

MEETING

ASSETS, REGENERATION AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 4TH SEPTEMBER, 2017

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

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

Chairman: Councillor Daniel Thomas BA (Hons)
Vice Chairman: Councillor Gabriel Rozenberg

Richard Cornelius
Pauline Coakley Webb
Geof Cooke

Ross Houston
Adam Langleben

Rohit Grover
Peter Zinkin

Substitute Members

Caroline Stock
Paul Edwards

Tom Davey
Alison Moore

Val Duschinsky
Nagus Narenthira

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 30 August 2017 at 10AM. Requests must be submitted to Sheri Odoffin 020 8359 3104 sheri.odoffin@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Sheri Odoffin 020 8359 3104 sheri.odoffin@barnet.gov.uk
02083594917

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	MINUTES OF THE PREVIOUS MEETING	5 - 12
2.	ABSENCE OF MEMBERS	
3.	DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS	
4.	REPORT OF THE MONITORING OFFICER (IF ANY)	
5.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	
6.	MEMBERS' ITEMS (IF ANY)	
7.	Darlands Nature Reserve	To Follow
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12.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	
13.	MOTION TO EXCLUDE THE PRESS AND PUBLIC	
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15.	ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT	

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020 8359 3104 sheri.odoffin@barnet.gov.uk 02083594917. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

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Decisions of the Assets, Regeneration and Growth Committee

24 July 2017

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)

Councillor Gabriel Rozenberg (Vice-Chairman)

Councillor Richard Cornelius
Councillor Rohit Grover
Councillor Peter Zinkin
Councillor Adam Langleben

Councillor Pauline Coakley Webb
Councillor Ross Houston
Councillor Geof Cooke

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED - The minutes of the meeting of 24 April 2017 were agreed as a correct record.

2. ABSENCE OF MEMBERS

There were none.

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

The following interests were declared.

Councillor	Item	Interest
Cllr Ross Houston	Agenda Item 10 - Development Pipeline Tranche 3 - Affordable Housing Programme	Non-pecuniary interest as he is a member of Barnet Group Board, of which Barnet Homes is a subsidiary.
Cllr Adam Langleben	Agenda item 14 West Hendon CPO2 and 2a Communications update, and agenda item 10 Development Pipeline Tranche 3 - Affordable Housing Programme	Non-pecuniary interest as he is a trustee of the West Hendon Community Trust Fund, and also lives close to one of the sites listed in agenda item 10.
Cllr Richard Cornelius	Item 7 Brent Cross Cricklewood Update Report	Non-pecuniary interest as he is a council appointed member of Re Limited

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

Prior to consideration of agenda item 7 Brent Cross Cricklewood Update Report, the Chairman moved that if there were questions on the exempt report, the order of business be varied to allow for the public report be considered directly before the exempt report at the end of the meeting. It was noted there were questions on the exempt report, and the change to the order of business was duly agreed.

7. ASSETS, REGENERATION AND GROWTH COMMITTEE COMMISSIONING PLAN 2017/18 AND ANNUAL PERFORMANCE REPORT 2016/17

The Chairman introduced the item and welcomed comments from Members.

It was **RESOLVED**:

- 1. That the Committee note progress on the Assets, Regeneration and Growth Committee Commissioning Plan in 2016/17 (Appendix A).**
- 2. That the Committee review and approve the addendum to the Assets, Regeneration and Growth Committee Commissioning Plan for 2017/18 (Appendix B).**

The votes were recorded as follows:

For	5
Against	4
Abstain	0

8. YOUTH ZONE

The Chairman introduced the report, noting that the report was to endorse finance and planning arrangements in principle. Representatives from Onside were welcomed to the meeting to respond to questions regarding the Youth Zone proposals.

Following consideration the committee voted unanimously in favour of approval of the report recommendations.

RESOLVED –

1. That, subject to OnSide obtaining all relevant planning consents and funding, the Committee approve Heads of Terms on the basis of a development agreement for a Youth Zone building to be constructed by the tenant, following which a long term lease is granted at a nominal rent with an operational agreement. Warranties in favour of the Council would be provided by the building contractor and the tenant's professional team. This is subject to appropriate safeguards in the documentation to ensure the Council's long term financial and property Interests are protected.
2. That the Committee note that Montrose Playing Fields has been advertised as a public open space for disposal purposes and no objections were received.
3. That the Committee confirms that its authority be delegated to the Resources Director and the Strategic Director for Children and Young in consultation with the Chairman of the Assets Regeneration and Growth Committee to negotiate and enter into final documents as mentioned in Recommendation 1 subject to confirmation of OnSide funding, and to apply for consent from the Secretary of State for Communities and Local Government if required.

9. DEVELOPMENT PIPELINE TRANCHE 3 - AFFORDABLE HOUSING PROGRAMME

The Chairman introduced the report and invited discussion.

Following consideration the committee voted unanimously in favour of approval of the report recommendations.

A RECOMMENDATION FOR TRANSFER OF LAND AT MOUNT PLEASANT AND WESTBROOK CRESCENT TO OPENDOOR HOMES

RESOLVED - That the Assets, Regeneration and Growth Committee:

1. Approve the updated full business case for Tranche 3 Development Pipeline for the Council to dispose of the sites at Mount Pleasant, EN4 9HQ and Westbrook Crescent, EN4 9AP (the Sites) to Opendoor Homes a wholly owned subsidiary of Barnet Homes in accordance with the parameters of the updated full business case.
2. Delegate authority to Deputy Chief Executive to dispose of the Sites to TBG Open Door Ltd a wholly owned subsidiary of Barnet Homes, in accordance with the parameters of the updated full business case and pursuant to the Development Agreement dated 24 May 2017 together with authority to obtain any statutory or other consents required to dispose of this site under Housing Act 1985 and to use such of the general consents available for the disposal of the Site.

3. Resolve that the land is suitable for appropriation if necessary as it is no longer required for the purpose for which it was originally held.
4. Approve the use of Right to Buy receipts to fund building works in advance of the proposed Loan Facility as described in Paragraph 1.10 below.
5. Declare of the Sites which constitute Open Space land surplus to requirements and that, subject to the statutory advertisement and consultation, the Committee approve the disposal of such sites.
6. Delegate authority to the Deputy Chief Executive to obtain any statutory or other consents required to dispose of the Sites both under Housing Act 1985 where the Sites comprise land held under the HRA and also under s123 of the Local Government Act 1972 where land is held in the general fund. To delegate authority to use such of the general consents available for the disposal of the Site and where required to apply for consent to disposal to the Secretary of State.
7. Delegate authority to the Deputy Chief Executive to appropriate for planning purposes or any other relevant purposes of land included in the Site to enable disposal and to facilitate the building of new homes in accordance with the planning permission and the Development Agreement and to take all necessary steps that may be required to ensure statutory compliance in order to dispose of the Site and to take all necessary steps that may be required to dispose of the Site.
8. Delegate authority to the Deputy Chief Executive to implement the statutory advertising and consultation procedure in respect of any of the Site comprising Open Space land and if any objections are received to consider the same in consultation with the Chairman of the ARG committee and if then it is considered suitable; to proceed with the formal appropriation of the land to complete the disposal of the Sites.

B RECOMMENDATIONS AS REGARDS TO SHEAVESHILL PRAMSTORES COMPULSORY PURCHASE ORDER:

That the Assets, Regeneration and Growth Committee:

1. Authorise the making of a compulsory purchase order to purchase the Pram Sheds at Sheaveshill Court, and as shown on Annex 2 to secure the delivery of Sheaveshill Court New Housing Development Scheme;
2. Authorise the appropriate Chief Officer to negotiate and complete a Compulsory Purchase Order Indemnity Agreement to ensure that TBG Open Door Ltd indemnify the Council for the full financial costs incurred in preparing, making and implementing the CPO.
1. Authorise the commencement of all preparatory work required for the making of the CPO(s), including (but not limited to):
 - appointing a land reference company to review all relevant proprietary interests with a view to producing a draft schedule and plan for the CPO(s);

- the service of requests for information notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 on those who may be affected by the proposed CPO(s);
2. Authorise the appropriate Chief Officer to issue and sign the order, notices and certificates in connections with the making, confirmation and implementation of the CPO.
 3. Authorise the appropriate Chief Officer to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a General Vesting Declaration or service of a notice of entry relating to the CPO if it was considered appropriate to do so;
 4. Delegate authority to the appropriate Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO.

10. THE DARLANDS NATURE RESERVE

The Chairman noted that the report on the Darlands Nature Reserve had been withdrawn from the agenda and would be added to the committee's forward work programme for 4 September meeting.

11. 2-10 HERMITAGE LANE NW2

The Chairman introduced the report and invited discussion.

The Committee noted that approval was sought to progress the development opportunity to an Outline Business Case. Councillor Adam Langleben noted that reassurance would be needed as proposals are developed regarding the alternative suitable accommodation for the affected council tenants.

Following consideration it was **RESOLVED**:

1. That the Committee notes the initiation of this project
2. That subject to the approval of funding from Policy and Resource Committee, the Committee authorises procurement of a multi-disciplinary professional team if required to progress the development opportunity to an Outline Business Case.

The votes were recorded as follows:

For	5
Against	3
Abstain	1

12. FIRE SAFETY IN HIGH RISE OPERATIONAL BUILDINGS AND SHOPS UNDER FLATS

The Chairman introduced the report and invited discussion.

Following consideration the committee voted unanimously in favour of approval of the report recommendations.

RESOLVED:

- 1. That the Committee acknowledges and notes the findings of the investigations in respect of fire safety undertaken across the Council's high rise operational buildings and shops under flats**
- 2. That the Committee delegates authority to the Head of Estates, to instruct and procure further investigations at the operational buildings and where necessary act upon the findings of these investigations.**

13. WEST HENDON COMPULSORY PURCHASE ORDER 2 & 2A (CPO2 AND CPO2A) COMMUNICATIONS UPDATE

The Chairman introduced the report.

Following consideration the committee unanimously:

RESOLVED to note the communication activities undertaken regarding the West Hendon Regeneration Scheme attached at Appendix 1

14. ASSETS REGENERATION AND GROWTH COMMITTEE FORWARD PLAN - SEPTEMBER - DECEMBER 2017

The Chairman introduced the item. It was noted that the report on Darlands Nature Reserve would be added to the forward work programme for 4 September meeting.

RESOLVED to note the items included in the Work Programme.

15. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

16. BRENT CROSS CRICKLEWOOD UPDATE

The Chairman introduced the item and welcomed comments from Members.

Following consideration of the report it was **RESOLVED:**

That the Committee note:

- 1) The content of this report and progress made on the BXC workstreams across the programme;
- 2) That the BXS First Phase Proposal accords with the business plan submitted to this committee for approval and is within the parameters set by the BXS Project Agreement;
- 3) That CBRE have confirmed the Phase Proposal with the agreed amendments represents Best Consideration in accordance with the Best Consideration Mechanism as detailed in the Brent Cross South Project Agreement, and that the indicative land value at this stage is £10.5m;
- 4) The progress, as set out in paragraphs 1.49 – 1.53, that has been made with private treaty negotiations to acquire land and new rights within the CPO3 Order land, and to note that in accordance with the Committee approval given on 5 September 2016 the Deputy Chief Executive will be approving the entering into by the council of agreements and undertakings with third parties who are affected by CPO3 (including DB Cargo, North London Waste Authority and Network Rail).

That the Committee:

- 5) Approve entering into an Integrated Programme Management Office (IPMO) co-operation agreement with Hammerson, Standard Life Investments and BXS JVLP to better manage areas of interface between BXN, BXS and Thameslink projects; and delegate to the Chief Executive in consultation with the Chairman of the Committee to negotiate and take all necessary steps to agree and enter into the IPMO co-operation agreement;
- 6) Approve the Brent Cross South (BXS) Business Plan and First Phase Proposal as attached to the Exempt report and summarised in Appendix 1 and 2;
- 7) Authorise the Chief Executive to determine that the Best Consideration requirement has been met following approval of the Business Plan by the Committee and on receipt of a formal letter on Best Consideration from the Phase Proposal Valuer;
- 8) Approve that the council Land Value be re-invested in BXS to secure a revenue stream;

- 9) Authorise Officers to explore options for securing this investment in a way that is aligned to Argent Related's interests for consideration by the Committee later this year;
- 10) Authorise the Chief Executive in consultation with the Chairman of the Committee to update and make any consequential changes as may reasonably be required to the Project Agreement in light of the Business Plan and First Phase Proposal;
- 11) Delegate authority to the Deputy Chief Executive to agree and take all necessary steps to enter into Asset Protection Agreements with Network Rail to continue the GRIP 4 work.

The votes were recorded as follows:

For	5
Against	4
Abstain	0

17. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Chairman informed the Committee and the public gallery that the meeting would now be held in private to hear exempt papers. The room was subsequently cleared.

18. BRENT CROSS CRICKLEWOOD UPDATE (EXEMPT REPORT)

The Chairman introduced the exempt report and welcomed discussion from committee.

RESOLVED that the information in the exempt report be noted.

19. DEVELOPMENT PIPELINE TRANCHE 3 - AFFORDABLE HOUSING PROGRAMME (EXEMPT REPORT)

The Chairman introduced the exempt report and welcomed discussion from committee.

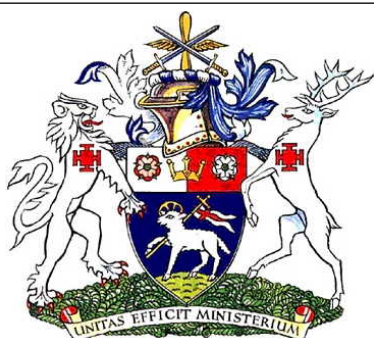
RESOLVED that the information in the exempt report be noted.

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

None.

The meeting finished at 8.48 pm

AGENDA ITEM 8



Assets, Regeneration and Growth Committee

4th September 2017

Title	Commercial letting at Hendon Library
Report of	Director of Recourses
Wards	Hendon
Status	Public with Exempted Appendix
Urgent	No
Key	No
Enclosures	Appendix A (Exempt) – Draft Head of Terms Not for publication by virtue of paragraph 3 and 5 of Schedule 12A of the Local Government Act 1972 as amended
Officer Contact Details	Robert Braham - Head of Property Services and Valuations Robert.braham@barnet.gov.uk 0208 359 5561

Summary

This report seeks approval in principle to grant a lease for a term of 15 years of premises on the first and second floors of the Hendon Library at The Burroughs, London NW4 4BT.

Following the Barnet Future Library Report in April 2016, the Council approved the refurbishment of Hendon Library and the subsequent letting of part to a commercial third party.

The Hendon Library is currently undergoing internal refurbishment, due to be completed in September 2017. Subsequently, it has been agreed that the accommodation on the first and second floors not occupied by the library should be let to a commercial tenant and, accordingly, deliver an annual income to the London Borough of Barnet.

Draft Heads of Terms (exempt appendix A) have been agreed with a prospective tenant (Middlesex University) and, subject to contract, this report seeks approval for a lease to be granted on those terms, or similar, with a lease prepared that reflects them.

Recommendations

That the Assets, Regeneration and Growth Committee:

- 1. Approves the grant of the lease, subject to contract and detailed discussions between the Council and the prospective tenant (Middlesex University), of the first and second floor premises for a term of 15 years at Hendon Library as set out in the draft Heads of terms contained in the Exempted Appendix to this report.**
- 2. Instruct HB Public Law to complete the legal documentation following detailed lease discussion and agreement.**
- 3. Delegates to the Director of Resources, authority to finalise the heads of terms and take any other steps required complete the lease.**

1. WHY THIS REPORT IS NEEDED

- 1.1** The proposed lease terms for the first and second floor premises at Hendon Library provide for an annual rental in excess of £100,001, must be authorised by the Committee under The Management of Asset, Property and Land Rules.
- 1.2** The works at Hendon Library are due to complete during September 2017. Following completion of the works, the first and second floor premises not occupied by the library will remain empty and, accordingly, will not generate an income for the Council. The prospective tenants are willing and able to progress this transaction and take possession at an early date. It is therefore proposed that the Council Officers be enabled to progress the lease discussions and complete the lease as soon as the parties are able to do so.

2. REASONS FOR RECOMMENDATIONS

- 2.1** To enable the first and second floor premises at Hendon Library, not occupied by the library, to be let in return for a commercial rent as soon after the completion of refurbishment works as is possible, generating a significant income to the Council.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1** Do nothing/ delay the letting: this would result in the Council foregoing significant annual income from this property.
- 3.2** The premises were marketed publicly and a number of enquiries were made. A tender competition took place and the prospective tenants submitted the highest and best bid.

4. POST DECISION IMPLEMENTATION

- 4.1** Using the agreed Heads of Terms as a basis, a lease will be drawn up by the Council's Legal Team and discussions will take place with the prospective tenants in order to agree the details of landlord and tenant liabilities and commitments.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** The Council's Corporate Plan 2015-20 states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

- 5.1.2** This proposal fits with the Council's corporate priorities by achieving value for money for the taxpayer through an early letting and occupation of refurbished premises.

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

- 5.2.1** The proposed lease rent has been achieved through open competition, thus demonstrating a value-for-money transaction.

- 5.2.2** By ensuring an early occupation, the subject premises will be efficiently utilised.

- 5.2.3** The proposed terms include an annual rental of £155,950, which is slightly above the rental expected for this letting, which was £154,000 per annum

- 5.2.4** It should be noted that other negotiations are currently taking place regarding the letting of commercial space at the Council's other library properties.

5.3 Social Value

- 5.3.1** The new library refurbishment demonstrates to the people of Barnet the Council's commitment to public services. A half empty building will deliver a different perception and detract from the positive elements of the refurbishment; an early letting will avoid that perception.

5.4 Legal and Constitutional References

5.4.1 Under the Council's Constitution Responsibility for Functions (Annex A), the terms of reference of the Assets, Regeneration and Growth Committee contains the following responsibilities:

- Develop strategies which maximise the financial opportunities of growth-e.g. New Homes Bonus, localisation of business rates
- Develop strategies which maximise the financial opportunities of growth-e.g. New Homes Bonus, localisation of business rates
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council

5.4.2 The Council Constitution, The Management of Asset, Property and Land Rules, Appendix 1, Table A sets out the authorisation thresholds and requires the disposal of an asset to be authorised by the Assets Growth and Regeneration committee

5.4.3 Schedule 12A Local Government Act 1972 defines exempt information as information falling within the following categories:

(3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).

(5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5.4.4 The Heads of Terms, whilst agreed with the prospective tenant, remain subject to contract and are therefore both commercially confidential and uncertain. Until such time as these terms are set into a binding contract, in the form of a lease, the Council is not permitted to reveal them without the consent of the prospective tenant, such consent not having been received.

6. Risk Management

6.1 The risks associated with this transaction are financial. Failure to secure the occupation of the premises will result in a lead time during which the accommodation will need to be placed again on the market and suitable tenants found.

6.2 Whilst the Council was successful in finding a tenant for the property, there is no guarantee that a similar success will be achieved in a short time scale. This will leave the premises empty for a period of time.

7. Equalities and Diversity

7.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have 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

7.2 It is not considered that the proposed letting will give rise to any issues under the Council's Equality Policy and does not compromise the Council in meeting its statutory equalities duties.

8. Consultation and Engagement

8.1 There has not been any public consultation for this proposed commercial letting. However, the premises were publicly marketed and consultation was undertaken amongst the members of the Council

9. Insight

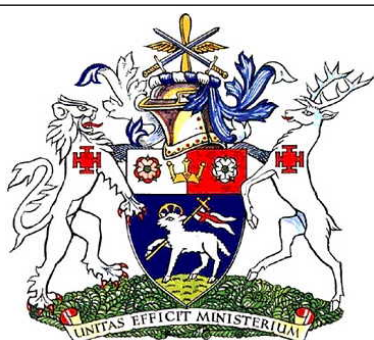
9.1 Insight data has not been used in the analysis of this transaction yet.

10. BACKGROUND PAPERS

10.1 None

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AGENDA ITEM 9



Assets, Regeneration and Growth Committee

4 September 2017

Title	Grahame Park Community Hub
Report of	Deputy Chief Executive
Wards	Colindale
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A - Outline Business Case Annex A – accompanying appendices to OBC
Officer Contact Details	Martin Smith - Martin.Smith@Barnet.gov.uk Tel. 020 8359 7419

Summary

This document sets out the Outline Business Case (OBC) for the Council's proposed redevelopment of a new Community Hub at Grahame Park. A detailed Planning Application for Stage B Grahame Park (Plots 10, 11, 12) was submitted in April 2017 with planning Application (RIBA stage 2) for the new Grahame Park Community Hub in Plot 10 forming an integral part of Stage B application.

The Grahame Park Community Hub (GPCH) is a single building co-locating a health centre, children's centre, nursery, office, café, and community centre. Its re-provision is scheduled for completion in 2020 as it is required to be ready for occupational use prior to the demolition of existing health centre, children's centre and community centre on the Concourse (Plot 11) in 2020.

This OBC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and outlines the preferred option of a community hub at Grahame Park

Recommendations

That the Committee:

- i) **approve the Outline Business Case for the Grahame Park Community Hub**
- ii) **agree proposals to identify and procure an effective management organisation for the new hub to ensure the timely implementation of**

- | | |
|------|---|
| iii) | appropriate subletting and licensing arrangements and;
agree on-going work to identify an appropriate rental structure which ensures the Hub's viability and access to the wide range of local community organisations |
|------|---|

1. WHY THIS REPORT IS NEEDED

- 1.1 The new community hub will replace and enhance the existing buildings and provide a step change in quality and the opportunity for greater integration of children's health and community services. The building is being designed by Mae architects, appointed by GHA. The proposals have reached RIBA stage 2 which means the outline shape, height, dimensions and location of the building have been agreed. The building has been the subject of thorough community consultation and display information is permanently available within the community building (No 15) in the Grahame Park concourse. The SOBC describes the detailed development of the hub to date and indicates the future programme, risks, options and challenges in its delivery
- 1.2 The Council is facing financial pressures and has a duty to ensure that it is realising best value from current and future assets, including those that are used for community purposes. A key challenge 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.
- 1.3 The Community Asset Strategy (CAS) outlined the need for a number of purpose built community hubs and although the Grahame Park hub has been delivered separately as part of the Grahame Park Regeneration programme it is important that its delivery is consistent with the CAS as on completion the hub will transfer to the Council's estates team and be managed alongside the other hubs
- 1.4 Community Hubs have a number of benefits for the Council:
 - 1.4.1 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
 - 1.4.2 Community groups gain opportunities to work together, by networking, cooperating with and supporting one another
 - 1.4.3 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
 - 1.4.4 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.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council has allocated a headline budget for the community Hub of £13m through the annual capital programme, agreed by full council on 7th March 2017 based on the RIBA stage 2 cost plan. At its April meeting this committee agreed to underwrite the design and planning fees for the community hub to a total of £640,000 to take forward the design to RIBA stage 3 and submission with the council's main planning application for the concourse (plots 10,11,and12). Following consent and a final cost estimate a final business case will be submitted to the Assets and Regeneration Committee for approval to build. If the Council decides not to proceed with the build it will meet the design and planning costs to that point.
- 2.2 The GPCH is more significant than a 'like for like' replacement of existing facilities, it is an innovative solution for health, children and community services to meet demand from population growth and a changing demographic in Grahame Park and the wider Colindale area.
- 2.3 The GPCH will be situated on a key crossroads at the centre of the Grahame Park redevelopment. It will be adjacent to the Diocese of London's redevelopment of St Augustine's Church (approx. 60 new homes and replacement parish) and the new Heybourne Park, as well as neighbouring new primary/secondary school developments.
- 2.4 Development of community hubs across the borough is a core part of the Council's Community Asset Strategy (CAS). Hubs present opportunities to ensure that the Council's community estate is being used in the most effective way by maximising the time during which assets are being used, as well as presenting opportunities for co-location of services in one building to facilitate integration and opportunities for voluntary and community (VCS) organisations to be at the heart of a holistic approach to meeting local needs. Co-location within an asset could involve VCS organisations co-locating with public services, or developing partnerships with other VCS groups and using the hub as a base from which to develop community led approaches to solving local challenges.
- 2.5 The approach set out in the CAS supports the Council's vision that, by 2020, local services will be more joined up, with public sector agencies - such as the Council, NHS, Job Centre, police and health and education advisers - embracing co-location and taking a more integrated approach by pooling resources, sharing staff and assets and developing joint solutions. It also supports the aim of the Council's Community Participation Strategy to develop neighbourhood level approaches that empower communities to have a greater role in designing or delivering services, harnessing the expertise of communities to identify the best solutions to local challenges.
- 2.6 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 both in terms of the Council's Corporate Plan, Community Asset Strategy, arrangements and the case for change, constraints and investment objectives;
- Economic Case – appraising the options for a community hub at Grahame Park 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.

- 2.7 The OBC outlines the preferred option of a community hub rebuild at Grahame Park. A cost plan has been undertaken on the existing RIBA stage 2 proposal and forms the basis for the draft budget for this scheme. A sum of £13m has been included in the council's capital programme following agreement at Full council Budget meeting on 7 March 2017.
- 2.8 Subject to approval the project is planned to be completed by Spring 2020 with construction commencing in summer 2018, subject to achieving a Compulsory Purchase Order (CPO) without recourse to a public enquiry.

The OBC also outlines the preferred approach to managing the facility by granting a head lease to a Management Organisation which will ensure the running of the centre. The head lease will oversee a number of sub-leases and licenses to community groups and core organisations all providing a vital range of community services which underpin the successful regeneration of the Grahame Park estate. The OBC outlines the progress so far made in the design and delivery of the building. Intensive work is now underway to further detail the capital and revenue costs and establish a management structure that meets user needs and provides a viable basis on which to proceed. This will be the main purpose of the full business case

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Principal Development Agreement (PDA) signed in 2007 between the Council's development partner and Genesis states that Genesis is obliged to deliver the re-provision of community facilities (health centre, children's centre and community centre) prior to the demolition of existing facilities on the Concourse (Plot 11).
- 3.2 Consequent to the PDA, the Supplementary Planning Document (SPD) for Grahame Park identified two options in Plot 10 for the delivery of new community facilities: (i) Plot 10B Genesis site adjacent to Heybourne Park; or (ii) Plot 10C Diocese of London's St Augustine's Church site.
- 3.3 The Council commissioned Capita Health Partners to undertake an assessment and evaluation of the community facilities requirements in Grahame Park; the appropriateness of the two sites was also considered.
- 3.4 Given the greater requirement for floor space than was envisaged in the SPD, it became apparent that the Diocese of London site could not readily

accommodate additional floor space because of the limited footprint of the site.

- 3.5 Site Analysis study (RIBA Stage 1) considered four different options for delivering the community facilities in Plot 10B Genesis site. Key NHS England stakeholders championed for the one option that co-located health, children and community services in a single hub building adjacent to Heybourne Park which was the option selected.

4 POST DECISION IMPLEMENTATION

- 4.1 The existing RIBA stage 2 design will be subject to further detailed design work by Mae architects, to RIBA stage 3. This further detailed design work will be submitted to planning in Oct/Nov 2017. A section 106 agreement will be completed as part of the full application which will include a contribution of £7.6m from GHA towards the construction costs of the hub
- 4.2 Assuming the planning application is approved there are two scenarios for the delivery of the hub; one assumes the scheme can proceed without the necessity for a CPO inquiry and the other with a CPO inquiry. The former estimates a hub completion in spring 2020 but a CPO inquiry could easily extend that timetable by 12 months. The scheme will be constructed by Countryside under the terms of the existing PDA under a JCT Design and Build contract
- 4.3 The Council wishes to retain freehold interest in the land on which the community hub will be built. This means that LBB will need to agree a 'carve out' with Genesis to amend the existing terms of the PDA under which all the development land (currently including the hub land) transfers to Genesis prior to development. Previous carve outs have been agreed on plots 7 (College) and 8 (council offices). This will require a future variation to the PDA.
- 4.4 In parallel with the planning and construction process the council will be preparing for the ownership and management of the new building. This will include the procurement of a management organisation, establishment of a lettings policy, agreement on fit out and rental agreements with large anchor tenants (NHS, children's centre etc) and smaller voluntary and community organisations requiring access on a daily, casual, or occasional basis
- 4.5 The SOBC describes progress in developing the facility in consultation with key users. The council will continue working closely with partners to establish a viable business model for the health element of the hub as well as the children's service and other community organisations as appropriate. This will be detailed in the full business case which will be completed following planning and presented to a future meeting of ARG

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Grahame Park Community Hub project supports the Council's vision for

redesigned local services outlined in Corporate Plan 2015-2020:

- By 2020, public sector agencies will be more integrated – pooling resources, sharing assets and staff, and developing joint solutions.
- Public services will be commissioned jointly for the borough by the council working with partners.
- For residents, this will mean easier access to multiple services in one place.
- For the Council, it will reduce bureaucracy and drive innovation in the way services are designed and delivered.

5.1.2 The Grahame Park Community Hub project supports the Council's priorities outlined in Corporate Plan 2015-2020:

- Responsible growth and regeneration – revitalising communities and providing new homes and jobs whilst protecting what residents love about the borough, such as its green spaces, and generating local revenue as Government funding reduces to zero.
- Managing demand – working across the public sector and with residents to prevent problems rather than just treating symptoms.
- Transforming services – redesigning services to make them more intuitive and integrated, and more efficient to deliver.
- More resilient communities – working with residents to increase self-sufficiency, reduce reliance on statutory services and tailor services to their needs.

5.1.3 Functional integration across health and other public and community services is central to new primary care models that are being developed as part of NHS England's Five Year Forward View.¹

5.1.4 NHS England have identified Grahame Park Community Hub as an opportunity to fully integrate GP health services with children services, community health, mental health, social services, and the voluntary sector that are already providing a wide range of community services responding to local need.

5.1.5 NHS England have identified Grahame Park Community Hub as a new building (albeit a replacement) and therefore any business case being submitted to NHS England for the Estate Technology Transformation Fund (ETTF) must meet the following transformative objectives:

- Improving seven day access to effective care
- Increased capacity for clinical services out of hospital
- Increased training capacity
- Commitment to a wider range of services as set out in your commissioning intentions to reduce unplanned admissions to hospital

5.1.6 NHS England have identified multi-disciplinary shared space (clinical and non-clinical) and functional integration across all services

¹ See NHS Five Year Forward View (October 2014): <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

(health/children/community) as the best way of achieving these Transformative objectives (above) in Grahame Park.

- 5.1.7 NHS England have also identified that multi-disciplinary shared space lends greater flexibility to services to provide for the future needs of a changing and increasing population in Grahame Park than merely increasing space requirement for health.

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

- 5.2.1 A cost plan has been undertaken on the existing RIBA stage 2 proposal (available in full in the OBC) and forms the basis for the draft budget for this scheme. A sum of £13m has been included in the council's capital programme following agreement at Full council on March 7 2017. The cost plan is currently being revised and a revised version available by the end of September. Contractor Countryside is meeting the cost consultants Jackson Coles to assist in the process and they will be sending out tender packages to sub - contractors in November to achieve cost certainty and a final price. This will be considered in the Full Business Case
- 5.2.2 To meet the tight programme requirements of the detailed design work (to RIBA stage 3) it was agreed at the April ARG meeting to release up to £640,000 from the capital budget (funded by section 106 health monies currently being held by the Council) to meet the costs incurred so far and estimated costs up to RIBA stage 3 submission (plus £15k contingency). The current projection is for a full expenditure of the design budget.
- 5.2.3 Should this scheme not proceed, any abortive costs would need to be charged to revenue.
- 5.2.4 The OBC considers in some detail the estimated costs of running the hub and the rental levels required to meet those costs. The Full Business case will develop those appraisals further and open negotiations with hub users over rent levels. The council will need to agree, going forward, the business management model it wishes to adopt, to ensure effective financial management.

5.3 Social Value

- 5.3.1 The Grahame Park Community Hub is an opportunity to encourage complementary health, children and community services to co-locate within a Council asset.
- 5.3.2 Furthermore the Hub is an opportunity for Council to make more efficient use of its estate by maximising the times during which its assets are being used by different services.
- 5.3.3 The Hub is also an opportunity for health, children and community services to work together and deliver better, more joined up services.

5.3.4 The Grahame Park Community Hub will result in a number of benefits² to this co-location approach:

- 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.

5.3.5 The Grahame Park Community Hub has been designed 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.
- Reflect the needs of local communities and the Council's commissioning priorities for the local area.

5.4 Legal and Constitutional References

5.4.1 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.

5.4.2 The Council will need to agree a "carve out" (removal of the community hub land from the plot 10 land transfer) with GHA to enable the Council retain the freehold of the proposed Grahame Park Community Hub. The "carve out" will require a variation to the existing PDA and any such variation must comply with the provisions of the Public Contracts Regulations 2015.

5.4.3 The Council has power under section 123 of the Local Government Act 1972 to grant a lease to a Management Organisation for the purpose of running the proposed Grahame Park Community Hub subject to the lease being granted for the best consideration obtainable.

5.4.4 Under the Council's Constitution, Responsibility for Functions (Annex A) the terms of reference of the Assets, Regeneration and Growth Committee includes the following responsibilities relevant to the subject matter of this report:

- Develop and oversee a Regeneration Strategy
- Engagement with the business community and measures to support local business
- Oversee major regeneration schemes including those of key social housing estates
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council

² See Community Asset Strategy (June 2015):

<https://barnet.moderngov.co.uk/documents/s23454/Community%20Assets%20Strategy%20%20June%202015%20-%20Appendix.pdf>

See Assets, Regeneration and Growth Committee Report (June 2015):

<https://barnet.moderngov.co.uk/documents/s23455/Community%20Assets%20Strategy.pdf>

5.5 Risks Summary

Further detail on risks and issues is available in SOBC appendix F

Risk	Mitigation
Early detailed design work is abortive as the hub fails to be delivered in part or full	LBB agree to underwrite design fees in the event of work being abortive. Full business case submission, post planning , close collaboration with health partners in delivery of health business case, consultation /liaison with community users
Securing tenants for Hub. Ensuring long-term commitment from major users and appropriately priced access for community orgs	Full business case submission , post planning , close collaboration with health partners in delivery of health business case, consultation /liaison with community users
Ineffective management of building	Procuring an effective management organisation
Disruption to health and other services in the area	Pre -planning to ensure the seamless transition of health and other services into the new building
Ensuring long term viability of the hub	Effective long-term business planning

5.6 Equalities and Diversity

5.6.1 Equality and Diversity issues are a mandatory consideration in decision making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must fulfil its equality duty when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business, requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

5.6.2 The specific duty set out in s149 of the Equality Act is to have due regard to need to:

- *Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- *Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- *Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

5.6.3 The relevant protected characteristics are – age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. Health partners as relevant public bodies must similarly discharge their duties under the Equality Act 2010 and consideration of equalities issues

should therefore form part of their reports.

5.6.4 The Grahame Park Community Hub will provide a step change in terms of quality and access to health, children's and community services for local users. It replaces inadequate infrastructure with new facilities geared up to meet the needs of the growing and changing population.

5.6.5 An equalities impact assessment was carried out as part of the Grahame Park SPD process in 2016 which fully considered the impact various elements of the spatial development (which included provision of three new community hubs) will have on each of the protected characteristics. The Council continues to take into account the public sector equality duty at each step of the design process for the Grahame Park Community Hub,

5.7 Consultation and Engagement

5.7.1 Public Consultation: Proposed Changes to health services and facilities in Colindale and West Hendon ran from November 2015 to Jan 2016. Findings Report (March 2017) can be found at: https://engage.barnet.gov.uk/commissioning-group/colindale-health/supporting_documents/Colindale%20health%20consultation%20report%20FINAL.pdf

5.7.2 Supplementary Planning Document Grahame Park (SPD) Public Consultation was held in February 2015 and February 2016. SPD Grahame Park was adopted in July 2016 and can be found at: <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/supplementary-planning-documents/Grahame-Park-SPD.html>

5.7.3 (Public) Design Consultation for Stage B Grahame Park was held in June and July 2016 and was followed by Review Design Consultation in November and December 2016.

5.7.4 (Private) Design Workshops with prospective tenants and their respective commissioning bodies ran from February 2016 to August 2017. These workshops informed the Employer's Requirements and RIBA Stage 0-1 and Stage 2 Report for Grahame Park Community Hub. Design Workshops with prospective tenants will continue throughout RIBA Design Stages 3-7 so that tenant's requirements are met, and the building is fit-for-purpose.

5.7.5 (Private) Design Review Panel Grahame Park Stage B held on 16th January 2017.

5.7.6 The hub formed a central part of the (Public) Statutory Planning Consultation for Stage B Grahame Park which took place in June 2017. This has been supplemented by public events such as the Grahame Park fun day in July 2017 and updates to the Colindale Community trust. Information /drawings etc are permanently on display at the community office, 15 the Concourse.

5.7.7 In the development of detailed design work the council, partners and design

team have liaised with potential and current service users to assist in the design of facilities.(SOBC Appendix A)

6 BACKGROUND PAPERS

- 6.1 Supplementary Planning Document Grahame Park was adopted by Full Council on 26 July 2016. Can be found at: <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/supplementary-planning-documents/Grahame-Park-SPD.html>
- 6.2 Options Appraisal Study on Health Facilities in Colindale and West Hendon was completed in May 2015. Can be found at: https://engage.barnet.gov.uk/commissioning-group/colindale-health/supporting_documents/Colindale%20and%20West%20Hendon%20Options%20Appraisal.pdf
- 6.3 Assets, Regeneration and Growth Committee, Grahame Park Community Hub – 24 April 2017:
<https://barnet.moderngov.co.uk/documents/s39271/Grahame%20Park%20Community%20Hub.pdf>

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Appendix A: Outline Business Case (OBC): Grahame Park Community Hub

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1. Executive Summary

This document is the Outline Business Case (OBC) for London Borough of Barnet's (LBB) proposed development of the Grahame Park Community Hub. The purpose of the document is to approve the business case for the preferred option for the scheme, and move to the next stage in the process i.e. further design work, consultation and development of a Full Business Case (FBC)

A cost plan has been undertaken on the existing RIBA stage 2 proposal for the hub which forms the basis for the draft budget for this scheme and which was submitted in April 2017 as part of the detailed planning application for the concourse (plots 10,11 and 12). A sum of £13m has been included in the council's capital programme following agreement at Full council on March 7 2017. Genesis Housing association (GHA) will be making a significant contribution (£7.6m) to the overall cost via a new section 106 contribution which will be negotiated alongside the main planning application. This figure is based on an indexation of cost estimates included in the current section 106 agreement for the replacement of health, children's and community facilities at Grahame Park.

Further to this and to meet the tight programme requirements the detailed design work (to RIBA stage 3) has started and it was agreed at April ARG to release up to £640,000 from the capital budget (funded by section 106 health monies currently being held by the Council) to meet the costs incurred so far and estimated costs up to RIBA stage 3 submission (plus £15k contingency).

Development of community hubs across the borough is a core part of the Council's Community Asset Strategy (CAS). Hubs present opportunities to ensure that the Council's community estate is being used in the most effective way by maximising the time during which assets are being used, as well as presenting opportunities for co-location of services in one building to facilitate integration and opportunities for voluntary and community (VCS) organisations to be at the heart of a holistic approach to meeting local needs. Co-location within an asset could involve VCS organisations co-locating with public services, or developing partnerships with other VCS groups and using the hub as a base from which to develop community led approaches to solving local challenges.

The replacement of existing community facilities necessitated by the demolition of the existing facilities is a contractual requirement included in the Principal Development Agreement (PDA) agreed between Barnet council and GHA in 2007.

The exact location of the new facility was subject to an options appraisal but the final chosen option is a hybrid of earlier options which emerged as part of the detailed design work for plot 10.

The OBC outlines progress to date and seeks approval to further develop the existing cost plan and designs to RIBA stage 4, commence negotiations with users and commence procurement activity to seek a long term, sustainable management structure for the new building.

The OBC will be followed by a Full Business Case (FBC) presented to a future meeting of ARG which will consider the viability of the building and make the final decision whether to proceed with the construction of the hub.

2. Introduction

The Grahame Park estate was built in the 1960s and 1970s by the Greater London Council, with 1,777 units built around a central 'concourse'. In 2007, Barnet Council signed a development agreement with Choices for Grahame Park, a subsidiary of Genesis Housing Association (GHA), for the redevelopment of the estate to provide approximately 3,400 new and refurbished homes in two stages. In keeping with common practice at the time, the development agreement sought to replace a mono-tenure estate with a mixed tenure development, enabling both a broader social mix and the use of profits from market sale housing to fund affordable housing and community facilities.

Stage A, comprising 717 units, was partly delivered prior to the economic downturn and is now on-site with the remaining units. It is due to be substantively completed this year. A review of stage B in Autumn 2013 concluded that the original master plan was no longer fit for purpose, and should be updated to reflect the demand for family housing and more traditional street layouts. It noted that the critical first step was the demolition of the concourse, to challenge the 'estate feel', create a better environment for residents, and improve sales values.

Following the review GHA and Regional enterprise (Re) worked together to produce, and the Council has agreed, a revised Supplementary Planning Document (SPD) to govern the development of Stage B. The SPD was formally adopted at Full Council in July 2016. The SPD doesn't affect existing Council policy with regard to re-housing council tenants: secure council tenants housed before 2003 will be re-housed in a new home in Grahame Park provided by GHA. Furthermore the SPD clearly identified the creation of three new neighbourhood locations with the new community Hub based in the central location re-providing a range of facilities due for demolition in the early phases of stage B (see below).

The Tibbalds, Mae, Campbell Reith Multidisciplinary Team is currently working on the regeneration of Plots 10, 11 and 12 of Grahame Park Estate. A planning application (ref: 17/2840/OUT) was submitted to the London Borough of Barnet on behalf of Choices for Grahame Park Ltd / Genesis Housing Association (GHA) on 28th April 2017, and this is expected to go to committee in October 2017. Included within this application was a RIBA stage 2 proposal for the community hub. Further detailed design work is now being undertaken and the RIBA stage 3 document will be submitted following consideration of the main application under a section 96A agreement. An Outline Business Case (OBC) has been developed for consideration at ARG in Sept 2017. Further to this the Council will bring forward a Full Business Case to a future meeting of ARG

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 both in terms of the Community Asset Strategy, Community Participation Strategy, Customer Access Strategy and Corporate Plan. It also outlines current arrangements and the case for change, constraints and investment objectives;
- Economic Case – appraising the viability of the options for a community hub
- 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 Barnet Council's Grahame Park Community Hub 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

The Supplementary Planning Document (SPD) for Grahame Park (GP) was adopted by Barnet Council in July 2016. The agreed vision for GP is as follows;

- We want the Grahame Park area to become a successful family friendly neighbourhood, incorporating the highest design standards, a good mix of uses and a layout that will meet the needs of current and future generations.
- We want the area to be known for high quality affordable and private homes that address a variety of local needs, including those of the elderly and vulnerable. We also want to be known for an outstanding environment with excellent parks and great streets which are accessible to all.
- We want residents to choose to stay in the area because of the quality of its schools and facilities. Overall we want to create a place with a strong sense of community
- We will support the regeneration of our neighbourhood by setting out key principles on the quality of new homes, improved access and transport, great streets, squares, parks and community facilities in the Supplementary Planning Document (SPD)
- We will use the guidance established in the SPD to achieve a phased re-development of Grahame Park over the next 15-20 years. The plan will deliver high quality private and affordable homes. There will be a significant proportion of family homes, together with facilities needed by families, to make sure the area is family friendly
- The new development will retain many of the existing streets but they will be improved to link better with the wider area and provide safe, calm access throughout the area for pedestrians, cyclists, buses and cars. The new homes will overlook the streets and open spaces so there will be much better natural security
- Good urban design and high quality architecture will enable us to provide around 3000 new or refurbished homes, more than at present. Design excellence will be at the core of the redevelopment and we will emphasize and control design quality at each stage of the development to create a varied and interesting new residential neighbourhood
- To reinforce its role as a place for families to live and flourish we will deliver a range of quality public and private open spaces, new local services and opportunities for shopping, employment and training across three new community hubs. The first of these, in Lanacre Avenue is already taking shape
- In this way we will build an exemplary neighbourhood in which current and future residents and their children will want to live and of which we can be justifiably proud.

The re-provision of community facilities in Grahame Park is part of a wider regeneration programme of the Grahame Park Estate that supports the vision for 2020 expressed within the Council's corporate plan 2015- 2020 which highlights the principles of fairness, responsibility and opportunity and the following strategic objectives;

The council, working with local, regional and national partners, will strive to ensure that Barnet is the place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

The delivery of stage B of Grahame Park will shape every aspect of the development of the area and the Community hub gives a special focus on 1 and 4 above, namely

- more involved and resilient communities, with residents taking on greater responsibility for their local areas (see below)
- a broad offer of skills and employment programmes for all ages
- a clean and attractive environment, with well-maintained roads and pavements, flowing traffic, increased recycling
- a responsible approach to regeneration, with thousands of new homes built and job opportunities created
- customer services will be intuitive and flexible

The Council's Corporate Plan 2015-2020 has an objective to create 'more involved, resilient communities', arguing that:

Greater community participation, engagement and involvement will be an essential part of the change the Council will need to achieve over the next five years.

The Council will work with residents to increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths and knowledge to tailor services to need.

The Council's vision is to develop a new relationship with residents that enable them to be independent and resilient and to take on greater responsibility for their local areas. This is not about the Council shifting its responsibility to residents – it is about recognising that residents want to be more involved in what happens in their local area.

The Council is 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 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. To do this the Community Asset Strategy (CAS) outlined Community Hubs as being an efficient way of managing the Council's community estate by encouraging community groups to co-locate within an asset.

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 approach set out in the CAS supports the Council's vision and Customer Access Strategy that, by 2020, local services will be more joined up, with public sector agencies - such as the Council, NHS, Job Centre, police and health and education advisers - embracing co-location and taking a more integrated approach by pooling resources, sharing staff and assets and developing joint solutions. It also supports the aim of the Council's Community Participation Strategy to develop neighbourhood level approaches that empower communities to have a greater role in designing or delivering services, harnessing the expertise of communities to identify the best solutions to local challenges.

A key element of the new Community Hub will be the health centre. To further define the strategic health requirement the Council commissioned Re/Capita Health Partners to lead stakeholder consultation across health, children, and community services in February 2016 to define actual space requirement for re-provision of community facilities. Stakeholders included: LBB Growth and Development Commissioners; LBB Children's Services; LBB Family Services; LBB Estates; NHS England Primary Care Commissioners; NHS Property Services; Community Health Partnership; Barnet Clinical Commissioning Group; Central London Community Health Trust; Public Health; Mental Health; Adult Services; Everglade GP Practice; Wingfield Children's Centre; Orion School; Colindale Ward Councillors; Colindale Community Trust; and approx. 15 community groups currently occupying retail space on the Concourse, Grahame Park.

A rationalisation for co-located community facilities emerged from stakeholder consultation across health, children and community services:

- Current duplication of some health, children and community services.
- Current partnership working and sharing of space between community health and children's services.
- Poor utilisation of space across all services (20% in some areas).
- Significant amount of space (in retail and health units) currently being used as cheap (or free) admin space as opposed to service delivery space.
- A need for greater partnership working across services to improve delivery and respond to changing need.
- Additional space requirement across the services individually because of (i) re-provision of current services to modern building standards; and (ii) projected population growth.
- A recognition across all services that additional space requirement could be shared.

3.2. Case for Change

The council and partners GHA have recognised from the outset of the regeneration programme that its success lies not just in high quality affordable housing but also in the availability of a comprehensive range of facilities which will be attractive to both existing and new residents. Indeed this provision is already an established element of stage A where a new southern square plays host to a new Library, Centre for Independent Living, retail store, Barnet and Southgate College and will soon see the completion of the Council's new offices providing accommodation for over 1,000 staff. A range of community facilities are currently available in Grahame Park, many of them utilising existing buildings. The vast majority of these facilities are in plot 11; the replacement facility needs to be in plot 10 and therefore available before the current facilities are demolished.

The new facility will replace and enhance the existing buildings and provide a step change in quality and the opportunity for greater integration of children's health and community services. In respect of the new health facilities Key Design Principles were also agreed among health, children and community stakeholders for Grahame Park Community Hub:

- Re-design of community facilities located on The Concourse as opposed to 'like for like' replacement
- A sense of place – a community building with integrated health set in a community context
- Functional integration across all services
- Maximum utilisation of space
- Multi-disciplinary clinical and non-clinical space
- Maximum shared space opportunity across services
- Flexible space that can respond to changing and increasing population
- Sustainable building design (namely, low running costs)
- Affordable booking space for all services

The building is being designed by Mae architects, appointed by GHA, the Council's development Partner for the Grahame Park development. The proposals have reached RIBA stage 2 which means the outline shape, height, dimensions and location of the building have been agreed. The building has been the subject of thorough community consultation. Key Design Principles were also agreed among health, children and community stakeholders and further consultation was recently undertaken to inform the detailed internal design

3.3. Needs analysis

Grahame Park was built in the 1960s and 1970s and comprises of approximately 1,800 homes in a geographically isolated part of Barnet. The estate ranked as severely disadvantaged on the Jarman index, with the highest score in Barnet. In 1999 the Tenant Participation Advisory Service (TPAS) carried out interviews and a Community Planning Event to find out what residents thought about the Grahame Park Area and its future. Their report 'Putting New Heart into Grahame Park' included short, medium and long-term recommendations to improve the estate. The short term proposals were carried out in 2001. One of their long term recommendations was for the development of a community based master plan with a strategy to achieve this vision for the future of Grahame Park.

Following a competitive tender exercise, involving residents and other stakeholders, Levitt Bernstein were appointed, in February 2001, to translate the ideas of TPAS 'Putting New Heart into Grahame Park, into firm, costed proposals that were realistic and deliverable. The purpose of the proposals was to give the council and residents a clear and practical programme for the estate that would:

- Make Grahame Park a popular, safe and pleasant place to live
- Ensure improvements can be sustained

- Raise the job opportunities for residents and improve their self confidence

The estate continues to be one of the most deprived areas of Barnet situated in the Colindale ward which along with neighbouring Burnt Oak ward contains some of the lower super output areas which are amongst London's 10% most deprived for income and employment.

Location

The SPD has identified the emerging requirement for three community areas in Grahame Park; one each in, and reflective of, the southern, central and northern character areas comprising the new urban area, each one providing a unique mix of community, retail and other facilities. However it is also recognised that Grahame Park as an enclosed estate will cease to exist and therefore the facilities it provides need to be considered in the context of the wider Colindale area.

Southern Hub (Bristol ave.)

The Southern hub (in stage A) is already under construction around the re-located Bristol avenue and City square. There is an emerging mix of residential, educational, retail, office and community facilities. More specifically the southern hub features a new Library and Centre for Independent Living as part of the re-provided Barnet and Southgate College. New retail units have been constructed on the ground floor of the residential block (plot 3) and Genesis are actively negotiating to provide dentist, pharmacy and Post Office services.

Building on the success of this integrated approach it is hoped to include community meeting rooms and conference facilities in the new council office development scheduled for plot 8.

Central Hub (Grahame Park)

The proposed central hub at the northern end of Heybourne Park will be adjacent to the site currently occupied by St Augustines, Heybourne Park and the proposed east-west and north south through route which will be a main bus route, giving vehicular access to the hub. The council and GHA are working in close collaboration with the owners of this site (the Diocese of London) to ensure that both the Hub and new diocese facilities provide a wide range of facilities with as little duplication as possible. The Diocese site will also provide an element of residential development and the wider central hub will provide further retail opportunities. The Community Hub will specifically re-provide the Everglade Health practice, Central London Community Health Trust, the Wingfield Children's Centre and nursery and new community hall, café and range of office and other spaces

Northern Hub

The northern hub will provide a retail offer serving the northern end of the existing estate and the urban area immediately to the north which recognises the considerable walking distance from this location to the facilities at the central and southern hubs.

Adjacency to Heybourne Park

Genesis Housing Association delivered initial improvements to the western half of Heybourne Park as part of Stage A of the regeneration of Grahame Park, including the

provision of the Greentop Centre.

The proposed development for Plots 10, 11 and 12 has a close relationship with Heybourne Park and some changes to the park are included within the Concourse red line boundary. These include: a hard landscaped terrace and parking to serve the new Community Hub, and SUDs drainage features along with new soft planting.

Prior to submitting the planning application, a Heybourne Park Working Group was set up to bring together various council officers and departments who have an interest in the future of Heybourne Park along with representatives from GHA and their design team. An illustrative masterplan was developed by Camlins Landscape Architects to show how the proposed development could coordinate with wider improvements to Heybourne Park outside of the application boundary including the Community Hub.

LBB is committed to improving the park to enhance the quality of the residential environment, encourage healthy life styles promote social cohesion. As such it is essential that the design emerges through engagement with the local community, fully integrated with a wider engagement programme and the development of the Community Hub.

The Design for the park should also contribute towards achieving the vision of LBB's Parks and Open Spaces Strategy (2016-2026). The strategy sets out an action plan to deliver key environmental, social and economic outcomes, which should be used to inform the design process for the park. Building on the success of a number of approaches that have empowered communities in Barnet to shape and manage their open spaces, such as 'Adopt a Place' and activities of Friends of Parks groups, a strategic aim of the Strategy will be development of alternative delivery models for management of parks that empower local communities.

3.4 Current arrangements

At present the community facilities at Grahame Park are delivered from a variety of different sites; the health centre plays host to the everglades GP surgery and the Central London Community Heath Trust, the Children's Centre and Community Centres are located at the southern end of the concourse and there are a variety of community organisations, including the one stop shop occupying former retail units at various points along the existing concourse.

3.5. Constraints

There are a number of constraints for LBB to consider in its approach to the proposed Community Hub at Grahame Park:

- Potential CPO enquiry covering plots 10,11 and 12 could cause major delays in construction with knock on effects for potential occupiers. A secretary of state decision on an enquiry is anticipated in February 2018
- Achieving planning permission in line with the development
- The development will be constrained by the availability of funding
- Delivery of supporting infrastructure; roads, Heybourne Park etc.
- Fit out costs
- Key role of everglade and CLCHT in the technical management of the building e.g. disposal of clinical waste
- Delivery of Heybourne park and the associated highways infrastructure

3.6. Dependencies

The project has the following dependencies:

- Future users meeting running costs and making long term financial commitment
- The procurement of management arrangements for the proposed development
- Key role of Colindale Community Trust in future management of building

3.7. Risks

The strategic risks for LBB to manage and mitigate as it considers the proposed Community Hub at Grahame Park are:

- Reputational impact of failing to deliver an acceptable solution in line with the CAS
- Failure to achieve an ownership and management structure which is responsive to local community need and provides secure and reliable building management
- Objections from the local community on the final design for the building due to be submitted for planning in November 2017
- Inability to attract sufficient funding to deliver the preferred option
- Failure to obtain sufficient commitment from community organisations to ensure the proposed Community Hub is sustainable
- Significant Delays brought about by a CPO enquiry

Detailed risk and issues analysis, with mitigations is found at appendix F1. The nature of the construction means that risks specific to the project will be managed in line with the council's overall approach to risk whilst risks more closely associated with the wider construction programme will be managed in close consultation with contractors Countryside and cost consultants ,Jackson Coles

3.8. Conclusion

This section has set out the strategic context for the proposed Community Hub at Grahame Park and demonstrated there is alignment between the Council's Corporate Plan, strategic framework (i.e. CAS) and the RIBA stage 2 proposals.

4. Economic Case

The Strategic Case set out the rationale, context and constraints for the proposed Community Hub at Grahame Park for 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.

At this OBC stage the costs are not yet fully defined and those listed are indicative costings.

4.1 Critical success Factors (CSF's)

The CSF's used to assess the options are set out below

CSF1 -Is financially sustainable for the Council
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CSF2 –Delivers a fit for purpose solution that facilitates community usage and management
CSF3 -Alignment with the wider strategic aims of LBB

4.2. Introduction to options

The Principal Development Agreement (PDA) between development partner Genesis and the Council states that Genesis is obliged to deliver the re-provision of community facilities (health centre, children's centre and community centre) prior to the demolition of existing facilities on the Concourse (Plot 11). Therefore there is no 'do nothing' option

Prior to the SPD, there were three options for delivery of community facilities;

- Option 1 – locate services separately
- Option 2– locate community hub on Diocese site
- Option 3– locate hub independently on plot 10

Initially option 1 was predicated on the assumption that plot 8 was to be a residential tower with a community centre and other facilities on the ground floor. The decision to locate the new office on plot 8 meant seeking a new site for the community centre elsewhere in stage B.

Site Analysis study (RIBA Stage 1) considered four different options for delivering the community facilities in Plot 10B Genesis site. Initially these proposals maintained separation within plot 10 between the community centre (a separate free –standing structure) and the health and children's facilities (integrated within residential blocks. However, key NHS England stakeholders championed the option that co-located health, children, and community services in a single hub building adjacent to Heybourne Park.

The SPD identified two options in Plot 10 for the delivery of new community facilities: (i) Plot 10B Genesis site adjacent to Heybourne Park; or (ii) Plot 10C Diocese of London's St Augustine's Church site.

The Council commissioned Capita Health Partners to undertake an assessment and evaluation of the community facilities requirements in Grahame Park; the appropriateness of the two sites was also considered.

Given the greater requirement for floor space than was envisaged in the SPD, it became apparent that the Diocese of London site could not readily accommodate additional floor space because of the limited footprint of the site.

In April 2016 the council decided to proceed with a design for a single hub building combining all three key services to be constructed in plot 10.

4.3 Option 1 Locate services separately

Critical Success Factor	Benefits	Risks	RAG Rating
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CSF1 -Is financially sustainable for the Council	Opportunities for cost savings vis a vis sharing of sites.	Difficult to estimate costs. A wider range of ownership and leasing arrangements may lead to service dislocation and increased costs. Fails to deliver increase cost savings of co-location	Red
CSF2 –Delivers a fit for purpose solution that facilitates community usage and management	Facilitates management of discreet service areas	Fails to deliver key agenda of integration of key services eg health and childcare and integrated community management	Red
CSF3 -Alignment with the wider strategic aims of LBB	None	-Is not in alignment with the CAS or the Corporate Priorities	Red

4.4 Option 2 Locate Hub on Diocese site

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	-Would utilise an existing non-council owned site and as such free up other development land the asset at a lower capital cost than a rebuild	Places delivery of key council services outside of LBB direct financial control	Amber
CSF2 –Delivers a fit for purpose solution that facilitates community usage and management	-Would offer some opportunities for community management and activities	The space limitations of the site would severely restrict the council's opportunities and may prevent being able to meet the requirements of the PDA for the community to draw in additional revenue to support the running costs could be limited.	Red
CSF3 -Alignment with the wider strategic aims of LBB	-Offers the opportunity for mixed community usage	Space constraints may prove difficult and LBB would have little flexibility in income generation	Amber

4.5 Option 3– Locate hub independently on council owned site

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	Offers the opportunity of a cost neutral option to the Council in terms of running costs through the revenue generated by the Community Hub Offers opportunities for a wide range of income generation activity	There is a risk that insufficient capital and revenue funding can be secured for this option There is a risk that the leaseholder/MO will be unable to put forward a schedule of leases / activities that enables the centre to support itself without subsidy	Amber
CSF2 –Delivers a fit for purpose solution that facilitates community	Offers good opportunities for community management and usage. Design led approach responds directly to local needs and population growth	-There is a low risk a range of community activities and usage will not be developed	Green
CSF3 -Alignment with the wider strategic aims of LBB	Direct alignment to wider strategy. Offers the opportunity for mixed community usage and integration of key services	-There is a risk that the management organisation will be unable to manage the building effectively which may lead to problems in the delivery of overarching strategic outcomes	Green

4.6 Conclusion

The analysis in this business case shows that option 3, a free standing fully integrated community hub best meets the success criteria laid out and is the preferred option for the delivery of the Grahame Park Community Hub. Detailed financial assessment wasn't undertaken on options 1 and 2 as the place-making and design considerations quickly ruled out option 1 and there was simply inadequate space to facilitate option 2.

5. Commercial Case

The Economic Case set out the preferred option for the proposed Community Hub at Grahame Park. This section details the commercial case for the preferred option by demonstrating how this option will be sourced and achieve commercial viability.

5.1. Required services

As described within the Economic Case, the preferred option centres on the construction of a new purpose - built community hub for 2020, with sufficient space for a mix of community- based services including a new health practice, children's centre and nursery and community hall

5.2 Developer Sourcing Approach

The re-provision of community facilities in Grahame Park is a fundamental requirement of

the Council's Principal Development Agreement with Genesis which was subject to a full EU procurement and signed on 31/01/2007. Countryside are the building contractor retained by Genesis to deliver all construction activity across Grahame Park. The hub is recognized by GHA and the Council as a unique and complex building. Its design is being managed by retained architects, MAE who are working through a design team comprising LBB, GHA, engineers Campbell Reith, energy consultants, Max Fordham, cost consultants Jackson Coles and led by planning consultants, Tibbalds who are responsible for overall project management and all planning matters. This team is currently meeting on a fortnightly basis. The physical construction will be managed by Genesis with a jointly appointed independent certifier producing quarterly progress reports

5.3. Procurement approach and implementation timescales

Proposed contractual arrangements

As described earlier the delivery of the hub has been procured via the PDA to developer GHA and their appointed constructor Countryside who will construct under a JCT design and build contract and will appoint specialist sub - contractors as appropriate. The hub will be constructed as part of the programme for plot 10 which comprises demolition, residential construction, and the Community Hub. Under the existing phasing plan and subject to vacant possession works will commence on the hub in 2018 and complete by 2020

Planning permission

A full planning application for the entire concourse scheme was submitted to Barnet Council in April 2017. Included in this application was the RIBA stage 2 submission for the new community hub which describes the overall design, layout, massing and situation of the building with visuals demonstrating the look feel and height of the new building and its relationship to the wider environment. The submission also describes the allocation of internal areas, distribution of internal services etc. Whilst the RIBA stage 2 submission followed extensive consultation with users and wider community interests, it also forms the basis on which further detailed design work is now being undertaken. This process has been partly informed by further user consultation workshops with children's, health and community service providers. Minutes of these workshops are attached at appendix A

The Grahame Park Community Hub is scheduled for completion in early 2020 as it is required to be ready for occupational use prior to the demolition of the existing health centre, children's centre and community centre on the Concourse (Plot 11) in early 2020. However a CPO enquiry could add considerably to the development timeline.

Detailed Planning Consent (RIBA 4) for Stage B Grahame Park (Plots 10, 11, 12) including Grahame Park Community Hub is expected September 2017.

(Public) Statutory Planning Consultation for Stage B Grahame Park commenced in June 2017

5.4 Management of the Community Hub

LBB will hold the freehold for the building and is expected to lease to a management organisation which will in turn lease/license to a number of tenants in the building, including the Colindale Community Trust and a number of third sector and community groups. It is desirable that any management organisation leave time/space bookings for use on an ad-hoc basis by residents, or smaller non-constituted groups.

To ensure the solution is financially sustainable and complies with the CAS criteria for a community hub, the Council will work alongside the three major users to draw together a provisional business case for the management of the proposed hub.

The approach outlined below will be tested to demonstrate whether the management of the centre could be cost-neutral to the Council by securing an experienced management organisation to run the lease. Whilst the figures are still estimates at this stage, the initial cost comparison drawn up presents a favourable picture for maintaining the community hub with its core running costs covered by rental arrangements.

Head lease

A lease is a legal document giving the tenant an interest in land. It normally grants an exclusive right to occupy the premises throughout the term of the lease. The majority of leases into which community groups wish to enter will be regarded under the Landlord and Tenant Act 1954 as business tenancies. The Council requires a head leaseholder to undertake the following activities in management of the building:

- Repairs and maintenance
- Cleaning
- Managing 'tenants'
- Promoting the 'Community Hub' to other community groups
- Waste disposal - waste reduction and recycling
- Building security
- Heating and Lighting – an energy management strategy

The head leaseholder could be an existing organisation, which has experience in running community facilities such as a housing association, or locally formed community management groups. For the purposes of this paper both locally formed and existing organisations are referred to as a Management Organisations (MO). It is vital to the function and sustainability of the Community Hub to ensure a robust management structure is put in place.

The Council can seek expressions of interest for a Management Organisation (MO) by submitting a specification of requirements. These will be evaluated and assessed against a set of criteria which will at minimum contain the following items of financial due diligence:

- A 3-5 year business plan
- Cash flow statements
- Statement of accounts for 3 years

In addition to this further criteria will be drawn up through engagement with local stakeholders. This is envisaged to contain approaches to conflict resolution, marketing and knowledge of the local community need.

Draft Timeline

Sept 2017 – Dec 2017

Engagement with future users and other groups in a series of workshops to define the issues to consider as part of specification of requirements

Jan/Feb 2018

The council will work with the community to draw up a management organisation specification which will be submitted to interested parties.

March/ August 2018

Evaluation, assessment & selection

August / December 2018

Head lease drawn up subject to legal guidance

January /August 2019

Sub-leases finalised subject to legal guidance and the input of CBAT (see Social Benefit Assessment Tool)

Autumn 2019

Leases commence as build handover is completed (2020)

The Council will appoint a Management Organisation (MO) which is granted a head lease at market rent to manage the property and undertake the building management functions mentioned.

The MO, with the approval of the Council, would grant subleases to Community Groups. These subleases will be at market rent (subject to any subsidy from the Community Benefit Assessment Tool - CBAT) and payable under the terms of the subleases to the head leaseholder.

In accordance with the CAS the Council would agree a funding package with each respective community group. The funding package will be in accordance with the procedures of the CAS and the CBAT. As part of any arrangement with a MO there would be an obligation to develop a resident and user led committee over time which would provide guidance for the management of the Community Hub and could, subject to the appropriate governance, take over the management of the Community Hub.

The Council would monitor and review the performance of sub-leases in terms of the conditions of the rebate. The Council will also have overarching rights within the head lease to ensure fair and transparent management.

Benefits

- Management light as the 'MO' manages the property on behalf of the Council
- This would effectively be a Full Repair and Insurance Lease
- 'MO' responsible for repairs and maintenance, and managing service charge.
- 'MO' pay rent to the Council
- LBB will have overarching rights in the head lease to ensure fair and
- Transparent management.

Issues

- A robust management agreement to be put in place.
- The issue of how a contractual relation via the subleases to the Community Group sub leaseholder is established as the Council will not hold the head lease
- Funding and rental payments need establishing in terms of function
- Rental – in reality this will operate on the basis that while the leases refer to a market rent payable, the respective rent demands will make reference to any rebate in place at the time of the rent demand and will act as a credit on the rent demand (in line with the CBAT)
- The rent due under the head lease will reflect the rent payable under the respective subleases having regard to the level of rebate. If the rebate provides 100% credit against the rent due under the subleases, this will be reflected in the rent due under the head lease (100% rebate equates to a nil demand under the head lease)

5.5 Community Benefit Assessment Tool

Currently the leasehold arrangements are dependent to the delivery of a Community Benefit Assessment Tool (CBAT). This will result in a tool to assess social and community benefit provided by Voluntary and Community Sector (VCS) organisations that occupy- or apply to occupy- Council owned assets. This will allow the Council to consider the level of social and community benefit provided, against clear criteria, when assessing and agreeing the level of rent subsidy for a VCS organisation. In a time of scarce resources, this aims to ensure that the Council's property portfolio will deliver the maximum level of social and community benefit.

Impact on rental arrangements

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. This will be addressed by the CBAT workstream.

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

An alternative approach is that LBB adopt a Local Improvement Finance Trust (LIFT) method where LLB remain as the landlord and sub - lease the building to an experienced community and healthcare property management company i.e. Community Health Partnerships. There will be one lease direct with the sub lessee for the entire building. The sub lessee will manage all the Hard and Soft facilities management for the building and negotiate/grant leases to the providers/tenants of the building.

The sub lessee may request that a pre-lease agreement is in place with the providers/tenants before they sign the lease with the landlord.

To be more hands on LBB could provide management of the building (Hard and Soft facilities management) through a pre-procured Option ie use the LIFTCO Strategic Partnering Agreement (SPA) For the Hard and Soft facilities management of the building. The SPA is a pre-procured framework. Under this approach LBB would still be responsible for other elements of management eg issuing license leases to other providers

5.8. Potential tenant and activity scenarios

The cost recovery option above assumes all running costs would be passed onto tenants as a service charge – this figures quoted above will be refined as part of the procurement of a management organisation. Based on these estimated income streams there would seem to be a reasonable business case for the scenario above albeit with the overall rent for the facility yet to be calculated. However, it should be noted that while running costs could be somewhat higher than estimated, none of the following have been taken into consideration when assessing income or business case.

- Any charitable organisation taking on the lease for the Community Hub is likely to engage in some fundraising from charitable sources to supplement the rental income
- Any organisation taking on the lease for the Community Hub is likely to look for opportunities to bid for the delivery of some local services either alone or in consortium, offering further potential sources of revenue.
- Most significantly, no ad hoc rental revenue has been estimated for the purposes of developing this Business Case. It is reasonable to expect that, on top of the core tenants and hirers, there will be an array of ad hoc hires for meetings, short-term activities, parties and other events. There would remain a number of rooms and hours to be hired out and it can be expected that any organisation managing the Community Hub would take advantage of this.

5.9 Conclusion and next steps

This Commercial Case has indicated the sourcing approach that the Council proposes to deliver for the preferred option. Next steps are for the Council to complete the detailed design work and recalibrate the existing cost plan accordingly

In addition the Commercial Case highlights that the proposed Community Centre is an attractive proposition to a management organisation and has sufficient interest from local

organisations in the community. This will ensure that the core running costs of the centre are met through revenue streams. The next steps are to continue engagement with potential leaseholders and liaise with CBAT to pilot the methodology and build up a framework to put forward into a specification for a management organisation.

6. Financial Case

The Economic Case indicated the preferred option for the Council's proposed Community Hub at Grahame Park. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

6.1. Funding requirements

Internal funding

The RIBA stage 2 option from the Economic Case requires estimated one-off implementation costs of development of £13m. This is subject to further adjustment following the detailed design work currently underway to achieve RIBA stage 3. A sum of £13m has been included in the council's capita budget which comprises the following elements;

- £7.6M S106 GHA
- £1.9M unspent S106 for health
- £0.9M grant
- £2.6M NHB

At its April meeting ARG agreed a budget of £640k to meet the full cost of fees to achieve RIBA stage 3 and a full business case.

External funding

Barnet Council has been awarded a sum of £975,000 under the Estate Technology Transformation Fund (ETTF) subject to approval of the health business case for the community hub. This case is being modeled using the latest schedule of accommodation and will be submitted to the national Health Service England (NHSE) during September 2017. The funding can contribute to the capital requirement or be used as a 'bullet' payment to assist with the overall revenue position

The Council is working closely with community groups to develop fund raising opportunities and plans to reduce capital expenditure before construction begins. This is envisaged to be smaller scale funding and will not impact on the realisation of the project's benefits. The next phase will investigate additional opportunities for external funding.

6.2. Implementation costs

The agreed stage 2 cost plan is attached at appendix E. As discussed earlier this is being updated in response to more detailed design work and a revised cost plan will be available in September with an initial budget available in early October. Furthermore Countryside are providing a comparative cost information.

The cost estimates in this appraisal are as provided by GHA's appointed technical advisors for the new build construction, Jackson Coles, based on RIBA stage 2 design. These include contractor contingency of 5% 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 in Stage 4 and for the Full business case

- Income from tenants; although notional estimates for market rent have been shown
- In the Commercial Case, further work will be done in liaison with Community participation Strategy and the CBAT, involving potential tenants to define the actual rental amounts based on the provision of community benefit
- Lifecycle costs for the new building
- More detailed project and implementation costs

6.3. Indicative rental rates

The Council has been working with the three key user groups to further define their accommodation needs and ensure there is a good fit with the new building. On the basis of those discussions Mae architects have issued the attached schedule (appendix D) of accommodation which indicates space allocations for each of the user groups.

The council has undertaken two development appraisals (details at appendix B). Firstly a commercial appraisal which assumed market rental levels information derived from local chartered surveyors and secondly a flat rate rental approach which assumed a sum of £13.00 per sq ft for all occupiers to cover service charge and sinking fund only i.e. the amount of income required to cover all normal running costs.

Under the commercial model, given the hub's location the current indicative market rent for this type of facility varies according to the type of use; varying from the nursery at £11.00 per square foot to the GP's practice at around £22.00 per sq ft (this rate at the lowest end of the scale recommended by the NHS i.e. £22-28 p sq ft). This would produce an annual rent of £61,897 for the nursery and £175,406 for the GP's practice. Currently usable community space (as opposed to the atrium, toilets or corridors) accounts for 28,275 sq ft of the facility resulting in a net indicative market rent for the total proposed development to be £456,967 excluding service charge.

If we now apply the cost recovery model and apply a flat rate charge of £13.00 per sq ft to cover service charge and sinking fund the annual rent for the nursery rises slightly to £73,151 but the GP practice annual rent falls significantly to £103,649. The total rental yield is £367,575.

For multiple occupied properties, as is the case for the Community Hubs, any space which is not included within a particular tenant's demised area is classed as communal space: entrance lobbies, atriums, communal corridors, communal WCs etc. The landlord receives no rental income for this space.

With regards to service charge, this is a charge which includes any costs incurred by a Landlord in connection with the supply of services, repairs, maintenance, improvements,

insurance, management for a building or estate, as defined by the lease or other type of tenancy agreement; basically the running costs of the building. In reality each occupier will be responsible for paying a proportion of the service charge based on a percentage of the area of the building demised to them in their lease. The service charge includes the costs of running and maintaining the communal parts and is normally estimated at around 5% of rent but the size of the circulation areas in the proposed hub is likely to push that % upwards (see below).

As noted in section 5.4, it is envisaged that the community hub will host VCFS organisations that provide a community benefit. All engagement has been with organisations that offer, at least in intended purpose, an element of community benefit and it would be contrary to the CAS to have a community hub which offered no activities that provided an element of benefit to the community. The CBAT will enable VCFS organisations to calculate the community benefit provided and its impact on subsidy. It is therefore envisaged the lease/rental costs of the facility will be reduced in line with this tool.

6.4. Indicative running costs

To estimate the costs of running the Grahame Park Hub, a real budget from a similar centre (Stonegrove) was analysed. Real costs were then inserted from information found at Stonegrove regarding previous running costs or, estimated costs for Stonegrove in proportion to the difference in size of the buildings. Due to the proposed development having a larger net internal area than Stonegrove, costs have been uplifted where appropriate. Further detailed information is provided in Appendix C

In summary, it is estimated that the costs of running the Community Hub using Stonegrove as a comparator are in the region of £343,420 pa. This equates to around £12.00 per square foot. The table below indicates the larger cost elements:

• Management	£40,000
• Reception/ Administration	£50,000
• Utilities	£60,000
• Maintenance	£20,000
• Financial Management	£25,000
• Sinking Fund	£50,000

Analysis of rates and costs

The flat rate (cost recovery) development appraisal and the Stonegrove cost comparison produce strikingly similar results i.e. that to meet the estimated running costs of the building the users would need to generate revenue in the region of £343k-£367k and if the flat rate approach is applied this equates to between £12- £13 p/sqft for occupiers. This of course is estimated and will need to be further tested as part of the FBC but it does provide a helpful baseline around which to commence negotiations with future users

6.5 Conclusion

This section has outlined the financial case for the preferred option for a Community Hub at Grahame Park. It presents the current costing and funding requirements, whilst highlighting the measures required to provide further detailed financial information.

7 Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for the Council's proposed Community Hub at Grahame Park. This Management Case provides the outline plans for project management, governance, risk management and benefits realization that will be required to ensure successful delivery.

7.1 Overarching governance arrangements

Currently the Grahame Park Community Hub project is managed as part of the Grahame Park Regeneration programme which is reported into the Grahame Park Projects Board and the Growth and Regeneration Operations Board chaired by the Council's Director of Development and Regeneration. It is envisaged that the existing governance arrangements will remain during the development and construction phases of the project as they reflect the significant role played by partners Genesis and Countryside.

However, other Council owned hubs report to the Assistant Director of Finance. The Senior Responsible Owner (SRO) is the Head of Estates Management. In addition to Project boards, the Council has an internal resource-enabling board – the Assets and Capital Board– and client teams, led by the Head of Estates Management to review costs, scope of activity and assurance of estates delivery plans. This project will seek to call upon all of the internal expertise available for two reasons; firstly to benefit from lessons learned and skills gained on managing similar projects and secondly because once constructed and occupied the hub will transfer to estates management to operate as client for the day to day running and management of the facility. 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. However governance during the construction and development period (around 24 months) will continue to be through GROB and ARG

The Grahame Park Community hub will continue to be managed by the Regeneration team within Re up to full construction and occupation at which point it will be handed over to the Council's estate management team. However during the construction and management procurement phases it is proposed to more closely align the GP Hub with other Hub developments in Barnet to achieve consistency when dealing with community organisations and trying to achieve a corporate consistency of approach

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

- Technical and subject management expertise to be provided by technical experts within CSG

- Expertise supplied through well-resourced and skilled project teams, strong governance with clear Terms of Reference, controls and board representation;
- Project level assurance from the Council's Programmes team
- External review and assurance via commissioned internal audit activity and external gateway reviews where appropriate.

7.2 Cost control in construction

GHA's technical advisors are preparing 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. GHA's technical advisors will be reporting on costs in accordance with the management approach detailed in Section 7 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.

7.3 Project plan

Draft milestone plan. If a CPO enquiry is required and VP on plot 10 cannot be achieved on a voluntary basis the timeline post February 2019 will have to be extended by 12 – 18 months

Key milestones	Planned date
OBC approved by GROB	Aug 2017
Commence discussions with users re rent	Aug 2017
OBC approved by ARG	September 2017

Detailed Design (RIBA stage 3) complete	15/09/17
Commence discussions with users re pre-let agreements	September
Commence discussions with users re procurement of MO	
Countryside send tender packages out to sub-contractors	October 2017
GHA produce firm price for Hub	November 2017
Planning committee Concourse scheme	October 2017
Cpo notices go out	November 2017
Agree HOT's for pre-lets	November 2017
Section 106 agreed	December 2017
ARG FBC	December 2017
Detailed 96A submission	October 2017
Full approval for hub	January 2018
GHA/Countryside agree contracts	January 2018
SOS decision on CPO	February 2018
VP plot 10 (non -enquiry)	February 2018
Commence demolition plot 10 (non- enquiry)	March 2018
Agree MO specification	February 2018
Select MO/head lessee	August 2018
Draw up head lease and agree	Dec 2018
Sub leases agreed	Aug 2019
Leases commence	Dec 2019/March 2020

7.4 Risks and issues

Attached at appendix F1

7.5. Benefits realisation approach

The key benefits from this business case are as follows:

- Create a community hub, which will help re-provide a range of valuable community services in Grahame Park as part of the wider regeneration programme.
- Improve the satisfaction of residents and businesses within the Colindale as a place to live, work and study
- Promote growth & development locally and across the borough, support families and individuals that need it – promoting independence, learning and wellbeing

A draft high level benefits register is shown below. Benefits relating to this project will be reported to the Grahame Park Project Board on a regular basis. In order to ensure that the benefits are realised, a benefits register will be reviewed monthly– escalations will be reported into the Growth and Regeneration Operations Board (GROB)

Table 7: Initial benefits register

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner
Financial benefit – cashable	Rental income from hub users	Council and service providers in hub	Rentals to be agreed	2020/21	Chris Smith, Head of Estates

Non-financial benefit	Residents are able to access a number of different health, children and community services provided in single location	Residents, service users	Convenience, increase in resident and service user satisfaction	2020/21	Grahame park residents and service users
Non-financial benefit	Community groups gain opportunities to work together	Community groups, service providers	Increase in networking, cooperating with and supporting one another	2020/21	Grahame park residents and service users
Financial benefit – non-cashable	Services can share infrastructure	Community groups, service providers, council	Affordability and sustainability	2020/21	Grahame park residents and service users and providers
Financial benefit – non-cashable	Enabling as wide a range of groups as possible to benefit from the use of Council assets	Community groups, council services	Affordability and sustainability	2020/21	Grahame park residents and service users and providers
Non-financial benefit	Reflect the needs of local communities and the Council's commissioning priorities for the local area	Service providers, service commissioners, council, community groups	Affordability and sustainability	2020/21	Grahame park residents and service users and providers
Non-financial benefit	Functional integration across health and other public and community services (NHS Five Year Forward Plan)	Residents, Council services, service users, service providers, service commissioners, staff, community groups	Affordability and sustainability	2020/21	NHS Primary Care Commissioner
Financial benefit – non-cashable	Meet NHS Transformative Objectives in Primary Care	Service providers, service commissioners	Improved seven day access to effective care; Increased capacity for clinical services out of hospital; Increased training capacity; Commitment to wider range of services to reduce unplanned admissions to hospital	2020/21	NHS Primary Care Commissioner

Financial benefit – cashable	Rental income from multi-disciplinary shared space that lends flexibility to services to provide for future need of changing and increasing population	Council and service providers in hub	Maximum utilisation and sustainability	2020/21	Chris Smith, Head of Estates
Financial benefit – non-cashable	BRE 'very Good' rating	Council and service providers in hub	Low running costs, sustainability	2020/21	Martin Smith, Project Manager
Financial benefit – non-cashable	DH Energy Target and sustainability standards (cost and design)	Council and service providers in hub	Low running costs, sustainability	2020/21	Martin Smith, Project Manager
Non-financial – non-cashable	Design solutions that actively support healthcare outcomes	Service providers, service commissioners	Improved seven day access to effective care; Increased capacity for clinical services out of hospital; Increased training capacity; Commitment to wider range of services to reduce unplanned admissions to hospital	2020/21	NHS Primary Care Commissioner

7.6 Communications

LBB and GHA have drawn up a joint communications strategy and the progress of the hub has been fully integrated within that strategy eg recent GP consultation events and the fun day have provided a platform for the promotion of the hub within the local community. This will continued to managed by Regeneration, LB corporate communications and GHA and reported to GROB

7.7. 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.. 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 GROB

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

7.8. Conclusion

This high level Management Case has proposed the implementation, governance and risk management arrangements that will be in place to enable the development of the business case for the Council's Community Hub at Grahame Park.

8.0 Summary

This Outline Case has outlined the high level strategic, economic, commercial, financial and management cases for change for the proposed Community Hub at Grahame Park. Alignment has been shown to the Council's Community Asset Strategy and the criteria set forth for the creation of Community Hubs. Significant funding challenges remain but the hub represents an opportunity to work alongside the community to develop a multipurpose Community Hub.

The next steps, subject to approval, are to proceed with the Stage 3 design, working alongside the community and future building users to define the proposed Hub's requirements whilst considering the most appropriate route to secure a management organisation/sub lessee. Following this the Council will seek to offer provisional heads of terms to an appropriate organisation on the basis of a business plan, satisfactory governance structures and the Council's normal financial due diligence. In parallel ARG will be asked to consider the Full business case prior to committing funds for the construction of the new Grahame Park Community Hub.

Grahame Park Community Hub – Health Care Consultation Minutes

Project name
GP-Community Hub

Our ref
1621 P3-1-3-2_Stakeholder Engagement Meeting

Date of Meeting
14/06/2017

Date of Issue
15/06/2017

Attendees
Martin Smith (**MS**)
Bina Omare (**BO**)
James Anderson (**JA**)
Ian Sabini (**IS**)
Stephen Bradley (**SB**)
Aashish Bansal (**AB**)
Faiyaz Bobat (**FB**)
Julie Chase (**JC**)
Ila Thakkar (**IT**)
Anthony Davis (**AD**)
Matthew Saunders (**MSa**)
Nadine Wagner (**NWa**)
Nick Weston (**NWe**)
Michael Phipps (**MP**)

Organisation
London Borough of Barnet (**LBB**)
Colindale Community Trust (**CCT**)
Genesis Housing Association (**GHA**)
GB Partnerships (**GB**)
GB Partnerships (**GB**)
Everglade practice GP (**EGP**)
Everglade Practice Manager (**EGP**)
CLCH (**CLCH**)
CCG (**CCG**)
CCG (**CCG**)
MJ Medical (**MJM**)
Mæ
Mæ
Mæ

Circulation to above plus:

Sue Rowlands
Matt Oliver/ Malik Hussain
Tibbalds
Max Fordham

Minutes from stakeholder engagement for Community Hub, Everglade GP, CLCH and NHS services.

Item	Action	Notes
1.0		General Notes
1.1	Note	Introduction – MS gave a brief introduction to the engagement and explained that Mæ are to develop with more detail at stage 3 and require further input from stakeholders to complete stage. NWe introduced the project and highlighted the key changes from last consultation made at planning (refer to GA plan drawings from 07.06.17). Explanation of process of planning and outline of moving forward with the design process: End of April 2017 the community hub was submitted for planning on the basis of Stage 2 information. A set of revised scheme drawings will be submitted as anon-material amendments application once planning has been granted.
2.0		Project update
2.1	MJ	Room data sheets to be compiled by MJ Medical in order for sign off on room layouts.

2.2	Tibbalds/ Campbell Reith	Parking assigned to Hub, suggestion for staff spaces to be allocated for minimal running of health care services. 12 spaces needed for key clinical staff. Plus an allowance for another 15 health services, district nurses, home visit service etc. Consultation on parking undertaken by Barnet, MS confirmed a restricted permit system to street parking. Tibbalds / Campbell Reith to advise how many of the spaces in the car park can be dedicated/ allocated to staff of the Hub as part of the overall parking strategy. And/ or can staff have a permit to park on the nearby streets? - Strategy to be confirmed.
2.3	Mæ	AB said ambulances are needed every few weeks. A provision for regular ambulance services required, parking and access to be clearly marked to aid ambulance drivers
3.0		Health Care Layout
3.1	Note	AB confirmed that there was no need for Gas supply
3.2	Mæ	<p>Reception</p> <ul style="list-style-type: none"> - All parties agreed that reinstating a reception at 2nd floor level would be better suited than GF reception. - CCT to help with way finding and manning of GF reception, only need 2 spaces at GF. Security to be incorporated at GF reception. - Clarity of security strategy needed, refer to brief. eg. is CCTV required?
3.3	CCG	<p>Sexual health at 3rd floor should have a presence.</p> <p>JC suggested that CLCH no longer provide sexual health services, CCG may need to re-provide service. Mæ to keep services in for now. CCG to confirm whether services shall be provided and whether a reception should be incorporated to 3rd floor.</p>
3.4	Note	Clear signage for the building to help way finding will be required. NHS has some set rules, though these are open to interpretation depending on circumstances. (Note that way finding signage is not part of the current scope of the team's stage 3 work).
3.5	Note	Questioned whether a room for building management is needed, enclosure of part of the reception suggested to help incorporate management / security.
3.6	Barnet	Building management arrangements needed to be put in place as soon as possible. MS confirmed that Barnet shall own the building. AD suggested a timeline would be useful. IS & MS to push for a business plan to be put in place as soon as possible. (Financial costs to be clear)

3.7	Note	Number of rooms based on a financial impact, with Rent & Rates and Service charges the biggest concern for CCG and EGP, should be agreed as soon as possible to check viability.
3.8	Note	CCG raised the point that 2/3 of people requested a more virtual service, telephone/computer service. Mæ highlighted the adaptability of the layout with multiuse Consultation rooms that can form 2 virtual rooms in future if required. Increase of capacity within the envelope.
3.9	Mæ	Reception at 2 nd floor can hold storage of paper files/records, though Mæ not to label on plans due to cost implication.
3.10	Note	JC said to remove ground floor children services due to management problems with location within nursery. Indicate location on 3 rd floor only. Ground floor room to be returned to nursery use. Concern of escape during a fire raised with the number of young children that could be in attendance. Mæ to ensure that this is addressed in fire strategy.
3.11	Mæ	Mæ to remove additional storage in corner rooms, AB confirmed that extra storage was not needed and additional space within consultation rooms will help with training programme of new GPs.
3.12	Mæ	GF storage of parcels and deliveries needed, current situation has them lying about in corridors.
3.13	Note	EGP confirmed that less doors in corridors the better, fire doors to be held open where possible. Access control to be retained, swipe cards for all doors preferred, to be included in the cost plan.
3.14	Mæ	EGP asked whether additional seating in corridors near consultation rooms could be included. Mæ to investigate and check with fire engineer about this.
3.15	CLCH/CCG	Decision whether a separate third floor reception was not given. CCG/CLCH to confirm whether this shall be needed.
3.16	Note	EGP/AB confirmed that current layout of utilities, WC's and staff WC provision was fine and had no concern with these.
3.17	CLCH/CCG	CLCH to confirm other users of 3 rd floor child services room. Suggestion of speech and languages could use room, CCG to confirm if any other services shall be using space.
3.18	Note	Phlebotomy room to be used for other services, AB confirmed that no blood work is needed in the building, blood samples taken off site.
3.19	Mæ	Office Space – 3 rd floor

- EGP & CLCH raised concern over confidentiality between services. EGP need 8/9 desk spaces, CLCH to confirm number needed. Mæ to look at separating office space.

4.0 Environment / Windows

- | | | |
|-----|----|--|
| 4.1 | Mæ | EGP requested open able windows, natural ventilation strategy. |
| 4.2 | Mæ | NHS Confirmed that window restrictors on all windows in Health Care and public accessible areas are needed. Lockable with key rather than just a release. Mæ to liaise with Max Fordham with ventilation strategy. |
| 4.3 | Mæ | Concern over terrace and balcony access, raised balustrades and no step towards edge. (1.6m height suggested, tbc). |

5.0 Other

- | | | |
|-----|------|---|
| 5.1 | Note | Mæ explained level of fit out being provided, confirmation of sinks to be provided in consultation rooms. Loose furniture, desks, shelves and cabinets not provided. Wiring and data points included, servers not included. |
| 5.2 | Mæ | Schedule of rooms to be updated and re-issued with dims, areas and column of which rooms are leased by which tenant and which are common parts. |
| 5.3 | Note | EGP confirmed that a resuscitation bed is needed, preferable located as close to the reception as possible. |
| 5.4 | Note | A multi faith staff prayer room was requested by FB. This is not in the original brief. Client to advise if this change in brief is to be incorporated. |

Agenda – Nursery Consultation

Project name	Our ref
Grahame Park- Community Hub	1621- P3-1-3-1_Agendas
Date of meeting	Date of issue
23 June 2017	22.06.2017
Attendees	Organization
Paul Blachwell	London Borough of Barnet
Debra Davies	London Borough of Barnet
Halena Islam	London Borough of Barnet
Rosemary Houseman	Genesis
James Anderson	Genesis
Martin Smith	London Borough of Barnet
Michael Phipps	Mæ
Nadine Wagner	Mæ
Nick Weston	Mæ

Item	Notes
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1.0	Introduction
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2.0	Project Update
------------	-----------------------

3.0	Review of Nursery Layout
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4.0	Level of Fit-Out
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Point for discussion

- Entrance arrangement
- Manager office
- Playrooms fit-out
- Wetroom fit-out/ finishes/ access
- Storage facilities: External storage moved inside due to increase of plant room. Additional storage (7sqm) along entrance corridor possible.
- Use of kitchen and need for connection to café kitchen.
- Child drop-off and parking requirements.
- It was requested by Children's services if it is possible to have access from the four playrooms to outside terrace space? (i.e. spilling out from main boundary). All four playrooms are connected across the main corridor with the courtyard.
- Level of security with regards to access, doors and windows and access/ number of doors to courtyard.
- Review need and location of nappy changing room with basin and storage for nappies.

- Need for parent visitor room. It was requested to be adjacent to kitchen. Could this be moved into manager office to free up storage space?
- Staff refreshment at 4th floor: Will this be used by staff?

Grahame Park Community Hub – Community Group Consultation Minutes

Project name
GP-Community Hub

Our ref
1621 P3-1-3-2_Stakeholder Engagement Meeting

Date of Meeting
24/05/2017

Date of Issue
02/06/2017

Attendees

Martin Smith (**MS**)
Dulcie Burnett (**DB**)
Jean Blackmore (**JB**)
Cathy Kirkman (**CK**)
Hope Yoloye (**HY**)
Bina Omare (**BO**)
Jan Brennan (**JBr**)
Rosemary Houseman (**RH**)
James Anderson (**JA**)
Jacqui Farquharson (**JF**)
Nadine Wagner (**NWa**)
Nick Weston (**NWe**)
Michael Phipps (**MP**)

Organisation

London Borough of Barnet (**LBB**)
GP Independent Living Group (**GPIL**)
GP Independent Living Group (**GPIL**)
Home Start Barnet (**HSB**)
Living Way (**LW**)
Colindale Community Trust (**CCT**)
Colindale Community Trust (**CCT**)
Genesis Housing Association (**GHA**)
Genesis Housing Association (**GHA**)
Genesis Housing Association (**GHA**)
Mæ
Mæ
Mæ

Circulation to above plus:

Sue Rowlands
Matt Oliver/ Malik Hussain

Tibbalds
Max Fordham

Minutes from stakeholder engagement for Community Hub, Colindale Community Trust community facilities.

Item	Action	Notes
1.0		General Notes
1.1	Note	Introduction – MS gave a brief introduction to the engagement and explained that Mæ are to develop with more detail at stage 3 and require further input from stakeholders to complete stage. NWe introduced the project and highlighted the key changes from last consultation made at planning (refer to GA plan drawings from 23.05.17). Explanation of process of planning and outline of moving forward with the design process: End of April 2017 the community hub was submitted for planning on the basis of Stage 2 information. A set of revised scheme drawings will be submitted as anon-material amendments application once planning has been granted.
1.2	Note	Agreed that Mæ should liaise with BO directly in regards to CCT stakeholders requirements.
1.3	CCT	CCT to issue existing storage note to Mæ, JBr noted that a quantitative of current storage provision was issued previously, Mæ have not seen this.
1.4	CCT	Agreed that BO shall attend other consultations to optimize

communication and understanding between the various stakeholders.

2.0

Storage

- | | | |
|-----|------|--|
| 2.1 | Note | Current overall storage provided for CCT is 10.75sqm over current brief requirements of 31.25sqm. (Stage 2 provision: 17sqm storage next to hall and 11sqm at 1 st floor; current provision: 20sqm storage next to hall and 22sqm at 1 st floor) |
| 2.2 | Mæ | Agreed that storage adjacent to hall to be primarily used for chairs, tables and demountable stage elements. Mæ to investigate further as to space needed to accommodate required numbers, and whether this storage can be partitioned for further storage use. |
| 2.3 | Note | Kitchenette next to hall, current provision for tea making facilities, and storage. HY asked for storage for food bank. |
| 2.4 | Mæ | CK asked for storage for toys, equipment etc. as well as access to a sink/small kitchenette for HSB. Suggestion for storage and tea point to be located within mezzanine area (possibly to serve 1 st floor CCT areas). Mæ to investigate this further. |

3.0

Kitchen/ Cafe

- | | | |
|-----|------|--|
| 3.1 | Note | Agreed that kitchen can remain in the café. |
| 3.2 | Note | Preference for a café with community focus, so that kitchen can be booked out for catering services and cooking classes. |

4.0

Community Hall

- | | | |
|-----|-----------------|---|
| 4.1 | Note | CCT confirmed that flexibility for different uses for the community hall is important. Usages to consider - conference/exam conditions, weddings and parties, open days, kids events. No specialist floor build up needed, hardwearing surface. |
| 4.2 | Mæ/ Max Fordham | CCT said that Mechanical cooling will be needed. Noise concerns with opening windows, parties/weddings - noise out and conference/exams - noise in. Mæ to work with M&E to design appropriate strategy for hall. |
| 4.3 | Mæ/ Max Fordham | AV will be required; design team to allow for this in M&E design, fit out excludes the specialist AV equipment. In addition BO agreed that floor boxes for electrical points shall be required. |
| 4.4 | Note | CCT raised a concern over the curtain to divide hall as not being adequate. Agreed that hall shall not be considered for division currently. Acoustic divider to be costed below the line - retrofit at a |

further point.

5.0 Community Workshops – 1st Floor

- | | | |
|-----|------|---|
| 5.1 | Note | Agreed that workshops shall remain as they are, no need for floor boxes, electrical points located around the edge. |
| 5.2 | CCT | HY inquired about LW cooking with kids going forward into the new building. BO to confirm whether access to a kitchen is necessary for this. Workshop kitchen facilities previously removed from brief. |

6.0 Reception

- | | | |
|-----|------|--|
| 6.1 | Mæ | CCT preferred updated reception location (opposite lifts) Mæ to develop this arrangement further. |
| 6.2 | Note | CCT need a reception presence as a referral service. JBr said community volunteers can help with reception needs. |
| 6.3 | Note | Concern with cross over of services within the working of reception, further consultation with healthcare needed to see what their requirements are for a reception presence. To be developed further by Mæ and presented at next stakeholder engagement consultation. |

Commercial
Grahame Park Community HUB

£ £ £ £

Appraisal Summary for Part 1

REVENUE

Rental Area Summary	ft²	Rate ft²	Grs. Rent pa
Nursery	5,627	£11.00	61,897
Cafe	1,431	£14.50	20,750
Community	5,476	£11.50	62,974
Health GPS	7,973	£22.00	175,406
Health CHCL	4,637	£17.50	81,148
Office	3,131	£17.50	54,793
	<u>28,275</u>		<u>456,967</u>

Investment Valuation			Yield	Factor	Cap. Rent
Nursery					
Valuation Rent	61,897	YP @	12.0000%	8.3333	515,808
Cafe					
Valuation Rent	20,750	YP @	11.0000%	9.0909	188,632
Community					
Valuation Rent	62,974	YP @	11.0000%	9.0909	572,491
Health GPS					
Valuation Rent	175,406	YP @	8.0000%	12.5000	2,192,575
Health CHCL					
Valuation Rent	81,148	YP @	9.0000%	11.1111	901,639
Office					
Valuation Rent	54,793	YP @	9.0000%	11.1111	608,806
					4,979,951

NET REALISATION **4,979,951**

OUTLAY

CONSTRUCTION COSTS

Summary	ft²	Rate ft²	Cost
Nursery	8,382	£225.00	1,885,950
Cafe	2,130	£225.00	479,250
Community	8,156	£225.00	1,835,100
Health GPS	11,879	£225.00	2,672,775
Health CHCL	4,637	£225.00	1,043,325
Office	3,131	£225.00	704,475
Staff Refreshment	2,034	£225.00	457,650
Circulation	6,671	£225.00	1,500,975
Entrance/WCs	2,023	£225.00	455,175
Plant/Engineering	3,120	£225.00	702,000
	<u>52,163</u>		
Contingency		5.00%	586,834

11,736,675
586,834

PROFESSIONAL FEES

Architect	15.00%	1,760,501
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1,760,501
14,084,010

TOTAL COSTS

Rent £13 PerSqft Cover Service/sinking fund only
Grahame Park Community HUB

£ £ £ £

Appraisal Summary for Part 1

REVENUE

Rental Area Summary	ft²	Rate ft²	Grs. Rent pa
Nursery	5,627	£13.00	73,151
Cafe	1,431	£13.00	18,603
Community	5,476	£13.00	71,188
Health GPS	7,973	£13.00	103,649
Health CHCL	4,637	£13.00	60,281
Office	3,131	£13.00	40,703
	<u>28,275</u>		<u>367,575</u>

Investment Valuation			Yield	Factor	Cap. Rent
Nursery					
Valuation Rent	73,151	YP @	12.0000%	8.3333	609,592
Cafe					
Valuation Rent	18,603	YP @	11.0000%	9.0909	169,118
Community					
Valuation Rent	71,188	YP @	11.0000%	9.0909	647,164
Health GPS					
Valuation Rent	103,649	YP @	8.0000%	12.5000	1,295,613
Health CHCL					
Valuation Rent	60,281	YP @	9.0000%	11.1111	669,789
Office					
Valuation Rent	40,703	YP @	9.0000%	11.1111	452,256
					3,843,530

NET REALISATION **3,843,530**

OUTLAY

CONSTRUCTION COSTS

Summary	ft²	Rate ft²	Cost	
Nursery	8,382	£126.00	1,056,132	
Cafe	2,130	£126.00	268,380	
Community	8,156	£126.00	1,027,656	
Health GPS	11,879	£126.00	1,496,754	
Health CHCL	4,637	£126.00	584,262	
Office	3,131	£126.00	394,506	
Staff Refreshment	2,034	£126.00	256,284	
Circulation	6,671	£126.00	840,546	
Entrance/WCs	2,023	£126.00	254,898	
Plant/Engineering	3,120	£126.00	393,120	
	<u>52,163</u>			6,572,538
Contingency		5.00%	328,627	

328,627

PROFESSIONAL FEES

Architect	15.00%	985,881
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985,881

TOTAL COSTS

7,887,046

GRAHAME PARK COMMUNITY FACILITY: INDICATIVE OPERATING BUDGET																
		Sq. m.	Sq.ft.													
Total Square meterage/footage of space (gross)		3915	42,125													
Total Square meterage/footage of lettable space		2628	28,277													
Annual hours available assuming 12Hrs/Dayx7daysx51wks		4284														
			12 MONTHS													
Premises Costs per square foot of lettable space			12.14													
Facility Management: Expenditure Budget				Notes / Assumptions												
				All spaces are leased with internal repair obligations except shared areas and community halls wheer cleaning and maintenance required												
Contract: Centre Management			40,000													
Reception/Administration (sessional staff plus on-costs)			50,000													
Care-taking/light maintenance/cleaning of community and shared spaces			21,420	4hrs/day @ £15/hr Could be reduced or increased according to use of community spaces												
Staff & Volunteer Training & Expenses			4,000													
Cleaning materials			2,500													
Utilities: Heat, Light, Power, Water, Sewerage			60,000													
Refuse for public and community spaces			2,500													
Insurance (building, public and some contents)			18,000													
Services: Other (PRS, TV)			1,000													
Rates (assuming 80% rate relief) for shared and community spaces			6,500													
Telephone & Internet			2,000	Assuming wireless broadband for public areas and telephone line for reception, but no internal telephone system												
Routine maintenance and servicing (incl window cleaning)			20,000													
Marketing, Stationery			7,500	Should reduce after first year												
Consumables (based on £250 per mth)			3,000													
Depreciation on Equipment (FF&E)			10,000	For shared areas and community halls												
Financial management and related overheads			25,000													
Contingency			20,000	Rises as time and uncertainty increase												
Sinking Fund (£500,000 Over 10 years)			50,000													
Net Facility Management Expenses Budget			343420													
Income																
Permanent Tenants	Sq.M.			Baseline for rent and service charge		£150.00										
LBB (Childrens Centre) (123sq.m internal) - rent & service charge	123		18450													
Nursery (400sq.m internal) - rent & service charge	400		60000													
Health - GPs (741sq.m)	741		111150													
Health - CHCL (431sq.m)	431		64650													
Offices (291sq.m)	291		43650													
Kitchen/Café	133		19950													
sub-total			317850													
		Proposed	Occupancy	ccupancy												
		Hrs/day	1.8	2.1												
		Hrs/wk	12.6	14.7												
Sessional Spaces		Ave Per hr	15%	17.5%												
Hall (250sq.m)		25.00	16065	18743												
Workshop Room 1 (24sq.m)		15.00	9639	11246												
Workshop Room 2 (21sq.m)		12.50	8033	9371												
Workshop Room 3 (18sq.m)		10.00	3942	4599												
Sub-total sessional letting			37679	43958												
Total Income			355529	43958												
TOTAL INCOME LESS EXPENDITURE			12109	43958												
NET CUMULATIVE TOTAL INCOME LESS EXPENDITURE			12109	56067												
Notes																
Nil inflation assumed																
VAT assumed to be not recoverable																

Area Schedule

Project name
Grahame Park Community Hub

Our ref
P3-5-3-1/1621-10B-08-701

Date of issue
10.04.2017

Revision
D1 - 10.04.17
D2 - 12.04.17
D3 - 20.04.17

D4 -11.07.17

Use	GIA/ sq.m	Total GIA per use/ sq.m	% of Total GIA	Shared area pro rata/ sq.m	GIA/ sq.m	GEA/ sq.m
Allocated areas						
Nursery	396	523.0	19.9%	256.1	779	
Nursery Communication	127					
Café	133	133.0	5.1%	65.1	198	
Community	425	509.0	19.4%	249.3	758	
Community Communication	84					
Health - GP's	315	741.0	28.2%	362.9	1104	
Office	120					
Communication 2nd	260					
Communication 3rd (25%)	46					
Health - CHCL	194	431.0	16.4%	211.1	642	
Office	100					
Communication 3rd (75%)	137					
Office	291	291.0	11.1%	142.5	434	
Sub-Total	2628	2628.0	100.0%	1287.0	3915	4318
Shared areas						
Staff Refreshment	189					
Circulation	620					
Entrance/ WC's	188					
Plant/ Engineering	290					
Sub-Total	1287					
Total	3915					

Drawing reference 1621-SK050_B Area Plans shows measured areas of each use.

Assumption: Non NET areas are allocate as a percentage to the total GIA area of each use to calualte the GIA by use. All public toilets within the building form part of non NET areas.

Grahame Park Community Hub
Stage 2 Cost Plan RevA
for
Genesis Housing Association

Date: 6 October 2016
Job Reference: J006651

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Appendices

- Appendix A - Detailed Build Up
- Appendix B - Floor Plans / Drawings

1.0 EXECUTIVE SUMMARY

1.1 KEY FINANCIAL INFORMATION

	Total	Cost / m2 GIA	Cost / ft2 GIA
- Current construction cost at 3Q2016:	£13,313,000	£3,432	£319
- Previous Jackson Coles estimated construction cost: (see Note * below)	£11,362,710	£2,929	£272
- Increase/decrease in forecast construction costs:	£1,950,290		

* Note

- A budget estimate was also produced by Capita dated 12 April 2016 which totalled £11,580,954 inclusive of fees and VAT for a 3,460m2 building.

This Cost Plan represents Jackson Coles' view of the cost of carrying out the works at current day price levels. The construction market has been subject to significant upward price pressure over the past few years due to demands on contractors and their supply chains which has created volatility in tender prices. The effect of the UK's decision to leave the EU is likely to have a further impact on the construction industry and tender levels but the extent of this in the short to medium term is uncertain.

- Summary of Floor Areas

	m2	ft2
- GIA:	3,879	41,754

- Total Cost compared with Capita Estimate

		JC Stage 2	Capita	Diff
Based on floor area of m2:		3,879	3,460	419 m2
Construction cost:		£13,313,000	£8,391,996	£4,921,004
Professional design fees	15%	£1,996,950	£1,258,799	£738,151
		£15,309,950	£9,650,795	£5,659,155
VAT	20%	£3,061,990	£1,930,159	£1,131,831
		£18,371,940	£11,580,954	£6,790,986
Cost/m2		£4,736	£3,347	

1.0 EXECUTIVE SUMMARY

1.2 COMMENTARY

1. The current scheme is 419m² larger than allowed in the Capita estimate.
2. Inflation in construction costs since Capita estimate in April is circa £230,000.
3. The Capita estimate assumed a single building. This proposal is a single storey nursery with the remaining accommodation in a 5 storey building.
4. Demolition and infrastructure cost to create the site are excluded from the Capita estimate. We have included £1,120,000 for these costs.
5. The Capita estimate excludes piling and costs associated with asbestos. We have included £129,000 for piling and £25,000 for asbestos removal.
6. Both estimates exclude all loose furniture, fittings and equipment (e.g. Chairs, tables, desks, temp stage to the hall, nursery, play equipment, computers, printers etc, specialist consulting room equipment). The users should make an appropriate allowance for these items.
7. See the architect Stage 2 Report for a reconciliation of the proposed areas compared with the brief.
8. This Cost Plan includes a 5% design development contingency (£.553m) which may be expended during the detailed design stage. The Cost Plan includes a 5% client contingency (£.580m) for any client changes and risks. It is not clear if the Capita estimate contains these contingencies.
9. Our Cost Plan allows for main contractors prelims at 17% and overheads and profits at 7.5% which is in-line with other contracts at Grahame Park. The Capita estimates includes 12% for the prelims and nil for the OH&P.
10. The summary above includes a 15% allowance for design fees. The actual cost of design fees will be confirmed during Stage 3.
11. This cost plan is based on the 90% Community Hub RIBA Stage 2 report information.
12. It is assumed the procurement route will be a two stage design and build however this Cost Plan excludes all post contract design fees.
13. A detailed programme for the works has been issued separately by Jackson Coles.
14. This report has been prepared solely for the use of Genesis Housing Association and should not be relied upon by any third party.
15. This estimate assumes the building will meet the BREEAM Excellent target required by the Planners.

2.0 COST SUMMARY

Ref.	Description	GIA m2		Total £	Cost / m2 £	Cost / ft2 £	Notes
A	Substructures	3,879		515,000	133	12	Excludes all loose FF&E
B	Superstructures	3,879		4,773,000	1,230	114	
C	Internal Finishes	3,879		548,000	141	13	
D	Fittings, furnishings and equipment	3,879		232,000	60	6	
E	Services	3,879		2,381,000	614	57	
F	External Works	3,879		337,000	87	8	
G	Preliminaries	3,879	17%	1,494,000	385	36	
H	Main Contractors OH&P	3,879	7.5%	771,000	199	18	
	Sub Total	3,879		11,051,000	2,738	254	
I	Design Development	3,879	5%	553,000	205	19	
J	Contingency	3,879	5%	580,000	150	14	
	Total	3,879		12,184,000	2,943	273	
K	Infrastructure Costs	3,879		1,129,000	291	27	Contribution for demolition and infrastructure costs for the whole development
	Total	3,879		£ 13,313,000	3,432	319	Current cost at 3Q16

3.0 SCHEDULE OF AREAS

Floor	Nursery m2	Cafe m2	Childrens Centre m2	Circulation m2	Hall m2	Health Centre m2	Walls / Voids etc m2	Plant m2	GIA m2
Ground	330	114	62	163	247		278	29	1,223
First				18	158		217	19	412
Second				82		289	347	13	731
Third			54	73		304	253	13	697
Fourth						441	187	5	633
Fifth (Roof Plant Room)							58	124	182
Totals	330	114	116	336	405	1,034	1,341	203	3,879

Floor	Nursery ft2	Cafe ft2	Childrens Centre ft2	Circulation ft2	Hall ft2	Health Centre ft2	Walls / Voids etc ft2	Plant ft2	GIA ft2
Ground	3,552	1,227	667	1,755	2,659	0	2,995	312	13,167
First	0	0	0	194	1,701	0	2,339	205	4,438
Second	0	0	0	883	0	3,111	3,739	140	7,873
Third	0	0	581	786	0	3,272	2,726	140	7,505
Fourth	0	0	0	0	0	4,747	2,015	54	6,816
Fifth (Roof Plant Room)	0	0	0	0	0	0	620	1,335	1,955
Totals	3,552	1,227	1,248	3,618	4,360	11,130	14,434	2,186	41,754

The measurements contained within this report have been calculated for the purpose of this report and should not be relied upon for any other use.

4.0 BASIS OF REPORT

5.1 DESIGN / SCOPE INFORMATION

This report has been based on the following information:

- Mae Architects 90% RIBA Stage 2 drawings issued 23/9/16
- Discussions held with Mae at a meeting on 28/9/16
- Max Fordham M&E Costing issue drawings and schedule of services by work section dated 23/9/16
- Campbell Reith structural and civil drawings issued 23/9/16

5.2 TIME AND PROCUREMENT

- This cost plan is based on costs at 3Q16
- No uplift or inflation allowance has been included in the Cost Plan beyond 3Q16
- It is assumed that the procurement route will be a two stage design and build process
- We have assumed the work will be carried out at the same time as Phase 10B of the residential development
- Anticipated programme, including key milestones

5.3 KEY ASSUMPTIONS

- This cost plan assumes a BREEAM excellent target
- We have included a 15% allowance for design fees on the Executive Summary only. The construction cost excludes design fees.

5.0 EXCLUSIONS

5.1 BUDGET EXCLUSIONS

The following are excluded from this cost plan:-

- VAT.
- Legal fees.
- Site acquisition costs and fees.
- Planning costs including fees, section 106, section 278 and CIL.
- Building control fees.
- Costs associated with rights of light, air rights, over-sailing licences, easements and party wall agreements.
- Statutory costs such as scaffold licences, road closures and parking suspensions.
- Finance costs.
- Capital allowances and other incentives.
- Agents and marketing fees and marketing suite.
- Loose furniture, loose equipment and loose fittings (e.g. Chairs, tables, desks, temp stage to the hall, nursery and play equipment).
- Landlord contribution to fit out.

5.2 SCOPE EXCLUSIONS

The following is excluded:-

- Data cabling, computers and telephone equipment to all areas
- AV installations
- Temporary stage and seating to the hall
- Refuse bins

APPENDIX A - DETAILED BUILD UP

COST SUMMARY

Ref.	Description	GIA (m2)	Total	Cost/m2	Cost/ft2	Notes
A	Substructures	3,879	515,000	133	12	Excludes all loose FF&E
B	Superstructures	3,879	4,773,000	1,230	114	
C	Internal Finishes	3,879	548,000	141	13	
D	Fittings, furnishings and equipment	3,879	232,000	60	6	
E	Services	3,879	2,381,000	614	57	
F	External Works	3,879	337,000	87	8	
G	Preliminaries	3,879	1,494,000	385	36	
H	Main Contractors OH&P	3,879	771,000	199	18	
	Sub Total	3,879	11,051,000	2,849	265	
I	Design Development	3,879	553,000	143	13	
J	Contingency	3,879	580,000	150	14	
	Total	3,879	12,184,000	3,141	292	
K	Infrastructure Costs	3,879	1,129,000	291	27	
	Total	3,879	13,313,000	3,432	319	

DETAILED BUILD UP

Substructures - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	Substructures					
A	450 thick RC slab; hardcore; waterproof membrane; excavation and disposal	1,223	m2	145	177,335	Slab thickness for nursery tbc
B	Formwork and thickening/step to perimeter	229	m	45	10,305	
C	450 diameter piles x 20m deep	86	Nr	1,500	129,000	
D	Cut off pile, disposal of spoil etc	86	Nr	450	38,700	
E	Pile caps; 1 pile 800 deep	1	Nr	500	500	
F	Pile caps; 2 piles 800 deep	46	Nr	750	34,500	
G	Pile caps; 3 piles 800 deep	15	Nr	950	14,250	
H	Ground beam	42	m	160	6,720	
I	Allowance for pile caps and piling to nursery area	32	Nr	2,000	64,000	
J	Cut off pile, disposal of spoil etc	32	Nr	450	14,400	
K	Allowance for disposal of contaminated spoil	1	Item	25,000	25,000	Potential for asbestos in the made ground
	Total to Collection				514,710	
	Superstructures					
L	Frame & Upper Floors		Item		1,114,796	
M	Roof		Item		429,000	
N	Stairs and Ramps		Item		283,500	
O	External Walls, Windows and Doors		Item		2,306,105	
P	Internal Walls and Partitions		Item		373,710	
Q	Internal Doors		Item		266,200	
	Total to Collection				4,773,311	

DETAILED BUILD UP

Superstructures - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	Frame & Upper Floors					
A	RC columns; C1 & C3; 350 x 500	112	m	200	22,400	
B	RC columns; C2; 325 x 325	112	m	160	17,920	
C	RC columns; C4; 200 x 200	8	m	130	1,040	
D	RC columns; C5; 300 x 300	336	m	150	50,400	
E	RC columns; C6; 325 x 325	24	m	160	3,840	
F	Allowance for columns to roof plant area	24	m	150	3,600	
G	RC columns; to the nursery	128	m	150	19,200	
H	RC beams; B2; 800 x 1500	25	m	650	16,250	
I	250 RC walls	1,411	m2	220	310,420	
J	250 thick RC suspended floor slabs	2,656	m2	160	424,960	
K	250 thick RC concrete roof slab	713	m2	160	114,080	
L	Ditto to nursery	485	m2	160	77,600	
M	Frame contractors prelims			5	53,086	
	Total to Collection				1,114,796	
	Roof					
N	Flat roofing finish and insulation to main building	713	m2	130	92,690	
O	Skirting, upstands and flashings	219	m	45	9,855	
P	Coping and lining to parapet	140	m	150	21,000	
Q	Decking/paving to terrace areas	63	m2	125	7,875	
R	Roof light over atrium	37	m2	1,800	66,600	
S	Flat roofing finish and insulation to nursery	521	m2	130	67,730	
T	Skirting, upstands and flashings	140	m	45	6,300	

DETAILED BUILD UP

Superstructures - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Coping and lining to parapet	108	m	150	16,200	
B	Roof lights over nursery; 2500 x 1500	6	Nr	4,500	27,000	
C	Handrails	108	m	250	27,000	
D	Decking to nursery roof	198	m2	125	24,750	
E	Planting to nursery roof	280	m2	150	42,000	
F	Allowance for planters and planting to roof terraces levels 3 and 4	1	Item	5,000	5,000	
G	Allowance for man safe system	1	Item	15,000	15,000	
	Total to Collection				429,000	
	Stairs and Ramps					
H	Fire escape stairs; concrete; steel painted balustrade and handrails	11	Nr	15,000	165,000	
I	Feature staircase	3	Nr	30,000	90,000	
J	Balustrade to atrium/voids	44	m	500	22,000	
K	Balustrade to hall balcony	13	m	500	6,500	
	Total to Collection				283,500	
	External Walls, Windows and Doors					
L	Lignacite Roman brick cavity wall; 440 x 65; inner block wall; insulation	696	m2	480	334,080	
M	Lignacite Roman brick cavity wall; 440 x 65; inner block wall; insulation; hall and cafe facade	180	m2	480	86,400	
N	EO for Louvre panels to plant areas	1	Item	25,000	25,000	
O	Blockwork party wall to phase 10B	158	m2	150	23,700	
P	Magna Glass Ceramic rain screen cladding and aluminium frame; Met Sec frame, insulation and interior lining	1,197	m2	575	688,275	

DETAILED BUILD UP

Superstructures - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Clear glazing system; aluminium, or composite; opening lights	915	m2	650	594,750	Ground/1st floor elevations
B	Cladding; aluminium sheet over glass	160	m2	550	88,000	
C	Aluminium windows hall and cafe facade; set in facing block wall	195	m2	550	107,250	
D	EO for doors to roof terraces	4	Nr	1,000	4,000	
E	EO for double doors to roof terraces	2	Nr	2,000	4,000	
F	EO for double doors in cladding	11	Nr	2,000	22,000	
G	Main entrance screen and doors; automatic controls	1	Nr	50,000	50,000	
H	Double doors in masonry elevations	5	Nr	2,500	12,500	
I	Windows to nursery	433	m2	550	238,150	
J	EO for opening lights with perforated aluminium screen	6	Nr	2,000	12,000	
K	EO for doors to garden	6	Nr	1,000	6,000	
L	Allowance for interface between Block facing and cladding	1	Item	10,000	10,000	
Total to Collection					2,306,105	
Internal Walls and Partitions						
<u>Nursery</u>						
M	75 stud partitions to WC's	34	m2	50	1,700	
N	100 stud partitions	566	m2	75	42,450	
O	Glazed partitions	83	m2	250	20,750	
<u>Community Building</u>						
P	200 thick blockwork walls	171	m2	60	10,260	
Q	100 thick blockwork walls	215	m2	40	8,600	
R	100 stud partitions	2,612	m2	75	195,900	

DETAILED BUILD UP

Superstructures - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Glazed partitions to office area <u>Movable acoustic 100 stud partitions</u>	72	m2	250	18,000	
B	Sliding/folding partition to hall mezzanine	46	m2	650	29,900	
C	Sliding/folding partition to workshops	26	m2	650	16,900	
D	Sliding/folding partition to meeting room 4th floor	23	m2	650	14,950	
E	Sliding/folding partition to children's centre	10	m2	650	6,500	
F	Balustrade to hall mezzanine balcony	12	m	650	7,800	
	Total to Collection				373,710	
	Internal Doors					
	<u>Nursery</u>					
G	Single doors	13	Nr	1,100	14,300	
H	Double doors	15	Nr	1,800	27,000	
I	WC cubicles	8	Nr	1,200	9,600	
J	Allowance for riser doors	1	Item	4,000	4,000	
	<u>Ground & 1st Floor Community Space</u>					
K	Single doors	28	Nr	1,100	30,800	
L	Double doors	18	Nr	1,800	32,400	
M	Allowance for riser doors	1	Item	16,000	16,000	
	<u>Health Centre and offices</u>					
N	Single doors	79	Nr	1,100	86,900	
O	Double doors	14	Nr	1,800	25,200	
P	Allowance for riser doors	1	Item	20,000	20,000	

DETAILED BUILD UP

Superstructures - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	Total to Collection				266,200	

DETAILED BUILD UP

Internal Finishes - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	Internal Finishes					
A	Wall Finishes		Item		131,320	
B	Floor Finishes		Item		297,850	
C	Ceiling Finishes		Item		119,210	
	Total to Collection				548,380	

DETAILED BUILD UP

Internal Finishes - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	Wall Finishes					
	<u>Nursery</u>					
A	Plaster	300	m2	20	6,000	
B	Emulsion to plaster and plasterboard walls	2,720	m2	8	21,760	
C	Allowance for wall tiles or vinyl sheet to WC / kitchen / wet room walls	100	m2	60	6,000	Not full height
	<u>Community Building</u>					
D	Plaster	900	m2	20	18,000	
E	Emulsion to plaster and plasterboard walls	5,820	m2	8	46,560	
F	Ceramic wall tiling to showers and WC	150	m2	60	9,000	
G	Allowance for wall finishes to cafe	1	Item	10,000	10,000	
H	Emulsion to block or concrete walls	1,400	m2	10	14,000	
	Total to Collection				131,320	
	Floor Finishes					
I	Screed and non slip floor finish to nursery	521	m2	75	39,075	
J	Skirting; coved	140	m	15	2,100	
K	Raised floor to health centre/offices	1,419	m2	45	63,855	
L	Non slip vinyl floor to consulting rooms & corridors	923	m2	55	50,765	
M	Skirting's; coved	650	m	15	9,750	
N	Carpet to offices	496	m2	30	14,880	
O	Skirting	350	m	15	5,250	
P	Screed and finish to waiting areas and WC's	155	m2	75	11,625	
Q	Screed and hard wearing finish to hall, reception etc	464	m2	150	69,600	

DETAILED BUILD UP

Internal Finishes - Detail

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Other floor finishes	346	m2	75	25,950	
B	Allowance for mdf skirting	1	Item	5,000	5,000	
	Total to Collection				297,850	
	Ceiling Finishes					
C	Plasterboard ceiling to nursery; emulsion finish	521	m2	45	23,445	Spec tbc
D	Allowance for ceilings to other areas; plasterboard and emulsion or demountable tiles in grid	2,017	m2	45	90,765	Spec tbc
E	EO for access panels to mech plant	20	Nr	250	5,000	
	Total to Collection				119,210	

DETAILED BUILD UP

Fittings, furnishings and equipment - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	Fittings, furnishings and equipment					
A	Reception desk	1	Nr	15,000	15,000	
B	Cycle racks	17	Nr	100	1,700	
C	Kitchen to hall	1	Nr	4,000	4,000	
D	Kitchen to nursery	1	Nr	4,000	4,000	
E	Fit out laundry to nursery	1	Nr	3,000	3,000	
F	Kitchen to offices	1	Nr	6,000	6,000	
G	Beverage bay	1	Nr	3,000	3,000	
H	Lockers	1	Item	5,000	5,000	
I	Statutory signage	1	Item	5,000	5,000	
J	Directional signage	1	Item	15,000	15,000	
K	Allowance for cafe kitchen and counter etc	1	Item	75,000	75,000	No details available
L	Blinds to offices/consulting rooms	915	m2	55	50,325	
M	Blackout blinds to hall	220	m2	90	19,800	
N	Curtains to divide hall	175	m2	60	10,500	
O	Other FF&E	1	Item	15,000	15,000	
P	Exclusions					All loose FF&E excludes e.g. desks, chairs, tables, stage etc
	Total to Collection				232,325	
	Services					
	<u>Sanitary appliances</u>					
	<u>Nursery</u>					

DETAILED BUILD UP

Services - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	WC's	9	Nr	550	4,950	
B	Basins	11	Nr	250	2,750	
C	Shower	1	Nr	800	800	
D	Sinks	5	Nr	250	1,250	
	<u>Entrance/Hall</u>					
E	Disabled WC, basin and grab rails	1	Nr	1,050	1,050	
F	Superloo with WC and basin	4	Nr	800	3,200	
G	Kitchen sink	1	Nr	150	150	
	<u>1st Floor Community Space</u>					
H	Disabled WC, basin and grab rails	1	Nr	1,050	1,050	
I	Superloo with WC and basin	6	Nr	800	4,800	
J	Cleaners sink	1	Nr	250	250	
	<u>Health Centre/Offices</u>					
K	Disabled WC, basin and grab rails	2	Nr	1,050	2,100	
L	Superloo with WC and basin	12	Nr	800	9,600	
M	Cleaners sink	1	Nr	250	250	
N	Shower	4	Nr	800	3,200	
O	Kitchen sinks	2	Nr	150	300	
P	Wash hand basins to consulting rooms	17	Nr	250	4,250	
	<u>Mechanical Services</u>					
Q	Rainwater Installation	3,879	m2	10	38,790	
R	Soil and wastes to above sanitaryware	98	Nr	500	49,000	
S	Cold water to above sanitaryware	98	Nr	500	49,000	

DETAILED BUILD UP

Services - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Hot water services to sanitaryware	69	Nr	600	41,400	
B	Dry Riser Installation	2	Item	7,500	15,000	
	<u>Space Heating and Air Treatment</u>					
	<u>Cooling/vent & VRF to the following rooms:</u>					
	<u>Ground Floor</u>					
C	Hall	222	m2	175	38,850	
D	Managers office	16	m2	175	2,800	
E	Reception/cloakroom	20	m2	175	3,500	
F	Laundry	12	m2	175	2,100	
G	Kitchen	8	m2	175	1,400	
H	Wet play	10	m2	175	1,750	
	<u>Mezz</u>					
I	Hall Mezzanine	72	m2	175	12,600	
J	workshop	21	m2	175	3,675	
K	workshop	16	m2	175	2,800	
L	workshop	24	m2	175	4,200	
	<u>2nd Floor</u>					
M	Consulting rooms 16m2 each	64	m2	175	11,200	
N	Store/refuse	13	m2	175	2,275	
	<u>3rd Floor</u>					
O	Consulting rooms	71	m2	175	12,425	
P	Comms	5	m2	175	875	
Q	Stores etc	30	m2	175	5,250	

DETAILED BUILD UP

Services - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Kitchen extract to café (24m2)	1	Item	7,500	7,500	
B	Smoke Vent Installation	2	Item	20,000	40,000	
	<u>WC Vent total of rooms</u>					
C	Nursery WC's	30	m2	100	3,000	
D	Shower/WC	6	m2	100	600	
E	Disabled WC (2 nr)	6	m2	100	600	
F	ground floor visitors	16	m2	100	1,600	
G	Mezz WCs	28	m2	100	2,800	
H	2nd floor WC's	22	m2	100	2,200	
I	Heating to remaining areas either Radiant panels or Underfloor heating	3,093	m2	80	247,440	
J	Controls to heating	3,093	m2	25	77,325	
	<u>Electrical Installations</u>					
K	LV Distribution	3,879	m2	20	77,580	
L	Standby Generator Installation	1	Item	75,000	75,000	
M	Mechanical Services Power Installation	3,879	m2	8	31,032	
N	Small Power Installation	3,879	m2	30	116,370	
	<u>Lighting Installation: Net areas</u>					
O	Nursery	521	m2	95	49,495	
P	Cafe	114		95	10,830	
Q	Hall etc	405	m2	95	38,475	
R	Health centre and consulting rooms and office	1,034	m2	95	98,230	
S	Children's centre	116	m2	95	11,020	

DETAILED BUILD UP

Services - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
A	Circulation/stairs etc	336	m2	80	26,880	
B	Plant rooms	203	m2	75	15,225	
C	Remaining Areas	1,150	m2	95	109,250	
D	Lighting to roof terraces	197	m2	100	19,700	
E	Allowance for feature lighting to reception and hall	1	Item	25,000	25,000	
F	Lighting to central garden	136	m2	100	13,600	
G	Fire Alarm Installation	3,879	m2	22	85,338	
H	Telephone & Data Installation	3,879	m2	20	77,580	
I	TV/Satellite Installation	1	Item	15,000	15,000	
J	Disabled Refuge Alarm Installation	1	Item	12,000	12,000	
K	Disabled Alarm Call Installation	1	Item	10,000	10,000	
L	Induction Loop Installation	1	Item	10,000	10,000	
M	Access Control Installation	1	Item	30,000	30,000	
N	CCTV Installation	1	Item	25,000	25,000	
O	Emergency Paging System	1	Item	35,000	35,000	
P	Earthing & Bonding	3,879	m2	3	11,637	
Q	Lightning Protection Installation					Excluded
R	Lift Installation	2	Nr	125,000	250,000	
S	Design development of M&E services			5	100,057	
T	M&E Preliminaries			10	210,120	
U	BWIC Services			3	69,340	
	Total to Collection				2,380,664	

DETAILED BUILD UP

External Works - Summary

Ref.	Description	Qty	Unit	Rate £	Total £	Notes
	External Works					
A	Hard paving around the site; stone	568	m2	150	85,200	
B	Allowance for planting features	1	Item	25,000	25,000	
C	Sheffield Bike Stands	16	Nr	100	1,600	
D	Bike store	1	Item	30,000	30,000	
E	Nursery Garden area; paving, landscaping and street furniture	146	m2	200	29,200	
F	Trees and tree pits	4	Nr	1,000	4,000	
G	Allowance for drainage from the site to sewers	3,879	m2	25	96,975	
H	Rainwater storage tank	1	Item	15,000	15,000	
I	Services connections to the building	1	Item	50,000	50,000	(excludes sub-station)
	Total to Collection				336,975	
	Infrastructure Costs					
J	Contribution to demolition of existing buildings (based on share of estimated demolition costs)	3,879	m2	150	581,850	
K	Contribution for external works/car parking/drainage/landscaping/services connections	3,879	m2	141	546,939	
L	Allowance for contribution to temp works for district heating					Extent to be confirmed
	Total to Collection				1,128,789	

APPENDIX B - FLOOR PLANS / DRAWINGS



Key

- Public Areas
- Community
- Nursery
- Healthcare
- Office / Admin
- Staff Rest
- Cafe

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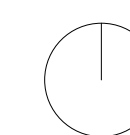
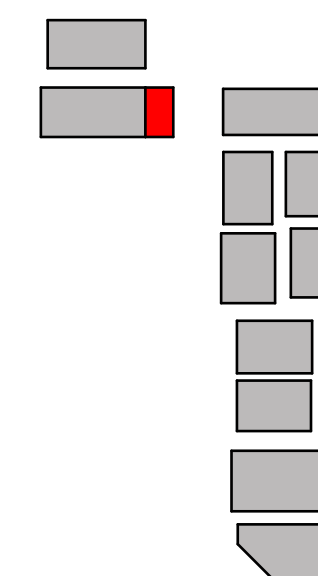
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8. Any discrepancies on this drawing should be reported to Me before proceeding to fabrication.
 - a. To be read in conjunction with all relevant documents, which include but are not exhaustive - MEP, Structures, shop/fabrication drawings and CDM documents.
10. This drawing may contain colour data. Please refer to manufacturer's literature for details.
11. These are architectural drawings only. Refer to consultant drawings for further information.
12. Existing buildings to be measured on site and confirmed by contractor.
13. Also refer to accompanying Me Schedules and drawings.
14. All structure shown indicative on drawings, refer to Structural Engineers design and specification
15. All below ground waterproofing and tanking to Structural Engineers design and specification.
16. Refer goods schedule for detailed specification to design drawings and SBD requirements, system flow rates and capacity to M&E Engineer's specification.
17. The above design is intended to be contiguous and in a compatible material to services and fire strategy. Facade contractor to advise during detailed design phase.
18. Thermal performance to be in line with thermal model/physics model
19. All below ground build-ups are indicative; refer to Civil/Landscape Architect drawings.
20. Design to be coordinated with robust details and/or Building Regulations and acoustic consultant's report.

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Revision	Date	Description

Key Plan



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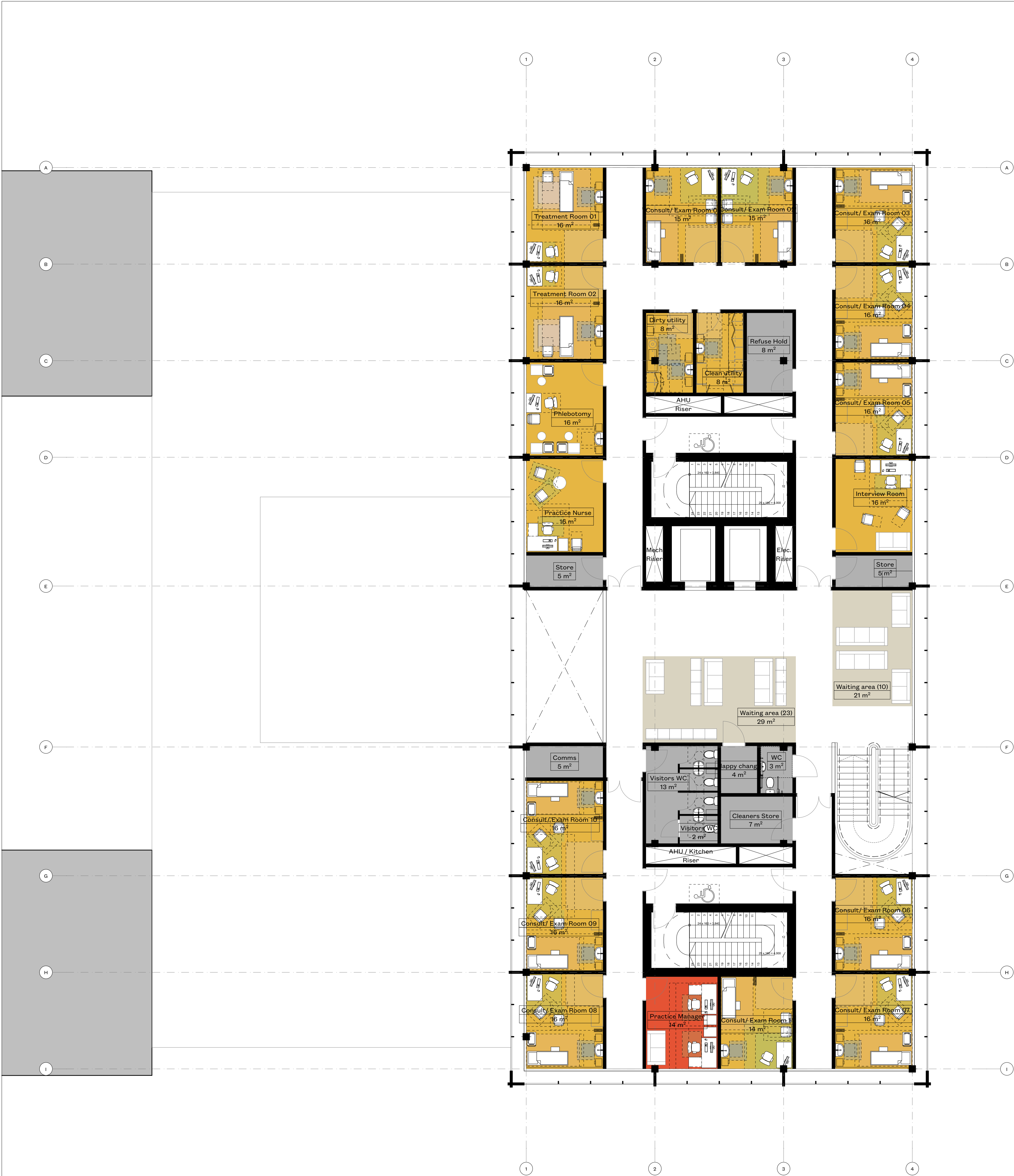
PROJECT NAME
GRAHAME PARK COMMUNITY HUB

PROJECT NO. 1621	STAGE 2
---------------------	------------

DRAWING NAME
Ground Floor Plan

SCALE 1:100 @ A1		DATE 23/09/2016
DRAWN BY MP	CHECKED BY NS	REV / STATUS D4 Draft for Comment

DRAWING NO.
1621-10B2-06-100



Key

Public Areas

Community

Nursery

Healthcare

Office / Admin

Staff Rest

Cafe

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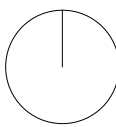
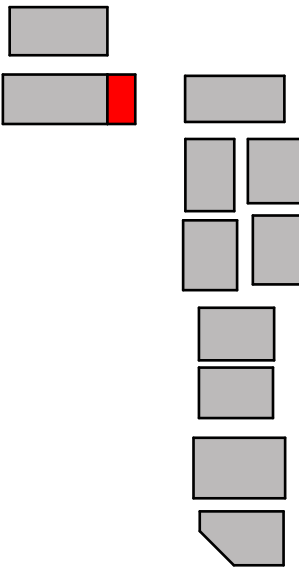
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- This drawing shows design intent only.
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- Any discrepancies on this drawing should be reported to Mæ before proceeding to fabrication.
- Drawings to be read in conjunction with all relevant documents, which include but are not exhaustive - MEP, Structures, shop/fabrication drawings and CDM documents.
- This drawing may contain colour data. Please refer to original electronic document.
- These are architectural drawings only. Refer to consultant drawings for further information.
- Existing buildings to be measured on site and confirmed by contractor.
- Also refer to accompanying Mæ Schedules and drawings.
- All structure shown indicatively on drawings, refer to Structural Engineers design and specification.
- All below ground waterproofing and tanking to Structural Engineers design and specification.
- Rainwater goods setting out and specification to design drawings and SdD requirements, system flow rates and capacity to M&E Engineer's specification.
- Fire stopping to all slab penetrations to be contiguous and in a compatible material to services and fire strategy. Façade contractor to advise during detailed design phase.
- Thermal performance to be in line with thermal model/ building physics model.
- All below ground build-ups are indicative; refer to Civil/ Landscape Architect drawings.
- Acoustic design to be in line with robust details and/or Building Regulations and acoustic consultant's report.

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Revision	Date	Description

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PROJECT NAME
GRAHAME PARK COMMUNITY HUB

PROJECT NO. 1621	STAGE 2
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DRAWING NAME
Second Floor Plan

SCALE 1:100 @ A1	DATE 23/09/2016
DRAWN BY MP	CHECKED BY NS
	REV / STATUS D4 Draft for Comments

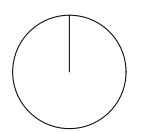
DRAWING NO.
1621-10B2-06-102



- Public Areas
- Community
- Nursery
- Healthcare
- Office / Admin
- Staff Rest
- Cafe

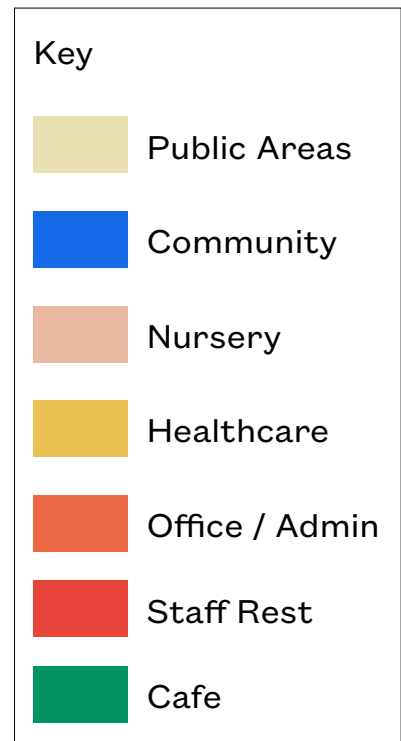
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- 3. Do not scale off the drawing and CAD file.
- 4. Do not show figure dimensions are to be followed.
- 5. Do not use for construction unless expressly permitted.
- 6. This drawing shows only the general arrangement.
- 7. Contractor should verify all conditions, levels and dimensions on site and notify contract administrator of any variations from dimensions before construction and/or fabrication.
- 8. Any discrepancies on this drawing should be reported to M&E before proceeding to fabrication.
- 9. Drawings to be read in conjunction with all relevant documents including but not limited to: not exhaustive - MEP, Structures, shop/fabrication drawings and CDM documents.
- 10. This drawing may contain colour data. Please refer to the relevant graphic communication documents.
- 11. These are architectural drawings only. Refer to consultant drawings for further information.
- 12. Existing buildings to be measured on site and confirmed by contractor.
- 13. Also refer to accompanying M&E Schedules and drawings.
- 14. All structure shown indicatively on drawings, refer to Structural Engineers design and specification.
- 15. All below ground waterproofing and tanking to Structural Engineers design and specification.
- 16. Rainwater gouds setting out and specification to design drawings and S&B requirements, system flow rates and capacity to M&E Engineers design and specification.
- 17. Fire stopping to all slab penetrations to be contiguous and in a compatible material to services and fire strategy. Façade contractor to advise during detailed design phase.
- 18. Thermal insulation to be in line with thermal model/building physics model.
- 19. All below ground build-ups are indicative; refer to Civil Landscaping and Architectural drawings.
- 20. All structural design to be in line with robust details and/or Building Regulations and accurate consultant's report.

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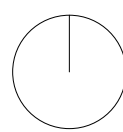
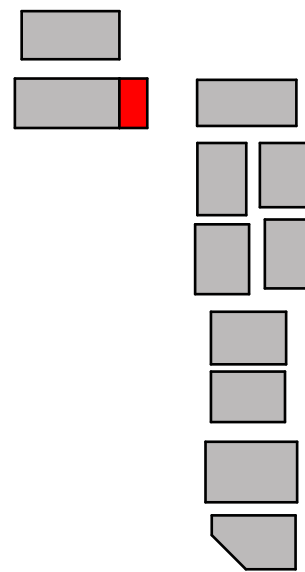
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5. Do not use for construction unless expressly permitted.
6. All drawings show dimensions in millimeters.
7. Contractor should verify all conditions, levels and dimensions on site and notify contract administrator of any variations from dimensions before construction and/or fabrication.
8. Any discrepancies on this drawing should be reported to Mr. J. J. O'Connell, Project Engineer, immediately.
9. Drawings to be read in conjunction with all relevant documents, which include but are not exhaustive - MEP, Structures, shop/fabrication drawings and CDM documents.
10. The drawings are for information only. Please refer to original electronic document.
11. These are architectural drawings only. Refer to consultant for mechanical and electrical details.
12. Existing buildings to be measured on site and confirmed by contractor.
13. Also refer to accompanying MeS Schedules and drawings.
14. All structure shown indicatively on drawings, refer to Structural Engineers design and specification.
15. All below ground waterproofing and tanking to Structural Engineers design and specification.
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19. All below ground build-ups are indicative; refer to Civil/Landscape Architect drawings.
20. All structure to be designed in line with robust details and/or Building Regulations and acoustic consultant's report.

Revision	Date	Description
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CLIENT
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PROJECT NAME
GRAHAME PARK COMMUNITY HUB

PROJECT NO. 1621	STAGE 2
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Fourth Floor Plan

SCALE	DATE
1:100 @ A1	23/09/2016

MP	NS	D4	Draft for Comments
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1621-10B2-06-104



General Notes

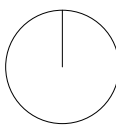
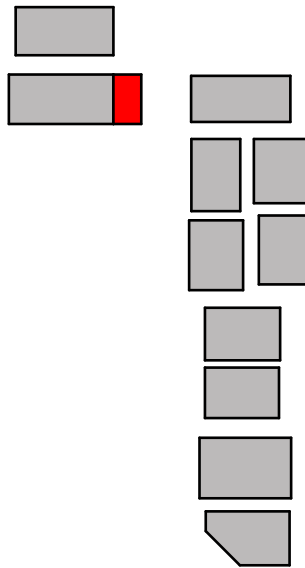
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 10. This drawing may contain colour data. Please refer to original electronic document.
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 16. Rainwater goods setting out and specification to design drawings and SdD requirements, system flow rates and capacity to M&E Engineer's specification.
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 20. Acoustic design to be in line with robust details and/or Building Regulations and acoustic consultant's report.

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Revision	Date	Description

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CLIENT GENESIS HOUSING ASSOCIATION	
PROJECT NAME GRAHAME PARK COMMUNITY HUB	
PROJECT NO. 1621	STAGE 2
DRAWING NAME Roof Plan	
SCALE 1:100 @ A1	DATE 23/09/2016
DRAWN BY MP	CHECKED BY NS
REV / STATUS D4 Draft for Comments	
DRAWING NO. 1621-10B2-06-105	

Jackson Coles

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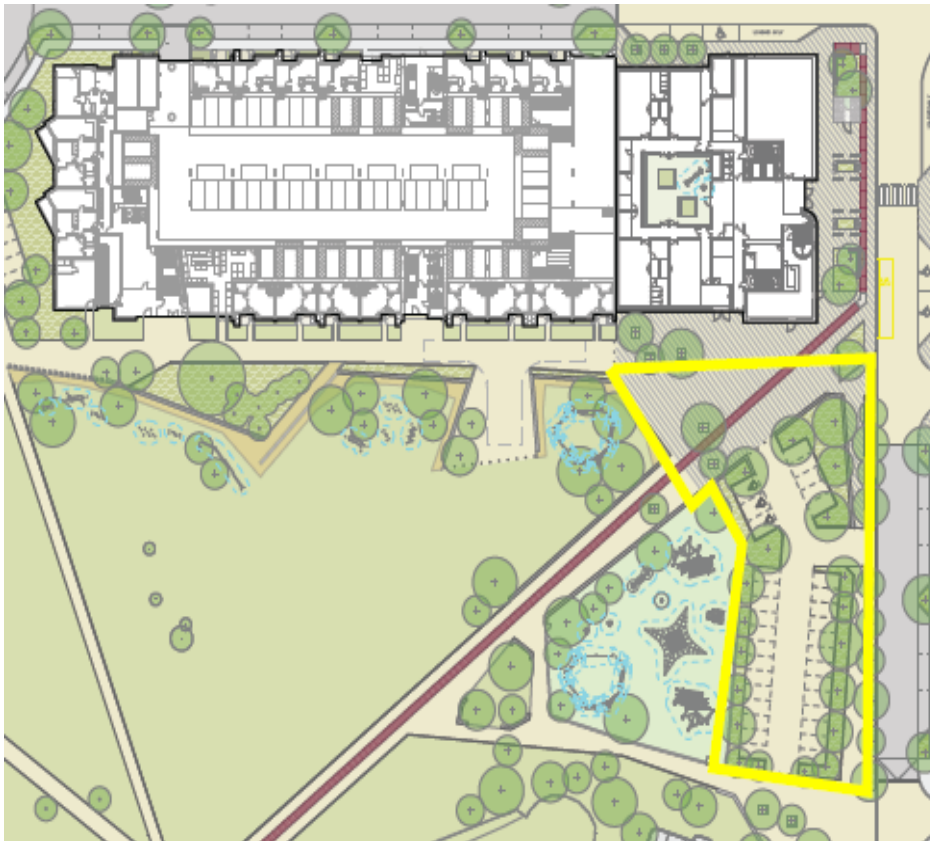
Grahame Park Community Hub
Cost Update for Dedicated Car Park and Terrace
3 August 2017



1	Stage 2 Cost Plan RevA dated 6 October 2016	£	13,313,000
2	Less Infrastructure and demolition	-£	1,129,000
3	Less Contingency	-£	580,000
4	Total	£	11,604,000

Notes:

- 1 Exclusion are listed in the Stage 2 Cost Plan
- 2 The area of the dedicated car parking and terrace is approximately 1,940m² as the attached marked up drawing. This is estimated to cost £520,000 and is excluded from the present cost plan.



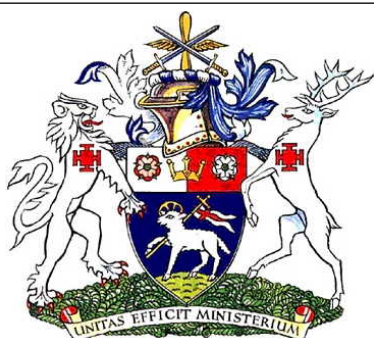
Risk ID	Project	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Date risk identified	Date Closed
						Impact	Likelihood	Impact	Likelihood	Risk Score		
1	Grahame Park Community Hub	IF there are delays in CPO THEN this will have a damaging affect on the community hub programme, potential financial and reputational issues.	Martin Smith	Financial & Reputational	Manage process through CPO corporate working group, plan to make order in October 2017, will be informed of outcome re Inquiry in February 2018.	4	5	3	3	9	01/08/17	
2	Grahame Park Community Hub	IF negotiation with the DoL stalls over the landswap this will delay the delivery of Plot 10 and the community hub	Martin Smith	Financial & Reputational	Work close with the DoL and make sure the landswap agreement is signed as soon as possible.	4	4	3	3	9	01/08/17	
3	Grahame Park Community Hub	Long delays and failure to deliver the hub will damage the confidence of residents and stakeholders in the ability of the Council and Genesis.	Martin Smith	Reputational	Effective communication to residents and stakeholders and clear evidence of on-going delivery on site. Participation and support for the CCT	4	4	3	4	12	01/08/17	
4	Grahame Park Community Hub	Community Hub will be unable to recover its costs making it a liability for LBB	Martin Smith	Financial	Outline and full business case to go to ARG for member sign off. Rent regime established to at least cover building costs	5	4	4	4	16	01/08/17	
5	Grahame Park Community Hub	Community hub will not provide sufficient adequately priced accommodation for all community users.	Martin Smith	Financial	close engagement with community orgs to establish needs,resources etc supported with CBAT process.	4	4	3	3	9	01/08/17	
6	Grahame Park Community Hub	The Community hub will provide insufficient parking for staff and users residents and visitors.	Martin Smith	Logistical	This risk is being managed by the Transport team, who are working on this before planning committee.	4	4	3	3	9	01/08/17	
7	Grahame Park Community Hub	The management of the building is ineffective	Martin Smith	Construction	Clear specification for building management to be undertaken by MO with regular moitoring from LBB landlord	4	4	3	3	9	01/08/17	
8	Grahame Park Community Hub	LBB is unable to procure an appropriate lessee/Management Organisation for the building	Martin Smith	Financial	Thorough procurement process in place and exploration of a range of options	4	4	3	3	9	01/08/17	
9	Grahame Park Community Hub	The demolition of existing facilities creates serious disruption to health and other services in the area		Reputational	Careful phasing and communications with partners to ensure timetables are widely understood	3	3	2	2	6	01/08/17	
10	Grahame Park Community Hub	The Council is unable to secure long term financial commitment to the hub from major future users		Financial	commence negotiations with health,childrens and community users prior to commencement of construction	4	4	5	4	20	010/08/2017	

Project Name:	Grahame Park Community Hub Issues Log
----------------------	---------------------------------------

Ref	Date Raised	Raised by	Issue Description	Resolution Required	Issue Owner	Priority	Date Due
1	2/8/17	Martin Smith	fee inflation	confirmation of budget from consultant team	Martin Smith	4	Sep-18
2	2/8/17	Martin Smith	Confirmation of long term revenue funding from future users	Long term commitment from future users	Martin Smith	4	Jan-18
3	2/8/17	Martin Smith	ensuring quality and affordability in building design	Fully costed and specified building within budget	Martin Smith	4	Jan-18
4	2/8/17	Martin Smith	ensuring building meets aspirations of all future users	Hub is fit for purpose	Martin Smith	4	Jan-18
5	2/8/17	Martin Smith	ensuring adequate parking for building users	parking spaces available for all staff and users as required	Martin Smith	4	Jan-18

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AGENDA ITEM 10



Assets Regeneration and Growth Committee 4 September 2017

Title	Brent Cross Cricklewood Update Report
Report of	Deputy Chief Executive
Wards	Childs Hill, Golders Green and West Hendon
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563

Summary

This report provides a progress update since the last Committee on 24 July 2017 on key areas of activity and progress across the Brent Cross Cricklewood programme.

Recommendations

That the Committee notes the content of this report and progress made on the Brent Cross Cricklewood BXC planning, highways, CPO and design workstreams across the programme since the last Committee meeting.

1. WHY THIS REPORT IS NEEDED

- 1.1 This report provides a progress update on the Brent Cross Cricklewood programme since the last Committee meeting on 24 July 2017.

Brent Cross North

- 1.2 The Brent Cross North Partners reserved matters application for the detailed design of the shopping centre registered in May 2017 is anticipated to be considered by the Planning Committee on 28 September 2017. The BXN Partners have also submitted planning applications to undertake early enabling works, which are anticipated to start on site in November 2017. These applications are under consideration.
- 1.3 The Partners are continuing to progress the approval in principle infrastructure designs for approval by the Highways Authorities (LBB, TfL and Highways England) and negotiating the required Infrastructure Agreements to undertake the necessary works to the public highway and ensure the delivery of the significant road infrastructure improvements.
- 1.4 In respect of the relocation of the residents within the CPO1 area of the Whitefield Estate, the BXN Partners are continuing contractual negotiations with the preferred Registered Provider and anticipate that agreement will be concluded in September. Whilst this is taking longer than anticipated, this delay does not impact upon the programme to deliver the replacement units.
- 1.5 The BXN Partners are now in the final stages of concluding third party investment into the scheme. Consequently, as reported to the Committee in July, the BXN Partners are now restructuring the joint venture and putting the necessary legal arrangements in place. These agreements have now drafted and will be entered into shortly. As part of legal documentation, the parties have agreed to enter into an IPMO co-operation agreement to better manage areas of interface between BXN, BXS and Thameslink projects.
- 1.6 In relation to programme, the BXN Partners continue to anticipate undertaking early construction work in autumn 2017, with an anticipated main construction start date for the Phase 1a Infrastructure and Phase 1b Shopping Centre works in mid-2018, with a target completion date September 2022.

Brent Cross South

- 1.7 Following the Committee's approval on 24 July 2017 to the BXS Business Plan and First Phase Proposal and receipt of the CBRE advice letter confirming to the Council as landowner that best consideration has been achieved to dispose of the Council's land assets within the First Phase Proposal to the Brent Cross Limited Partnership (BXSLP) under the Project Agreement in accordance with Section 233 of the Town and Country Planning Act (TCPA) 1990, the Chief Executive is in the process of determining that the best value consideration test has been met.

- 1.8 The Council's senior officers are now in discussions with Argent Related to explore potential options as detailed in the Exempt Assets, Regeneration and Growth Committee report 24 July 2017. Regular updates will be reported to the BXS Shareholder Working Group and it is anticipated that the recommended approach will be reported to the Assets, Regeneration and Growth Committee on 27 November for approval.

Thameslink Station

- 1.9 The Council is continuing to work with the GLA, HM Treasury, DCLG, Network Rail and the Department for Transport to deliver the new Thameslink Station and associated infrastructure within the regeneration area.
- 1.10 The GRIP4 station and sidings design is progressing. As the Committee is aware, the work has been divided into three phases. Phase A and B works for the entire GRIP4 package was commissioned in March and June 2017. Phase C covers the Asset Protection design elements. This scope is currently under review by the respective project teams and is anticipated to be agreed by August 2017.
- 1.11 The new station design is progressing along the chosen option of 4 platforms, with a single bridge serving the purpose of a public right of way footbridge, as well as access to the new platforms. It is anticipated that the reserved matters application will be submitted in October 2017.
- 1.12 As the Committee is aware, public consultations and stakeholder sessions were carried out in April and July to support the Waste and Freight facility design development. The planning applications for these works will be submitted to the Council by the end of August 2017.
- 1.13 The first planning application has been submitted to support the Thameslink Works. A re-phasing application has been submitted to bring forward the Thameslink Station and critical infrastructure into Phase 2 of the BXC scheme.

Station Naming Process

- 1.14 The selection process is underway as previously reported to the Committee. It is anticipated that a final decision on the name will be confirmed by October 2017 and reported to the November Committee for approval.

Procurement

- 1.15 The Thameslink Works programme is divided into a number of different work packages. Following the Committee approval in respect of the Procurement Strategy on 24 July 2017, the Council is currently undertaking a detailed review of the proposed options and anticipate that recommendations will be made to the Chief Executive in December later this year. An update will be provided to the Committee for consideration on 27 November 2017.

BXC Assurance

- 1.16 As noted at the last meeting, the Council, along with its public sector partners are commissioning a Gateway Audit led by HM Government Infrastructure & Projects Authority (IPA). Preparatory meetings have been arranged and the review is scheduled to take place in September. IPA reports are not public documents, but it is anticipated that the report will be shared with the Audit Committee as a confidential item.

BXC Land Assembly

CPO1 AND CPO2

- 1.17 In respect of CPO1 and CPO2, the Committee will recall that the CPO Inquiry formally closed in July 2016 and the Council is awaiting the Secretary of State decision. This continues to be anticipated in autumn this year.

CPO3

- 1.18 The CPO3 Inquiry commences on 5 September 2017. The Council's Statements of Evidence were submitted to the Planning Inspectorate on 15 August 2017.
- 1.19 Objections have been received from those with a property interest in the area as well as from those within the local community. These include objections from North London Waste Authority (NLWA), Network Rail, DB Cargo, Bestway (Palmbest) alongside GB Railfreight. The Council and its advisor GL Hearn are continuing to address these objections and are seeking to negotiate by private treaty to acquire the land and interests required to deliver the Thameslink Station.
- 1.20 The Council entered into the Implementation Agreement on 11 August with DB Cargo to deliver the rail freight facility by 30 June 2018. The Council has retained step in rights should the facility not be delivered. DB Cargo have now removed their objection to the CPO.
- 1.21 The necessary legal agreements with Network Rail and NLWA are now well advanced and are anticipated to be entered into shortly.

2. REASONS FOR RECOMMENDATIONS

- 2.1 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. The details of the scheme are set out in previous update reports to this Committee, most recently the report to December meeting, which can be accessed on this link:

<http://barnet.moderngov.co.uk/documents/s36613/121216%20-%20Final%20Draft%20BXC%20Update%20ARG%20Report%20v3.pdf>

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Alternative options have been considered and these options are summarised in previous reports.

4. POST DECISION IMPLEMENTATION

- 4.1 The council and its advisors will continue to progress all work streams to ensure delivery of the Brent Cross regeneration proposals as outlined in this report and approved by the Assets, Regeneration and Growth Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.2.1 Previous reports describe in detail the ways in which the regeneration of Brent Cross Cricklewood supports the council's Corporate Plan 2015-20 as updated.

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

Approved Capital Budget – Land Acquisitions

- 5.2.2 The Committee report dated 24 July 2017 sets out the latest position on resources. The CPO Indemnity Agreement for CPO3 as referred to in that report is now finalised and will be entered into by end of August 2017.

5.3 Social Value

- 5.3.1 As indicated in sections within this report and previous reports, the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

5.4 Legal and Constitutional References

- 5.4.1 The council has a range of powers to enter into the legal agreements envisaged by this report, including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which 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.
- 5.4.2 Additionally the council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals.
- 5.4.3 Where land is being and has been appropriated for planning purposes, any disposal of land appropriated for such purposes is effected in reliance on

Section 233 Town and Country Planning Act 1990. On any disposal of property the council is required to observe the requirements of s123(2) of the LGA 1972 and Section 233 Town and Country Planning Act 1990 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained. Any land held for the purposes of part 2 of the Housing Act 1985 can be disposed of under section 32 of that Act either in reliance on a general or express consent of the consent of the Secretary of State.

- 5.4.4 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. 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.
- 5.4.5 Under the Council's Constitution Responsibility for Functions (Annex A), the terms of reference of the Assets, Regeneration and Growth Committee contains the following responsibilities:
- Develop and oversee a Regeneration Strategy
 - Develop strategies which maximise the financial opportunities of growth- e.g. New Homes Bonus, localisation of business rates
 - Develop strategies which maximise the financial opportunities of growth- e.g. New Homes Bonus, localisation of business rates
 - Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council

5.5 Risk Management

- 5.2 The key risks and mitigations are summarised in the 11 July 2016 report which can be accessed on this link:
<http://barnet.moderngov.co.uk/documents/s33190/Brent%20Cross%20Cricklewood%20Compulsory%20Purchase%20Order%20No.%203%20and%20Project%20Update%20Report.pdf>

5.6 Equalities and Diversity

- 5.6.1 As reported in successive meetings, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.7 Consultation and Engagement

- 5.7.1 The Council continues to work closely with development partners from the north and the south side to develop and implement a coordinated communications strategy and stakeholder engagement approach across the whole programme.
- 5.7.2 A Resident Guide has been produced by L&Q and Argent in consultation with the Council for Whitefield Estate residents in Brent Cross South. This guide provides more detail on the relocation deal and it has also been reviewed by the Whitefield Steering Group for feedback. The final document is due to be distributed to residents by the end of August 2017. Once finalised it will be circulated to Committee members for information.
- 5.7.3 The Whitefield Steering Group is holding an Open Public meeting for estate residents on 7 September 2017. The attendees will include representatives from the Council/Re, Argent Related, L&Q, Hammerson/Standard Life Investments and Barnet Homes.

6 BACKGROUND PAPERS

- 6.1 Assets, Regeneration and Growth Committee, 24 July 2017

<https://barnetintranet.moderngov.co.uk/documents/s41262/Brent%20Cross%20Cricklewood%20Update.pdf>

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**London Borough of Barnet
Assets Regeneration and
Growth Forward Plan
September 2017 – March 2018**

Contact: Faith Mwende faith.mwende@barnet.gov.uk 02083594917

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
4th September 2017			
Brent Cross Cricklewood	Brent Cross South first phase proposal	Deputy Chief Executive	Key
The Graham Park Community Hub	Health outline business Case	Deputy Chief Executive	Non-key
Darlands Nature Reserve	To approve the intention to transfer management of the Darlands Nature Reserve, situated in Totteridge Ward, to a not-for-profit organisation.	Director of Resources	Key
27th November 2017			
Business Planning	Agree and consider proposals for the committee in line with the Council's MTFS process	Deputy Chief Executive	Key
The grant of leases to generate income from the development of billboards on Council land		Director of Resources	Key
Microsites Programme, Business Justification Case		Deputy Chief Executive	Key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Delivery of Affordable Housing – Private Investment Solutions	<p>This report presents both short-term and long-term leasing models through which the Council would lease affordable housing, purchased on the open market by private investment funds.</p> <p>The paper seeks approval for the Council to enter into such leasing agreements with private investment funds to increase the supply of affordable housing.</p>	Deputy Chief Executive	Non-key
Development Pipeline Tranche 1, Housing Full Business Case	The report updates committee on progress to date and seeks the necessary authority to progress with the proposed redesign & commercial agreement.	Deputy Chief Executive	Key
Brent Cross Cricklewood - Update	<p>To receive a quarterly update on the Brent Cross Cricklewood Programme, and take such decisions as are required.</p> <p>To note any decisions of the Brent Cross South Shareholder Board and provide an update on community engagement.</p>	Deputy Chief Executive	Key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Outline Business Case Report for Stag House Extra Care	Adult Services has commissioned an Extra Care scheme to be delivered on the site of Stag House, Burnt Oak. The purpose of the paper is to release funds subject to Full Business Case so that the scheme can be delivered.	Strategic Director for Adults Communities and health	Key
West Hendon Compulsory Purchase Orders - Quarterly Community Engagement Update	Update on community engagement in relation to West Hendon Compulsory Purchase Orders.	Deputy Chief Executive	Key
Donoghue - Exploring options to re-locate - Update Report	Committee to consider the Business Case.	Deputy Chief Executive	Non-key
Referral from Chipping Barnet Area Committee for a Decision on Options for dealing with 56 Bedford Avenue A Long Term Empty Property	Approve For CPO If 'Sufficient Progress is not Made in renovating the property'	Deputy Chief Executive	Non-key
Assets Regeneration and Growth Committee Commissioning Plan	That the Committee comment on and agree the Commissioning Plan	Deputy Chief Executive	Key
12th March 2018			

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 14

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