south of the A406 North Circular, providing an attractive and vibrant place to live and work. It will contribute to the future prosperity of the Borough. The development to the north of the North Circular alone is expected to create 3,000 construction jobs, and an additional 4,000 permanent jobs over the next five to seven years. It will provide around 91,500 sqm (net) of additional retail and commercial floorspace.
- 3.5 Brent Cross Cricklewood is a key element of the Council's regeneration and housing programme and will provide over 7,540 new homes over the next 20 years, including affordable homes and replacement homes for the Whitefield Estate. The scheme will also provide new and improved educational and health facilities for the community, and improved open space and recreational facilities for the community to enjoy and use.
- 3.6 The new Thameslink Station alongside the major highways and junction improvements (including those to junctions on the M1, A5, A406 (the North Circular), A407 and A41) will vastly improve the accessibility of the area and will help realise the regeneration of the area to its full potential. To address the existing barriers to accessibility between the communities to the north and south of the North Circular, as part of the first stage of development a series of bridges will be delivered including the Living Bridge (a new pedestrian and cycle bridge over the North Circular adjacent to Claremont Avenue and Market Square); the Templehof Bridge (replacing the existing Templehof Bridge over the North Circular); the A406/M1 Junction Pedestrian and Cycle Bridge – a new shared pedestrian and cycle bridge over the A406 adjacent to this improved junction; changes to the Staples Corner Pedestrian Bridge; 9 road bridges across the improved and diverted River Brent, and a further two bridges for the use of pedestrians and cyclists only.
- 3.7 The regeneration of Brent Cross Cricklewood will be a major component of achieving the Council's priority objectives in its Corporate Plan 2013-2016, including to 'maintain the right environment for a strong diverse local

economy', with the strategic objective under this priority being to sustain Barnet by 'promoting growth, development and success across the borough'.

- 3.8 The scheme also supports the achievement of the objectives set out in 'One Barnet - A Sustainable Community Strategy for Barnet 2010–2020', including:

"Sharing opportunities for success' and 'choice and responsibility', where the proposals will provide high quality homes. The Scheme itself will offer more choice by providing a number of different housing options such as shared equity, shared ownership and private homes for sale to residents and those in the wider community".

- 3.9 In addition, it will further the strategic objectives in the Council's Housing Strategy 2010-2025 which include:

- (a) increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents; and
- (b) promoting mixed communities and maximising opportunities available for those wishing to own their home.

4. ALTERNATIVE OPTIONS

- 4.1 If the Council decides not to progress private treaty negotiations with owners, then the project and comprehensive development will be delayed indefinitely because the Council and its Development Partners will not have the land and interests needed to deliver the scheme.

5. POST-DECISION IMPLEMENTATION

- 5.1 The Council and its advisors will continue to work on the workstreams to delivery of the Brent Cross regeneration proposals as outlined in this report and approved by the Assets, Regeneration and Growth Committee.

6. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 6.1 The regeneration of Brent Cross Cricklewood supports the Corporate Plan 2013-2016 priority 'To maintain the right environment for a strong diverse local economy', and the strategic objective under this priority to sustain Barnet by 'promoting growth, development and success across the borough'.
- 6.2 The Growth Strategy for Barnet recognised that regeneration and growth are vital for ensuring the future prosperity of the Borough and maintaining Barnet as a successful London suburb. The scheme to transform Brent Cross Cricklewood will play a major role in delivering this prosperity, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. Brent Cross Cricklewood is one of Barnet's priority regeneration areas, and will provide

approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking Brent Cross Cricklewood with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.

- 6.3 The first phase of the Brent Cross Cricklewood project includes the redevelopment of the shopping centre, creation of major new infrastructure, improved links to the existing tube station, and delivery of around 2,461 new homes over the next 8-10 years. This will create an estimated 3,000 construction jobs, and 4,000 permanent jobs. The Thameslink Station is important to the success of the regeneration scheme in both place-making as well as viability terms. However, at present the scheme does not benefit from the delivery of the station until the later phases. Bringing the station forward in the delivery programme will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work and thereby improve the viability of Brent Cross Cricklewood South and will also increase the pace of delivery of new homes.

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

- 6.4 The Brent Cross Principal Development Agreement executed on 3 March 2015 confirms that the Development Partners are obliged to pay the Council's (and their consultants) costs in connection with this project.
- 6.5 In relation to CPO, there are two main elements of costs associated with any potential CPO process – the costs of preparing and promoting the CPO itself, and the compensation and consideration to be paid to those whose land and interests are acquired.
- 6.6 In terms of the costs for resourcing the private treaty acquisitions, this will require input from internal and external resources covering various disciplines, including senior officers, legal input, surveying and valuation expertise. In respect of these acquisitions which fall in the northern part of the scheme, the Development Partners will meet all of these costs through the CPO Indemnity agreement executed on 3 March 2015. The indemnity is backed by security, so the Council is fully protected.
- 6.7 In relation to the land required to deliver the first phase development on Brent Cross Cricklewood South, capital funding was approved on 4 March 2014. This funding will be later recouped from the Brent Cross Cricklewood South development.
- 6.8 In relation to the design and development work for the Thameslink station, capital funding of £4.9m was approved by Council on the 4 March 2014, funded from the infrastructure reserve. This funding will be recouped by the Council as it would form part of the overall Station development project cost. In relation to land assembly, the Council is only undertaking the preparatory work towards the CPO at this point in time as well as the land referencing exercise. The Council is in discussions with owners and occupiers

within the south-side area as approved by the Committee on 16 January and 8 September 2014.

- 6.9 Costs relating to the collaboration agreement will be determined as workstreams are determined. Funding for these workstreams will be identified as required.

Legal and Constitutional References

- 6.10 The Council's Constitution, Responsibility for Functions, Annex A states the terms of reference of Assets, Regeneration and Growth Committee, including to agree externalisation contracts, to oversee major regeneration schemes including those of key social housing estates and all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council
- 6.11 Council Contract Procedure Rules, Appendix 1, Table A sets out the framework for authorisation of tender stage for contract, including that authorisation to commence a procurement process for amounts of £172,514 and above by the relevant Thematic Committee and that the procurement be carried out by one of three methods. The Procurement and Delivery Strategy has been created in accordance with the Contract Procedure Rules.
- 6.12 The Procurement Code of Practice provides guidelines for Council officers to carry out effective and efficient procurement activities, which are compliant with Council Constitution and policies. The Procurement and Delivery Strategy has been created in accordance with this procurement code
- 6.13 The Council has a general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 and this empowers the Council to enter into joint venture arrangements for the development of the south side of the Brent Cross Cricklewood regeneration scheme. Section 1 of the Localism Act 2011 provides local authorities with a broad power to do anything that individuals can do subject to any specific restrictions contained in legislation.
- 6.14 The Council has the power to acquire and dispose of land in accordance with Sections 120 to 123A, and subject to obtaining appropriate consents and approvals in Sections 128 to 131 of the Local Government Act 1972 to ensure value for money is secured.
- 6.15 Section 226(1)(a) of the Town and Country Planning Act 1990 enables the Council to exercise its compulsory acquisition powers if it thinks that acquiring the land in question will facilitate the carrying out of development redevelopment or improvement on, or in relation to, the land being acquired
- 6.16 The procurement of a partner and other advisers for the south side of the scheme will be carried out in accordance with the relevant European Union procurement regulations and public sector procurement principles.

- 6.17 The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.
- 6.18 Section 111 of the Local Government Act 1972 provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 6.19 The public sector equality duty referred to in Section 5 also required consultation to ensure the Council complies with its duties under the Equality Act 2010.

Risk Management.

- 6.20 The key risks for this stage of work can be summarised as follows:
- 6.21 Affected parties failing to be identified in any potential CPO – a specialist land referencing firm, TerraQuest, have been appointed to undertake the land referencing exercise to mitigate against this risk. Also, the discussions being held by the Council and the Development Partners with those affected when seeking to acquire their land and interests are helpful in checking the parties with interests in the area.
- 6.22 Procurement risk. There is the risk that any procurement of a partner could be subject to challenge. To mitigate this risk, the Council has retained specialist legal advice on the scheme as a means of ensuring that all actions taken by the Council accord with the provisions of relevant laws, regulations and directives. Failure to agree a business plan or agree commercially acceptable terms during the pre-contract business plan and finalising contract stages would prevent the creation of the joint venture and halt the procurement process. The inclusion of the option to appoint a reserve bidder will help mitigate this risk. A material change to the terms of on which the preferred bidder was selected could also pose a risk of challenge and officers are aware of this in the conduct of negotiations.
- 6.23 Failure to agree on a viable first phase scheme, thus preventing delivery. This is considered to be low risk given the due diligence undertaken to date to inform the delivery strategy. Nonetheless the partner will be invited to describe a backstop for Phase 1 and agree a deadlock process for resolving any disagreements as part of the Business Plan and Project Agreement negotiation.
- 6.24 Failure to secure finance for Thameslink Station. Most parties consider the

train station a key element of the delivery of Brent Cross South. The delivery of the station will help to increase land values, thereby facilitating the regeneration of the Brent Cross Cricklewood area. The Council together with public sector partners (Greater London Authority, Network Rail and Transport For London) and Central Government working together to finalise the full business case and detail of the funding arrangements.

- 6.25 There is the risk that Hammerson and Standard Life (the Development Partners) do not progress the shopping centre scheme, or deliver part of the scheme but fail to deliver the critical infrastructure needed to facilitate the comprehensive regeneration of the area. In this regard, the commercial agreements with the Development Partners require the delivery of critical infrastructure to enable the Brent Cross Cricklewood South development to come forward in advance of the shopping development. This will ensure that the regeneration of the southern land is progressed. There will also be provision within the legal agreements enabling the Council to acquire Hammerson owned land needed to deliver the south side in the event the north does not progress. Furthermore, the commercial agreements with the Development Partners require the delivery of critical infrastructure to enable the Brent Cross Cricklewood South development to come forward in advance of the shopping development. This will ensure that the regeneration of the southern land is progressed.

Equalities and Diversity

- 6.26 The 2010 Equality Act which outlines the provisions of the Public Sector Equality Duty (PSED), requires all Local Authorities to pay due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - Advance equality of opportunity between people from different groups;
 - Foster good relations between people from different groups;
- 6.27 This places a legal obligation on the Council to pay due regard to equalities in an appropriate and proportionate manner and to take account of how the Council's decisions might impact on different groups across the borough including those identified in equality legislation as protected characteristics, namely: Age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy and maternity, sexual orientation and religion or belief.
- 6.28 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 put to committees have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.
- 6.29 The Development Proposals support achievement of the council's Strategic Equalities Objective which sets out our commitment that citizens will be treated equally, with understanding and respect; have equal opportunities with

other citizens and receive quality services provided to Best Value principles. The development proposals will reflect the council's aim that all residents are able to share in the benefits and take advantage of the opportunities of economic growth in the borough.

- 6.30 The council intends that the development proposals will have a positive impact on all groups identified in the 2010 Equality Act and other vulnerable groups in the borough because it is designed to share the benefits of growth with all Barnet citizens and promote inclusion and community engagement and participation
- 6.31 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.
- 6.32 The development proposals for the Brent Cross Cricklewood scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.
- 6.33 An Equalities Impact analysis was carried out in respect of the Outline Planning Application granted in 2010, which took fully into account the demographic makeup of the regeneration area and addressed the impact on the protected characteristics. This anticipated a significant positive impact from the regeneration proposals. This will be updated to assist the council in meeting the requirements of the Public Sector Equalities Duty.
- 6.34 The projected increase in the borough's population and changes in the demographic profile will be key factors in reflecting the aspirations and contributions of current residents.
- 6.35 The Census data of 2011 (as updated by the GLA population projections 2014) shows how Barnet is growing and changing. There has been a significant increase in the diversity of growth in the borough population and growth in older and younger generations has been particularly rapid. The over 65 population is forecast to grow by 10.4% in the next 5 years and 24% in the next decade.
- 6.36 Barnet is a racially diverse and multi faith borough and proud of community cohesion. Over a third of Barnet's citizens come from a rich diversity of black and minority ethnic groups. Christianity remains the biggest religious group (41.2%) and Barnet is home to the UK's largest Jewish community. Other significant groups are no religion (16.0%), Muslim (10.3%) and Hindu communities (6.2%).
- 6.37 Our reputation for excellent schools and green spaces makes us a popular destination for young families. These demographic changes present

challenges both in the demand for services and the way we commission, deliver and continuously improve our services.

- 6.38 Barnet is a relatively affluent borough with significant pockets of deprivation and we have been successful in attracting regeneration funding to those areas in 7 major regeneration schemes. Our growth and economic strategies will reflect the importance that everyone benefits from regeneration and growth, job creation, reinvigorating communities and improved quality of life. This includes the protected characteristics outlined in the 2010 Equality Act as well as citizens and other groups in Barnet who can experience disadvantage, for example carers, lone parents and low income families, people with particular disabilities including mental health and learning difficulties, unemployed people.
- 6.39 Brent Cross Cricklewood is an opportunity to extend Barnet's success as a desirable and attractive suburb, by creating a new urban village for London which sets the tone for future evolution of the borough more widely and emphasises the need to create a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle.
- 6.40 Importantly, the requirements highlight that Brent Cross Cricklewood will be place for people of all ages, with housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. It emphasises that promoting health and wellbeing and reducing dependency will be ingrained in the place.

Consultation and Engagement

- 6.41 Extensive consultation has and will continue to be undertaken with key stakeholders and the community to ensure that the Brent Cross Cricklewood scheme reflects local needs including the needs of those with protected characteristics, as well as securing the future of North London's only regional shopping centre.
- 6.42 There has also been consultation and engagement with local stakeholders and the community during the planning process, and the CPO process (should a CPO be necessary) is designed to allow parties an opportunity to make representations and, if desired, attend a public inquiry and state their cases.

7 BACKGROUND PAPERS

- 7.1 Cabinet, 26 April 2004 (Decision Item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 7.2 Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life).

[<http://barnet.moderngov.co.uk/Data/Cabinet/200503291900/Agenda/Document%204.pdf>]

- 7.3 Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework.
[<http://barnet.moderngov.co.uk/Data/Cabinet/200512051900/Agenda/Document%204.pdf>]
- 7.4 Cabinet Resources Committee, 25 March 2008 (Decision Item 16) – approved the outline terms so far agreed with the Brent Cross partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the Development Framework Agreement and the Principal Development Agreements be reported to a future meeting of the Cabinet for approval.
<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/200803251900/Agenda/Document%2015.pdf>
- 7.5 Cabinet, 21 October 2009 (Decision Item 7) – approved the terms and conditions of entering into the Development Framework Agreement and the Principal Development Agreements, subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents.
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=306&DF=21%2f10%2f2009&Ver=2>
- 7.6 Cabinet Resources Committee, 19 October 2010 (Decision Item 5) – approved the changes to the terms and conditions of the Development Framework Agreement and the two Principal Development Agreements regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009)
[<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201010191900/Agenda/Document%203.pdf>]
- 7.7 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.

[<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=8369&ISATT=1#search=%22Brent%20Cross%20%22>]

- 7.8 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Principal Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements. [<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=12505&ISATT=1#search=%22Brent%20Cross%20%22>]
- 7.9 Assets, Regeneration and Growth Committee dated 9 July 2014 approved the procurement of a partner for the Brent Cross Cricklewood South development through an OJEU Negotiated route in accordance with the Brent Cross South Procurement and Delivery Strategy, and approved the Council's requirements for the Brent Cross Cricklewood South opportunity; and noted procurement timetable and that to meet this timetable an additional meeting would be needed to approve the selection of a preferred partner, which would be called in accordance with statutory requirements and the Council's constitution. [<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>]
- 7.10 Assets, Regeneration and Growth Committee dated 8 September 2014 approved that the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests in the areas shown on the plan at Appendix 1 and to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition and that the appropriate Chief Officers be authorised to arrange for a land referencing exercise (including the service of statutory requisitions) to be undertaken to identify all parties with interests in the land shown edged red and shaded pink and shaded blue on the plan at Appendix 1.
<http://barnet.moderngov.co.uk/documents/s17302/Brent%20Cross%20Cricklewood%20-%20Report.pdf>

- 7.11 Assets, Regeneration and Growth Committee dated 15 December 2014 noted progress on the Brent Cross Cricklewood project.

<http://barnet.moderngov.co.uk/documents/s19845/BXC%20update%20-%20Publish.pdf>

- 7.12 Urgency Committee, 26 February 2015 (Decision Item 1)

<https://barnetintranet.moderngov.co.uk/documents/s21721/Annex%201%20Report%20to%20Urgency%20Committee%2026%20February%202015.pdf>

- 7.13 Full Council dated 3 March 2015 approved the appointment of Argent and Related Companies PLC (Bidder Z) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme; 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; authorise Officers to work up the 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 and authorised the Commissioning Director (Growth and Development) to determine the exact structure of the joint venture arrangement.

<http://barnet.moderngov.co.uk/documents/g7819/Public%20reports%20pack%2003rd-Mar-2015%2019.30%20Council.pdf?T=10>

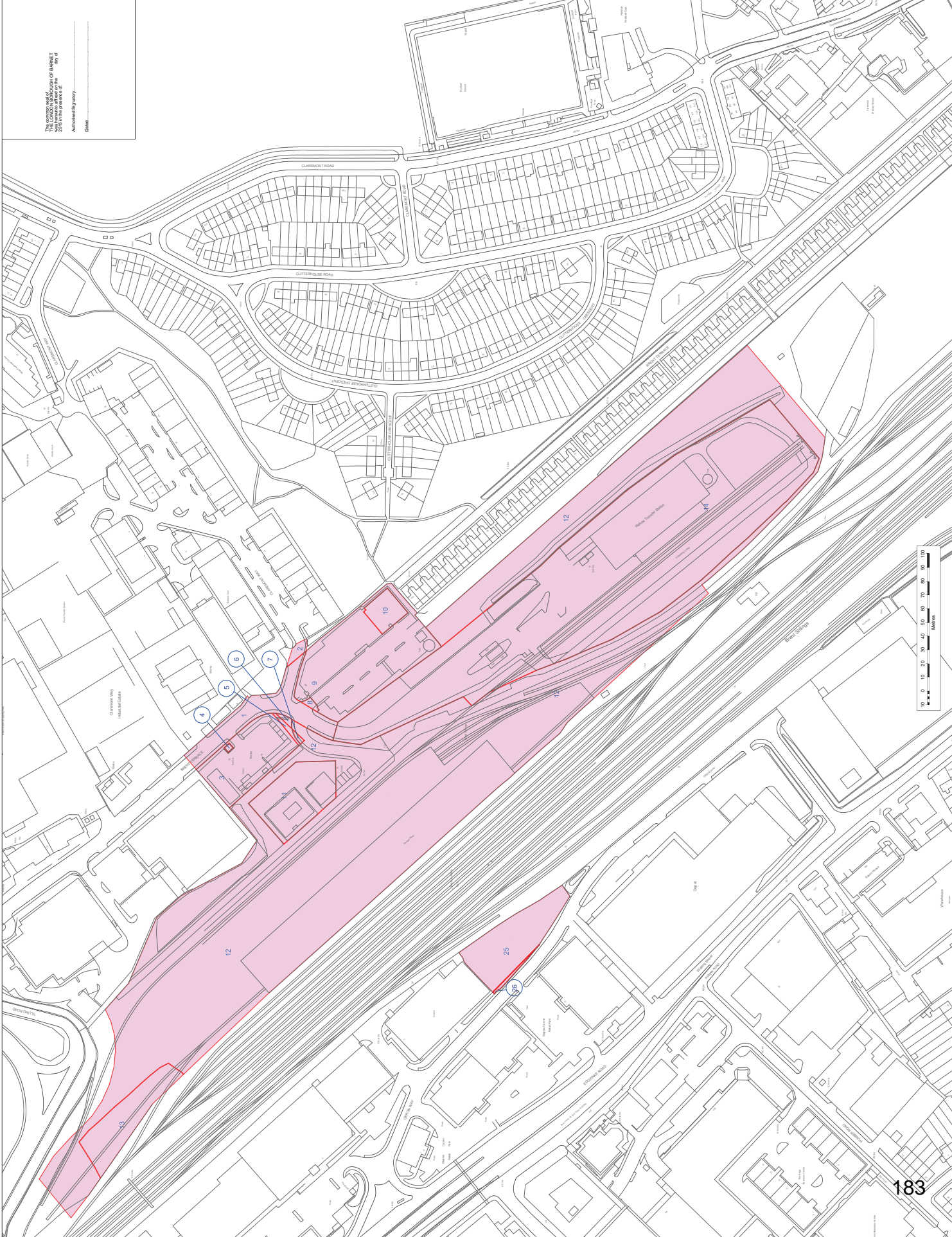
- 7.14 Full Council dated 3 March 2015 approved that a compulsory purchase order (CPO) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land shaded pink on the plan at Appendix 1 and pursuant to section 13 of the Local Government (Misc Provisions) Act 1976 to acquire new rights in respect of the land shaded blue on the said plan to deliver (CPO1); 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; and 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 home loss and disturbance to those tenants.

<http://barnet.moderngov.co.uk/documents/g7819/Public%20reports%20pack%2003rd-Mar-2015%2019.30%20Council.pdf?T=10>

- 7.15 Full Council on 3 March 2015 approved 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 to deliver the first south side phase (known as CPO2) 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 and 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..
- <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MID=7819#A11444>

Map Referred to in The London Borough of Barnet (Brent Cross Cricklewood) Compulsory Purchase Order (No.3) 2015



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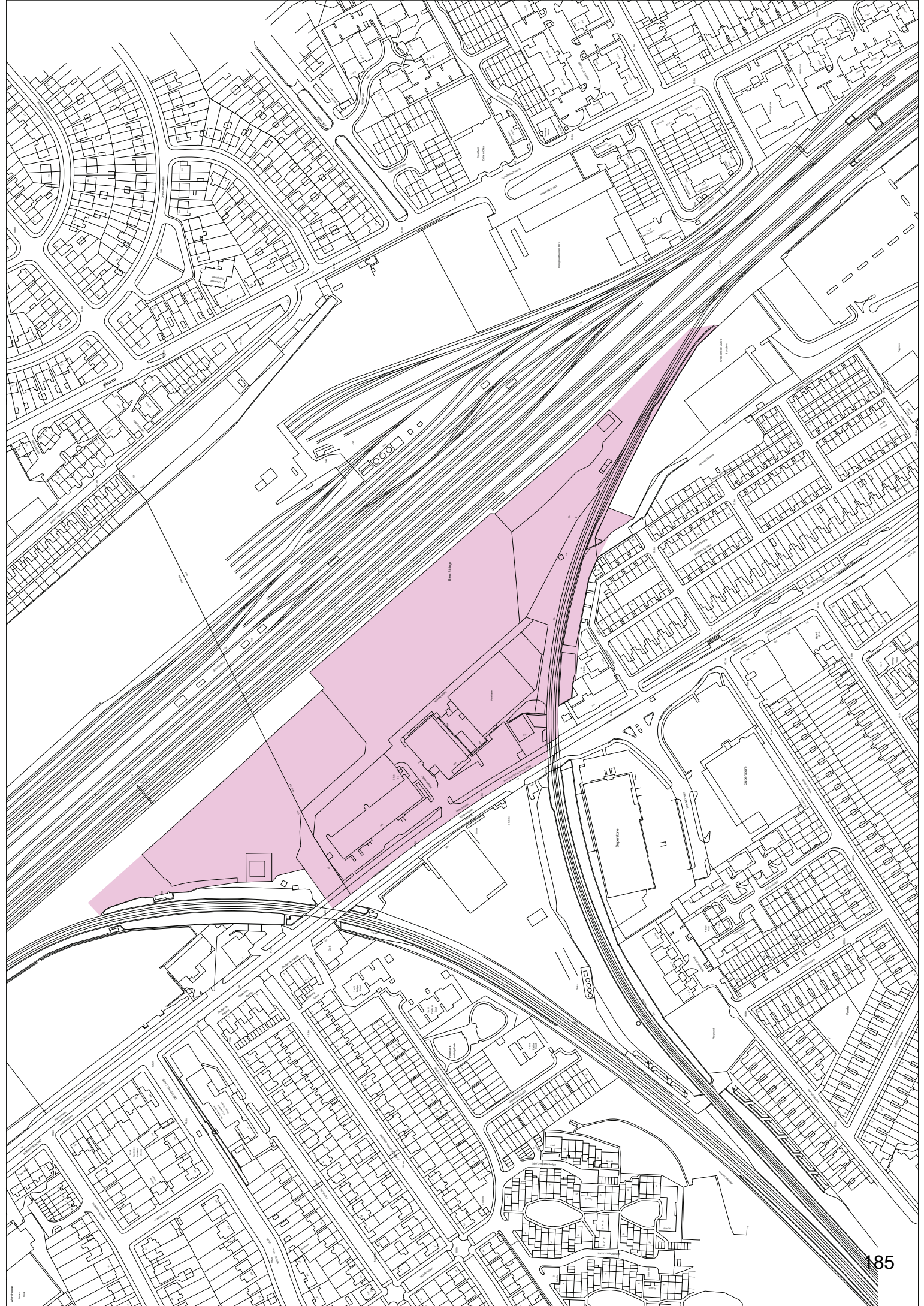
Key: Land to be acquired

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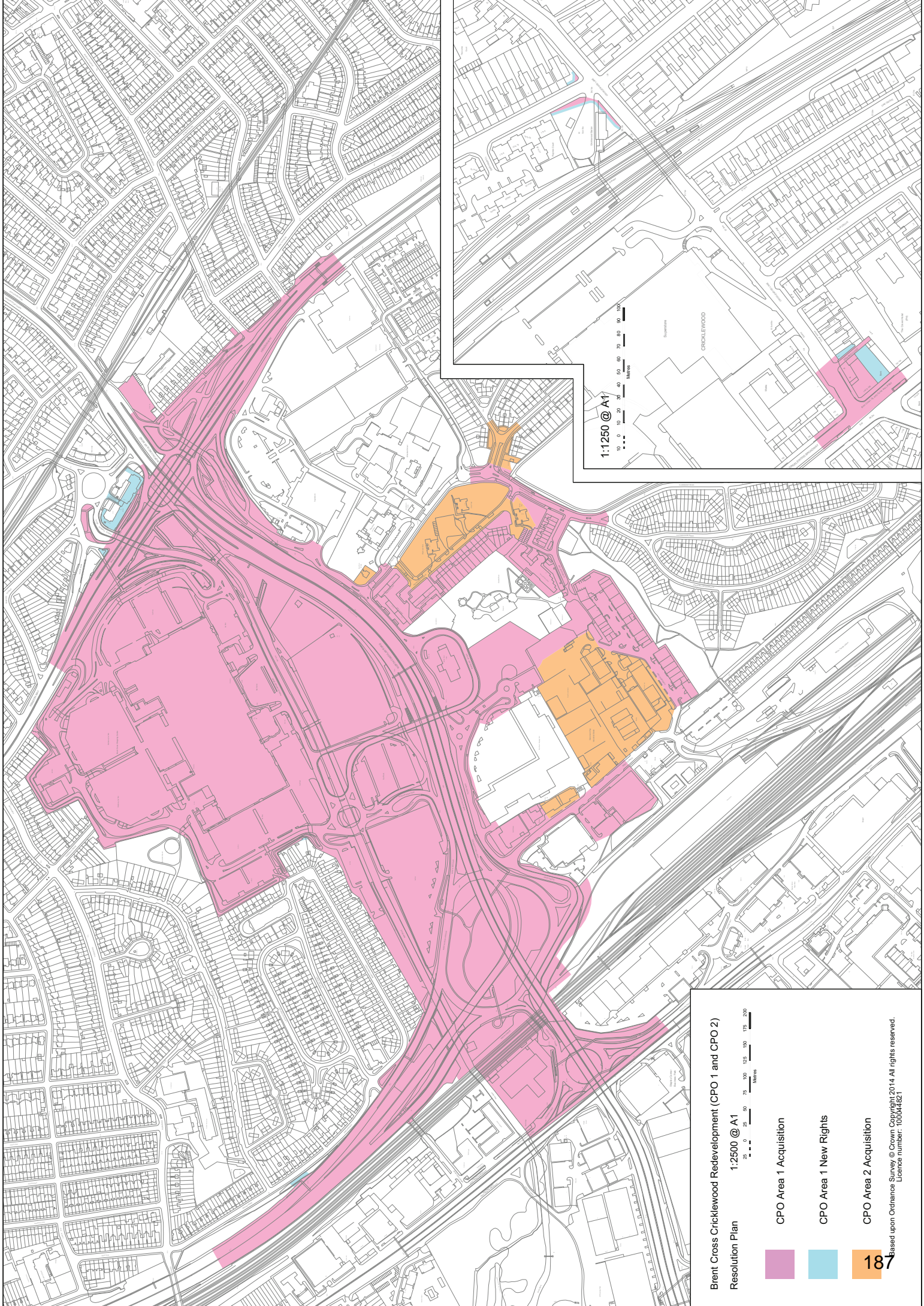
Map Referred to in: The London Borough of Barnet (Brent Cross Cricklewood) Compulsory Purchase Order (No.3) 2015
Plan 1 of 2

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Brent Cross Cricklewood Redevelopment (CPO 1 and CPO 2)

Resolution Plan 1:2500 @ A1



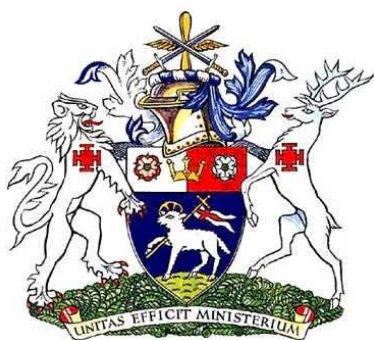
CPO Area 1 Acquisition

CPO Area 1 New Rights

CPO Area 2 Acquisition

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ASSETS, REGENERATION & GROWTH COMMITTEE

1 June 2015

Title	BARNET DEVELOPMENT PIPELINE
Report of	Director of Place (Re), Stephen McDonald
Wards	Edgware, Underhill and Hale Wards
Status	Public
Enclosures	Appendix A –Land adjoining Whitings Hills School Appendix B –Land adjoining Broadfields School Appendix C –Land adjoining Northway/Fairway School Appendix D – Risk Register
Officer Contact Details	Stephen McDonald, Director of Place (Re) Stephen.McDonald@barnet.gov.uk . 0208359 7607 Abid Arai, Development Programme Director (Re) Abid.Arai@barnet.gov.uk 0208359 4980

Summary

As a strategic housing authority the London Borough of Barnet considers how best to meet future housing demand based upon limited resources available in terms of land.

The Council's Housing Strategy, has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents, the business case summarises the Council's approach to achieving these objectives by increasing Housing supply and maximising the Council's land resources to meet future housing demand whilst creating a long term revenue stream. This reports therefore seeks the following approvals;

Recommendations

That the Committee approves the following;

- 1. To note progress to date**
- 2. To commence the procurement of a suitable building contractor with final appointment to follow the approval of the full Business Case**
- 3. To report back to committee in September with a Full Business case and proposed development structure**

1. WHY THIS REPORT IS NEEDED

- 1.1 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 opportunities to bring forward sites which were declared surplus to requirements.
- 1.2 The Committee further approved at its meeting on 8 September 2014 that following consultation with Ward Members the potential development opportunities at Broadfields, Whitings Hill, Northway/Fairway, Coppetts Road and Moxon Street can be taken forward to planning.
- 1.3 The Committee approved at its meeting on 16 March 2015 a further recommendation to agree in principle to take forward the development opportunities at Broadfields, Whitings Hill, Northway/Fairway, with Coppetts Road and Moxon Street to follow with a report to follow outlining a detailed business case, preferred development option, and funding route for all five sites.
- 1.4 The recommended sites are the first to be put forward out of a pipeline of surplus sites.
- 1.5 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.
- 1.6 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 by a would-be developer (should the Council subsequently decide to dispose of these sites) and therefore materially increases the disposal value.
- 1.7 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 residential purposes will provide much needed accommodation in the Borough.

2. REASONS FOR RECOMMENDATIONS

2.1 The recommended sites are the first to be put forward out of a pipeline of surplus sites. In order to maximise the potential value of these sites, the Council previously considered three options outlining the potential advantages and disadvantages of each option:

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 partners

Upon conclusion of this review the recommendation is option 2 namely because neither option 1 or 3 deliver the full benefits to the Council nor do they prove the concept of the Council redeveloping its own land.

Option	Benefits of Preferred delivery Option
2	<ul style="list-style-type: none">• Complete control of housing mix, through planning process and agreed design standards• LBB control speed of development and construction• LBB benefits from sales receipts• LBB control development standards• LBB control sales and marketing process• Enhanced capital receipt circa 2018• Element of affordable housing will become capital asset• Council retain full development value created• Open book procurement through a OJEU compliant framework

2.2 Delivery Structure:

The Council has commissioned an external consultant to review a range of delivery vehicles that could be established to develop these projects. The initial conclusion is that the Council needs to establish a company to take forward development. Further detailed legal advice is being taken on the structure of the company, and this will feed into the Final Business Case to be considered in September.

2.3 Key benefits by taking forward the development are;

- The Council benefits from the entire uplift in value from developing its own sites
- By realising the delivery of more units both private and affordable 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 facilitate new products being introduced to promote first time buyers i.e. Home buy/First buy
- Achieving high standards of sustainable development i.e. Life time Homes
- Contributing to the housing needs of residents
- Generating funding i.e. Council Tax, New Homes Bonus, /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
- Creation of play and recreational facilities such as Northway/Fairway

2.4 Procurement of a contractor

The process for procuring a contractor to build the new homes is expected to take around six months. In order not to lose momentum in delivery of the new homes, the committee is asked to agree that procurement can begin now. No appointment would be made unless and until the Committee approves the final business case, scheduled for July. More information is in section 4.

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. 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 residential purposes will provide much needed accommodation in the Borough.
- 3.2 The alternative options would mean that the Council would have limited control as to when the schemes are delivered (3-5 years) (i.e. deal subject to detailed planning).
- 3.3 The imposed quality of housing standards would affect the offer value from a third party developer.
- 3.4 Any joint venture route would result in sharing profit and reward.
- 3.5 We have considered delaying the commencement of procurement until the Final Business Case is agreed. However this would delay the delivery of much needed new market and affordable housing.

4. POST DECISION IMPLEMENTATION

- 4.1 Re, on behalf of the Council, is currently finalising the full business case for the preferred development option, which will be presented to the Committee at its September meeting, this will include the cooperate structure for delivery, technical & legal advice to taking the housing projects forward to delivery stage.
- 4.2 To maintain programme momentum in the interim, the report seeks Committee approval to commence the procurement process which typically can take 6 months. Final appointment will be subject to the approval by Committee of the full business case.
- 4.3 Re will commence the procurement process by accessing the multi-supplier London Development Panel (LDP) framework established by the Greater London Authority (GLA)
- 4.4 The LDP consists of twenty five panel members procured to provide a range of services and works on housing led sites. The two stage Design and Build process and early engagement with a contractor on the design will help improve the predictability of costs, time and quality of the tender return.

- 4.5 Following the conclusion of the procurement process, and committee approval of the full business case, LBB will enter into a contractual agreement with a suitable contractor.

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.

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

- 5.1.9 The estimated costs of developing the three sites is being finalised. It is assumed that these costs will be funded initially through prudential borrowing at PWLB rates, repaid from private sales receipts and any potential grant funding that may be available. The full costs and funding will be presented in the Final Business Case.

Programme

The proposed timeline to incorporate (A-F below) across all five sites is schedule within 2015/16.

- a. Planning committee for Northway/Fairway, Broadfileds & Whittings September 2015
- b. Planning committee for Coppetts Road & Moxon Street - October 2015
- c. Judicial review (6 weeks)
- d. Commencement of procurement June – December 2015
- e. Full business case to Asset Regeneration & Growth Committee- September 2015
- f. Commence Construction January 2016

5.2 Legal and Constitutional References

- 5.2.1 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
- 5.2.2 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”
- 5.2.3 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. Such consent is required unless the General Disposal Consent 2003 applies. This gives a blanket consent where the undervalue is less than £2m and the disposal will help to secure the promotion or improvement of the economic, social or environmental well-being of the Borough. The Council will need to be

satisfied that those criteria will be met by the proposed arrangements. Notwithstanding that the General Disposal Consent 2003 may apply, when disposing of land at an undervalue the Council should remain aware of the need to fulfil its fiduciary duty in a way which is accountable to local people.

- 5.2.4 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.
- 5.2.5 The Localism Act 2011 specifies that commercial trading must be undertaken through a company or a form of industrial and provident society. Detailed legal and technical advice is being sought on legal requirements including the appropriate company structure and the legal implications arising from the chosen structure will be reported to committee in the Full Business case.

5.3 Risk Management

- 5.3.1 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.
- 5.3.2 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 residential purposes will provide much needed accommodation in the Borough.
- 5.3.3 Resolution on the appropriate delivery vehicle & tax implications to take these developments forward needs to be considered.
- 5.3.4 Sales risk- due to market volatility changes in market place may affect outright sales values & demand
- 5.3.5 Perception & reputation- i.e. LBB as private house builder, will need to be considered in the context of ensuring that the correct branding vehicle is adopted to take the marketing of each site forward.

- 5.3.6 Resolution on the management of the rented and shared ownership properties through a registered provider needs to be considered
- 5.3.7 Funding (LBB will need to underwrite full development costs)

5.4 Equalities and Diversity

- 5.4.1 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.
- 5.4.2 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.
- 5.4.3 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.
- 5.4.4 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.
- 5.4.5 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.

5.5 Consultation and Engagement

- 5.5.1 In progressing options for the 3 sites, Local Ward members, Residents, Stakeholders and 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 have been considered in the current design proposals.

- 5.5.2 Public exhibitions were organised across each site in March seeking resident's views, in relation to the proposals, constraints and opportunities including indicative layout and house type designs. A web-page & dedicated contact details were made available to allow residents & members of the public to continue to engage, prior to the submission of the planning application.
- 5.5.3 Further consultation will be carried out as part of the statutory planning process.

6. BACKGROUND PAPERS

- 6.1 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> .
- 6.2 Assets Regeneration and Growth Committee, 8 September 2014,
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.3 Assets Regeneration and Growth Committee, 16t March 2015
<http://barnet.moderngov.co.uk/documents/s21974/BARNET%20DEVELOPMENT%20PIPELINE%20-%20TRANCHE%201.pdf>

APPENDIX A – LAND ADJOINING WHITINGS HILLSCHOOL



APPENDIX B – LAND ADJOINING BROADFIELDS SCHOOL



APPENDIX C- LAND ADJOINING NORTHWAY / FAIRWAY SCHOOL



APPENDIX D – RISK REGISTER

Workstream	Project	Risk Category	Risk Description <i>"There is a Risk that...."</i>	Risk Owner	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
Design	Tranche 1 Housing Development	Planning risk	That highways / transport / parking issues are not sufficiently addressed	Re	3	1	3	A specialist transport consultant has been engaged to assess the impact
Programme	Tranche 1 Housing Development	Business risk	The scheme does not meet the Councils corporate aims and objectives	LBB	2	2	4	The design variables have been considered in conjunction with planning and housing policy guidelines and in particular makes provision for affordable housing, amenity space and parking in accordance with local plan standards
Programme	Tranche 1 Housing Development	Procurement risk	There is not sufficient market interest in tendering	Re	3	2	6	The procurement is going through a framework for the scheme, which is expected to have a number of interested bidders involved
Construction	Tranche 1 Housing Development	Build risk	That the construction overruns and is not delivered in time	Re	4	1	4	Capita, LBB's joint venture partner is experienced in managing major construction schemes. Re will be reporting regularly through the Development Pipeline Programme

								Board
Design	Tranche 1 Housing Development	Planning risk	That planning permission is not obtained within the Council's required timescales	Re	4	2	8	A specialist planning consultant has been engaged to assess and liaise with the Planning Authority
Programme	Tranche 1 Housing Development	Funding risk	That funding is not available for the cost of the whole development	LBB	5	2	10	The business case will review the availability of capital funding and/or any external funding
Programme	Tranche 1 Housing Development	Procurement risk	The contractor is not procured within LBB's timeframe	Re	4	3	12	Early engagement with the framework panel will ensure timely delivery
Design	Tranche 1 Housing Development	Design risk	That the design is not policy compliant	Re	4	3	12	Capita, LBB's joint venture partner is experienced in designing housing development schemes. This will be managed through the planning application submission process
Programme	Tranche 1 Housing Development	Commercial risk	Over the course of the development, build cost inflation is likely to occur	LBB	3	3	9	The selection of a contractor through an OJEU compliant framework will ensure construction cost rates are competitively priced
Commercial	Tranche 1 Housing Development	Commercial risk	Over the course of the development house price inflation/deflation is likely to occur	LBB	3	3	9	Capita real estate is experienced in reviewing market conditions. Sale of outright private units will be phased in line with market demand
Programme	Tranche 1 Housing Development	Planning risk	The scheme could be judicially reviewed	LBB	4	3	12	Robust public, stakeholder, resident engagement and compliance with planning policy guidelines

Commercial	Tranche 1 Housing Development	Commercial Risk	The details of the development structure are not finalised in sufficient time to progress the development	LBB	4	3	12	The London Borough of Barnet have commissioned external consultants to review a range of delivery vehicles
Programme/ Commercial	Tranche 1 Housing Development	Procurement Risk	Delays could occur in accessing the procurement framework	LBB	3	3	9	Early authorisation to access framework to be approved by LBB
Programme	Tranche 1 Housing Development	Business risk	The management of the rented and shared ownership properties through a registered provider needs to be considered.	LBB	4	3	12	The London Borough of Barnet have commissioned external consultants to review a range of delivery vehicles. The preferred housing provider route is to be finalised through this process
Commercial	Tranche 1 Housing Development	Commercial	The appropriate branding strategy is not implemented in sufficient time.	LBB	3	2	6	Capita, LBB's joint venture partner is experienced in providing branding options through its extensive network of professional services
Programme	Tranche 1 Housing Development	Business risk	Holding the sites in their existing condition could result in unlawful occupation, management costs and fails to realise the value of land	LBB	3	1	8	The approach to take the development pipeline forward has been approved by committee

	<p>AGENDA ITEM 13</p> <p style="text-align: center;">Assets, Regeneration and Growth Committee</p> <p style="text-align: center;">1 June 2015</p>
<p style="text-align: right;">Title</p>	<p>Assets, Regeneration and Growth Committee - Work Programme</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director (Environment)</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A - Committee Work Programme May 2015 to May 2016</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Paul Frost - Governance Service, Team Leader paul.frost@barnet.gov.uk 020 8359 2761</p>

Summary
<p>The Committee is requested to consider and comment on the items included in the 2015/16 work programme</p>

Recommendations
<p>1. That the Committee consider and comment on the items included in the 2015 work programme</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 The Assets, Regeneration and Growth Committee Work Programme 2015/16 indicates forthcoming items of business.
- 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 Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

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 The Terms of Reference of the Assets, Regeneration and Growth Committee is included in the Constitution, Responsibility for Functions, Annex A.

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
May 2015 - May 2016**

Contact: Paul Frost
Paul.frost@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)
1 June 2015			
Regeneration Report	To report, for each regeneration area since 2003 and aggregation over all areas of the number of housing units in each tenure type, before and after the regeneration, the difference between them, and the time during construction when no housing units are available for occupation.	Commissioning Director, Growth and Development	Regeneration Programme Manager, Re
Community Asset Strategy	To agree the final draft of the Community Asset Strategy, incorporating feedback from the public consultation and engagement undertaken in 2015, for final statutory consultation with the public.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Interim Director, Estates and Property Services Customer Services Director, Property & Infrastructure Head of Estates Property Services Re
London Borough of Barnet Accommodation Options Review Outline Business Case (OBC)	To receive the Outline Business Case (OBC) for consideration.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates
Brent Cross Cricklewood Compulsory Purchase Order (No. 3) (Thameslink)	To confirm the principal of making of a compulsory purchase order (CPO) in respect of the land, interests and rights needed to deliver a new Thameslink at Brent Cross.	Commissioning Director, Growth and Development	BXC Programme Director, Re

Subject	Decision requested	Report Of	Contributing Officer(s)
Land at Pavilion Way, Burnt Oak, Edgware	To approve the appropriation of the land for planning purposes. This is required to extinguish third party rights over the land.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates Interim Director Estates and Property Services
Development Pipeline Tranche 1	To approve the commencement of procurement of a construction contract, with final appointment subject to ratification of the Full Business Case by ARG Committee.	Director of Place, Re	Development Programme Director, Re
7 September 2015			
Community Asset Strategy	To approve the Community Asset Strategy, following the statutory consultation with the public.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Interim Director, Estates and Property Services Customer Services Director, Property & Infrastructure Head of Estates Property Services Re
Development Pipeline - Tranche 1	To receive a Full Business Case and approve the implementation of the development pipeline tranche 1 proposals.	Director of Place (Re)	Development Programme Director (Re)
Daws Lane	To agree the detailed proposals around the redevelopment of Daws Lane as a community hub.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates

Subject	Decision requested	Report Of	Contributing Officer(s)
30a, 30b, 30c, Alexandra Road N10	To approve authority for the Appropriation of the property from planning purposes to the Council's Housing Revenue Account, following completion of the development of the site as houses to provide 3 new social housing units.	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates Interim Director Estates and Property Services
Option re Woodland Area, To The Rear Of Brookdene, 71 Holden Road, London, N12 7DR	To consider objections to proposal to dispose of Public Open Space	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates Interim Director Estates and Property Services
Brent Cross Cricklewood - Shareholder Board	To approve the establishment of a Shareholder Board to exercise the Council's responsibilities as a shareholder in the proposed Brent Cross South Joint Venture with Argent Related.	Commissioning Director, Growth and Development	BXC Programme Director, Re
Amendments to Grahame Park Principal Development Agreement - Colindale HQ	To approve amendments to the Grahame Park Principal Development Agreement, to facilitate the release of land for a new Council building in Colindale.	Director of Place (Re)	Development Programme Director (Re)
Burnt Oak Town Centre	To approve the spending of High Street Fund monies.	Commissioning Director, Growth and Development	

Subject	Decision requested	Report Of	Contributing Officer(s)
Development Pipeline Programme - Tranche 2	To receive business cases for the following projects, and authorise next steps: 1. Replacement of Meadow Close Children's Home (Outline Business Case) 2. Older People's Housing (Outline Business Case) 3. Private Rented Sector development on Council Land (Outline Business Case)	Commissioning Director, Growth and Development	Development Pipeline Programme Manager
Assets, Land and Property Transactions for Approval		Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates
Annual Report to the Assets Regeneration and Growth Committee	To receive an update on the implementation of the Committee's Commissioning Plan	Commissioning Director, Growth and Development	Head of Estates Commissioning Lead Entrepreneurial Barnett Regeneration Programme Manager, re
30 November 2015			
Entrepreneurial Barnett - Social Enterprise	To approve the establishment of a social enterprise to deliver business support.	Commissioning Director, Growth and Development	
Brent Cross Cricklewood Thameslink Delivery and Funding Strategy	To approve the Brent Cross Cricklewood Thameslink Delivery and Funding Strategy	Commissioning Director, Growth and Development	BXC Programme Director, Re

Subject	Decision requested	Report Of	Contributing Officer(s)
Brent Cross Cricklewood - Joint Venture Company	To approve the establishment of a Joint Venture Company with Argent Related to deliver the development at Brent Cross South.	Commissioning Director, Growth and Development	BXC Programme Director, Re
Entrepreneurial Barnet - Annual Report	To approve the Entrepreneurial Barnet Annual Report	Commissioning Director, Growth and Development	
Assets, Land and Property Transactions for Approval	To approve transactions relating to individual buildings and sites	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates
14 March 2016			
Brent Cross Cricklewood	To approve the first business plan of the Joint Venture Company to deliver the development at Brent Cross South.	Commissioning Director, Growth and Development	BXC Programme Director, Re
Fees and Charges relating to Assets, Regeneration and Growth	To approve the Fees and Charges relating to the functions of the Assets, Regeneration and Growth Committee for 2016/17	Chief Operating Officer (Director of Finance / Section 151 Officer)	
Regeneration Strategy	To approve an updated regeneration strategy for consultation.	Commissioning Director, Growth and Development	Regeneration Programme Manager, Re

Subject	Decision requested	Report Of	Contributing Officer(s)
Development pipeline Programme Tranche 2	<p>To receive business cases for the following projects, and authorise next steps.</p> <ol style="list-style-type: none"> 1. Older People's Housing (Full Business Case) 2. Private Rented Sector development on Council Land (Full Business Case) 	Commissioning Director, Growth and Development	Development Pipeline Programme Manager
Annual Regeneration Report	To approve the Annual Regeneration Report including an update report on the Growth & Regeneration Programme.	Commissioning Director, Growth and Development	Regeneration Programme Manager, Re
Assets, Land and Property Transactions for Approval	To approve transactions relating to individual buildings and sites	Chief Operating Officer (Director of Finance / Section 151 Officer)	Head of Estates

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AGENDA ITEM 16

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