

Tranche 3 Phase 2 sites - preparation for planning approval

This Outline Business Case is a documentation of the justification for the undertaking of the above project. After sign off by the appropriate person(s), this brief will be extended and refined into the Full Business Case.

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1. Introduction

- 1.1** The Barnet Housing Needs Assessment estimates that 27,350 new homes will be required between 2015 and 2025. In addition to registered providers (RP) building new homes, the Council aims to develop its own land to provide mixed-tenure housing. It is intended that sites on Housing Revenue Account (HRA) land will be developed to provide housing for affordable rent.
- 1.2** Barnet's Housing Strategy 2015-2025 sets out the Council's objective to build 500 new affordable homes in the next five years. Tranche 0 (40 units) is due to complete in June 2016. Tranche 3 represents a further development programme with a target of 170 homes completed by March 2018 and a further 150 homes completed by March 2020 (320 in total).
- 1.3** It is proposed that Tranche 3 is delivered by Opendoor Homes, a Registered Provider (RP) which is a subsidiary of Barnet Homes, within The Barnet Group. The Barnet Group are in the process of registering the RP with the Homes & Communities Agency (HCA) and this is expected to be submitted by July 2016.
- 1.4** If The Barnet Group are successful in their application to the HCA to create the subsidiary RP, Opendoor Homes will initially develop and own the 320 new homes on Housing Revenue Account sites which will be transferred at nil value. The new homes would ultimately owned by the Council, as The Barnet Group's sole shareholder.
- 1.5** It is proposed that Tranche 3 is funded by on-lending from Barnet Council to Opendoor Homes. The Council commissioned independent financial advisors 31ten Consulting Limited (31ten) to carry out a review of the proposal to fund Opendoor Homes via debt finance provided by the Council. 31ten advised that the proposals to build 320 new homes are viable if the Council provides a loan of £57.5m at an interest rate of 4.65%.
- 1.6** The proposal to fund Tranche 3 through on-lending to Opendoor Homes is driven by a number of factors:
- Reduction of available funds within the Housing Revenue Account
 - Lack of available time to utilise Right to Buy (RTB) receipts before they have to be returned to government
 - The business case for on-lending to Opendoor Homes in terms of profit made on the interest in servicing the loan
 - The reduction in homelessness costs resulting from more available accommodation
 - A payment of £2,000 per property per year "dividend" to LBB
 - The RP can access GLA grant
 - Land capacity on HRA sites
 - Development capacity within the sites

- 1.7** The loan proposals for Tranche 3 from the Council to Opendoor Homes were approved in principle by Policy & Resources Committee on 16 February 2016 and recommended for approval by full Council on 1 March 2016.
- 1.8** At the Assets, Regeneration & Growth Committee on 30 November 2015 a budget of £2.1m was agreed for Barnet Homes to progress design proposals to Planning stage for 120 new homes, based on the available capacity within the Housing Revenue Account at the time to build 120 new homes. The approval included the expectation that Opendoor Homes would then reimburse this expenditure if the loan was approved.
- 1.9** Barnet Homes have since identified a number of sites on HRA land that would be suitable for affordable residential development. They have appointed a design team including architects and employer's agent that have progressed designs for each site. 20 sites have been identified for a first phase of development and 26 sites have been identified for the second phase of development.
- 1.10** The Assets, Regeneration & Growth Committee on 17 March 2016 approved the sites for Phase 1 of the Tranche 3 development programme. This OBC is for Phase 2, a further 150 new homes delivered as part of Tranche 3. On 2 June 2016 a Delegated Powers Report approved the substitution of undeliverable sites so the total number of units for Phase 1 of Tranche 3 is 86. The sites we lost were Burnt Oak Fields Garage and Park Road Pymmes Brook garage. Other sites have been brought forward to cover these units lost: Adamson Court, Mount Pleasant and Mount Parade.
- 1.11** Barnet Homes have assessed the risks of the project and these are outlined in section 6. Detailed risk registers for each site will be prepared ahead of the Planning submission dates and following completion of the professional surveys.

2. Reasons

- 2.1** The Council's Housing Strategy 2015-2025 identifies the need to increase housing supply and to deliver homes that people can afford. The proposals included in this business case will facilitate the delivery of new homes for affordable rent in the borough.
- 2.2** A high level review of existing housing land by the Council suggests that there is potential capacity to build up to 700 new homes on HRA sites across the borough.
- 2.3** The new 10 year Management Agreement with Barnet Homes includes a target of developing 500 homes for affordable rent to be built by March 2022, and owned by the new RP subsidiary, Opendoor Homes and managed through Barnet Homes.

- 2.4** Barnet Homes have reviewed several HRA sites and have identified sites upon which 320 new units could be developed.
- 2.5** For every new home for affordable rent developed via this route, the Council will receive £2,000 per annum from Opendoor Homes to support the General Fund costs of providing the Housing Options service.
- 2.6** The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation.
- 2.7** A reduction in the use of temporary accommodation will also provide an annual net saving to the Council of approximately £2,000 per unit.
- 2.8** All the new homes provided will meet the Lifetime Homes standard. At least 10% will be fully wheelchair adapted, meeting the objective in the Council's Housing Strategy of providing housing to support vulnerable people.

3. Aims & Objectives

3.1 The strategic objectives of the project are:

- Supporting the housing needs of residents including reducing pressures on social and affordable housing
- Economic growth ensuring that the borough remains an attractive place to live whilst contributing towards its housing objectives
- The creation of high quality new housing
- Achieving high standards of sustainable development i.e. Life time Homes
- Creation of employment and training opportunities targeted at Barnet's disadvantaged groups, unemployed etc. through apprentice schemes with our contractors as well as the use of local small contractors for smaller sites.
- Creating opportunities to design out crime and improve community cohesion i.e. secure by design

3.2 The project objectives include:

- Appraisal of sites for potential affordable residential capacity
- To develop detailed designs and specifications within budget envelope and to expected design standards
- Develop the loan proposal for Opendoor Homes from the Council
- Achieve Planning consent for and develop 320 new properties for affordable rent on Housing Revenue Account (HRA) land
- Access grant-funding from the Greater London Authority (GLA)

- Undertake consultation with colleagues, Members and local communities prior to Planning submission and throughout the construction phase
- Prepare a procurement strategy that supports the business plan and delivers value for money
- To ensure that there is no missed opportunity to deliver benefits for residents including building good standard homes and developing attractive London Borough of Barnet estates

3.3 The Tranche 3 programme includes the following targets:

- **Phase 1** - 170 new homes delivered by March 2018, including 101 units that have grant-funding from the Greater London Assembly, and;
- **Phase 2** - a further 150 new homes delivered by March 2020.

A list of the proposed sites is included in section 4.8.

3.4 If the application to create a subsidiary RP is unsuccessful then the Council may be able to deliver new affordable homes using funding from the Housing Revenue Account and Right to Buy receipts on some of the sites identified for Tranche 3.

3.5 The sites proposed for inclusion in Tranche 3 have been chosen for the following reasons:

- Most garage sites are underused so return little rental income and/or have become unsightly and cause blight.
- The sites tend to be within existing residential areas so the proposed accommodation would be appropriate to its surroundings.
- The sites are small and mostly within existing council estates so would be less commercially attractive for mixed tenure schemes.
- Sites with poor quality amenity space could be improved through the design proposals.
- Blighted sites may otherwise remain so.
- There is land capacity within an estate.

3.6 Barnet Homes has employed a design team to progress site designs to Planning application stage. This includes architects, an employer's agent, Planning Consultant and technical surveys/site investigations. Barnet Homes' design team is experienced in delivering similar projects.

4. Options

4.1 The options for the development of HRA land are:

- Do nothing;

- Transfer HRA sites to a Registered Provider for social housing development;
- Dispose of the sites;
- The Council could develop new homes itself using HRA headroom and Right to Buy receipts;
- Mixed-tenure development;
- Develop HRA sites by Opendoor Homes on behalf of the Council.

4.2 The 'do nothing' option would not contribute to the Council's objective to build 500 units homes on HRA land by 2020.

4.3 Transferring the sites to a Registered Provider for housing development would provide new social housing and contribute to the supply of housing overall within the borough but would not meet the Council's target of building 500 units of council housing.

4.4 The sites could be disposed of through sale on the open market however this would not contribute to the Council's objective to build 500 units homes on HRA land by 2020.

4.5 The Council could develop new homes itself using HRA headroom and Right to Buy receipts. However, this would provide fewer new homes and would not provide the additional financial benefits of the Opendoor proposal as set out in 4.7 below.

4.6 The Council could deliver mixed-tenure schemes on these sites. However, the sites are mostly within existing Council estates so may be seen as less commercially attractive.

4.7 The preferred option is for homes on HRA sites to be developed by Opendoor Homes on behalf of the Council. Opendoor Homes will pay the Council a margin of 1.24% on the loan as well as an annual payment of £2000 for each new home delivered, which will provide income for the Council. This option will also help the Council meet its strategic objective of developing 500 new affordable homes.

4.8 *Feasibility studies*

Barnet Homes have completed feasibility studies for almost 50 HRA sites and it is proposed that 26 of these form phase 2 of Tranche 3.

An earlier version of the phase 1 schedule of sites has been updated following further design work. Two sites that were originally included in phase 1 have been aborted because they are on flood risk sites and two have been moved into phase 2 because of their longer design period.

The table below describes the sites included in phase 1:

Tranche 3 Phase 1 Site List	Post Code	Estimated Number of Homes	Ward	Existing Site	Site Opportunities
Basing Way Garages	N3 3DA	14	Finchley Church End	This is a garage site to the rear of the estate, surrounded by 2-4 storey flatted blocks.	Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space.
Basing Way Green	N3 3DA	46	Finchley Church End	Large grassed area adjacent to the A406. The site is partially covered by unused overgrowth.	Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space.
Elmshurst Crescent	N2 0LN	11	East Finchley	Garage site and grassed area on corner plot.	Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space.
Warwick Close	EN4 9SF	7	East Barnet	Grassed area along entrance to the estate and former drying area/hard- standing behind flatted block.	2 mews style houses proposed on grassed area and small flatted block on rear hardstanding area.
Quinta Drive	EN5 3BW	2	Underhill	Garage site within a residential area.	2 bungalows proposed in lieu of garages.
West Close	EN5 3BX	3	Finchley Church End	Garage site within a residential area.	3 houses proposed in lieu of garages.
Ryecroft Crescent	EN5 3BP	2	Underhill	Garage site within a residential area.	2 bungalows proposed in lieu of garages.

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Alexandra Road Garages	N10 2EY	4	Alexandra, Haringey	Garage site at rear of the estate.	Potential to provide 4 x 2 bed houses.
Woodcroft Avenue	NW7 2AH	3	Hale	An existing street corner property in disrepair and requiring extensive major works.	Demolition of existing house, replaced with 3 houses and off-street parking.
Linden Road & Pine Road	N11 1ER	8	Brunswick Park	There are three street-fronting infill sites. Two of these sites occupy street corners.	Proposal to provide 8 units across 3 potential site areas.
Salcombe Gardens	NW7 2NT	6	Mill Hill	Garage site behind shops and adjacent to Moreton Close.	2 small flatted blocks proposed.
West Farm Place	EN4 9DS	4	East Barnet	Garage site adjacent to open space, adjacent to flatted blocks.	4 flats with associated parking.
Westbrook Crescent	EN4 9AT	2	East Barnet	Garage site on corner plot.	2 houses with associated parking.
Adamson Court	N2 9BW	12	East Finchley	Existing block previously used for young person's supported living.	12 flats; car free scheme proposed.
Mount Pleasant	EN5 9HG	15	East Barnet	Infill site adjacent to flatted block.	Flatted block with associated parking and improved amenity space for the wider estate.
Mount Parade	EN4 9DD	7	East Barnet	Infill site on car park behind existing flatted block.	Flatted block with associated parking

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Back Lane	HA8 0BA	4	Burnt Oak	Redundant infill site.	Four new homes with associated parking.	
Crispin Road	HA8 9EN	2	Hale	Garage site	Two new houses proposed.	
Hanshawe Drive	HA8 0HE	6	Burnt Oak	Existing garage site.	Six new houses are proposed with associated parking, including one wheelchair accessible home for a larger family.	
Reets Farm Close	NW9 7HN	1	West Hendon	Existing garage site.	One new wheelchair accessible bungalow is proposed.	
TOTAL UNITS		159				
<i>Moved into Phase 2:</i>						
Sheaveshill Court	NW9 6SJ	24	Colindale	Section of land to the rear of the existing estate; the site is made up of underused garages, low quality amenity space and overgrown former allotments.	Potential to develop flatted blocks and houses.	
Prospect Ring Garages	N2 8BP	42	East Finchley	Underused garages and 4 residential properties, surrounded by 11 storey flatted blocks.	9-11 storey flatted block.	
TOTAL UNITS		66				
<i>Removed from programme:</i>						
Burnt Oak Fields	HA8 0AG	3	Burnt Oak	A garage site at the rear of the estate.	4 houses with associated parking and improvements to the local parking and landscaping provision.	

Park Road Pymmes Brook garages	EN4 9QF	6	East Barnet	Garage site at rear of residential area.	Flatted block with associated parking and amenity space.
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The table below includes the sites proposed in phase 2:

Tranche 3 Phase 2 Site List	Post Code	Estimated Number of Homes	Ward	Existing Site	Site Opportunities
Prospect Ring Garages	N2 8BP	42	East Finchley	Underused garages and 4 residential properties, surrounded by 11 storey flatted blocks.	9-11 storey flatted block.
The Croft, Newton Walk	HA8 0BS	36	Burnt Oak	25 predominantly 1-bed flats currently used as temporary accommodation.	Proposal to provide a mixture of 1 and 2-bed flats with parking and provision for cycle spaces.
Brunswick Park Road & Nurseryman s Road	N11 1HA	11	Brunswick Park	Two site areas; disused garage site and existing house with small footprint on large site area.	Flats and houses across the two parts of the site.
Hook Walk	HA8 9EG	1	Burnt Oak	Disused land.	1x 2 bed house
Cecil Court	EN5 4NX	1	High Barnet	Redundant grassed area at end of existing housing terrace.	1x 2 bed house
261 Summers Lane	N12 0JY	7	Woodhouse	Existing temporary accommodation units.	Four houses across the site.
Mayhill Road Garages	EN5 2NP	3	Underhill	Two underused garage site.	Three wheelchair units across the sites.
Underhill Croft	EN5 2BD	9	Underhill	Land adjacent to existing flatted block.	Small flatted block.

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Sheaveshill Court	NW9 6SJ	34	Colindale	Section of land to the rear of the existing estate; the site is made up of underused garages, low quality amenity space and overgrown former allotments.	Potential to develop flatted blocks and houses.
Land Behind The Meads	HA8 9HE	4	Hale	Disused land behind existing residential area.	Four houses across the site.
Norfolk Close	N2 8ET	9	East Finchley	Land adjacent to existing flatted block.	Small flatted block.
Friern Court	N20 0NJ	4	Totteridge	Former boiler house and garages adjacent to existing flatted block.	Small flatted block.
Whetstone Close	N20 9EU	4	Totteridge	Underused garage site.	Small flatted block.
Total Homes					
Grand Total		324			

5. Expected Benefits

5.1 The expected benefits and measures of the programme are shown below:

Expected benefit	Measure
Helping to address the shortfall of available accommodation within the borough.	Completion of 320 new homes by March 2020.
Providing a financial return to the Council in terms of interest payments on the loan and a contribution to the homelessness budget.	Margin of 1.24% on the loan as well as an annual payment of £2000 for each new home delivered
Opendoor Homes will seek to provide employment opportunities for local people and opportunities for small and medium sized enterprises through the procurement of the construction contract.	To be confirmed as part of the procurement process.
Reducing the need to use high cost temporary accommodation.	Completion of 320 new homes by March 2020.
Provision of 10% wheelchair and accessible homes, helping people to live independently and reducing usage of high-cost accommodation.	Completion of 32 new wheelchair accessible units as part of the development programme.
Improved residential areas and landscapes through developing infill spaces and designing out blight and potential ASB hotspots.	To be included in the detailed designs following local consultation.

6. Summary of Key Risks

Risk Ref.	Risk and Impact	Mitigation	Probability	Impact
1	If management and control of the schedule of sites is not in place there is a risk that a site could be earmarked for multiple developments resulting in a delayed achievement of project benefits.	<ul style="list-style-type: none"> Regular engagement through the Development Pipeline Project Board. List of proposed sites regularly reviewed. 	3	5
2	Two of the larger sites proposed for inclusion in Tranche 3 (Stag House and Hermitage Lane) have been	<ul style="list-style-type: none"> Barnet Homes, through the Development Pipeline Project Board, are to be given exposure to other potential sites. 	4	5

	<p>reallocated. This means there is a risk that the project target of 320 new homes cannot be met.</p>	<ul style="list-style-type: none"> List of proposed sites regularly reviewed and updated. 		
3	<p>Planning approval is not granted for one or more of the sites meaning that Barnet Homes may not be able to deliver on their target of delivering 320 new homes.</p>	<ul style="list-style-type: none"> Barnet Homes have engaged with the Planning Service early in the process. Pre-application meetings are being held with a single point of contact for the project. Special Planning Committees may be scheduled for all of the sites. Barnet Homes have employed experienced Planning Consultants. Consultation plan has been drafted to help ensure that there is minimal challenge to applications. Additional sites may be taken through the planning process to ensure the target volume is achieved. Alternative sites have been identified with development potential should a site drop out of the programme that could be substituted into the programme. 	3	4
4	<p>One or more of the sites does not have clean legal title meaning the development process is delayed or not possible.</p>	<ul style="list-style-type: none"> Barnet Homes is working with CSG Property Services to obtain Site Assembly Reports, including reports on legal title. Any legal issues are being referred to HB Law, or external parties if necessary, for advice on resolution. 	3	3
5	<p>The developments are not financially viable which would affect upon the loan agreement and Opendoor business plan.</p>	<ul style="list-style-type: none"> 31Ten, on behalf of the Council, have reviewed the development assumptions included within the loan proposals. Regular development appraisals will be carried out at key project milestones. 	3	5

		<ul style="list-style-type: none"> The procurement plan will seek to obtain the most competitive construction price from contractors. 		
6	Registration of the RP is unsuccessful which would mean that Opendoor Homes cannot receive the loan from the Council.	<ul style="list-style-type: none"> Campell Tickell are managing the registration process on behalf of Barnet Homes. The HCA have approved the first stage of the registration process. 	2	2

Detailed risk registers for each site will be prepared ahead of the Planning submission dates and following completion of the professional surveys.

7. Costs/Investment Appraisal

- 7.1** An exercise has been completed by 31ten on behalf of the Council, with co-operation from Barnet Homes, to review the extent of the loan required and the potential interest rate that should be used. This included a sensitivity and scenario analysis to establish the potential risks to any loan from the Council to Opendoor Homes, the new Registered Provider.
- 7.2** 31ten have undertaken a review of the terms of the proposed loan to Opendoor Homes, including the assumptions that were included in the development appraisals. They have calculated that the loan would need to be in the region of £57m to £65m over a lending period of 35 to 40 years. The loan will have a fixed interest rate.
- 7.3** The key impacts to the Council's revenue account of these arrangements are as follows:
- For every new home for affordable rent developed, the Council will received £2,000 per annum to support the General Fund costs of providing the Housing Options service
 - The Council will benefit financially from a margin in the region of 1.24% on the proposed loan, which exceeds the return on investment it currently achieves
 - A reduction in the use of temporary accommodation will also provide an annual net saving to the Council of approximately £2,000 per unit
- 7.4** Included in the loan is an estimated development cost of £57.5m. Barnet Homes, assisted by their cost consultant, will prepare a detailed cost plan for the Tranche 3 programme as part of the Full Business Case. The project will then be tendered in line with the procurement plan which seeks to procure competent contractors that can offer the best value for money. If costs rise

we will be able to draw down on the total loan sum of £65m subject to a full business case sign off.

- 7.5 At present it is proposed to draw down the loan for Tranche 3 in the following instalments.

	£000s	£000s	£000s	£000s	£000s
	2016/17	2017/18	2018/19	2019/20	Total
Oct-16	2,500				
Mar-17	3,900				
Jun-17		5,000			
Sep-17		6,000			
Dec-17		6,000			
Mar-18		8,000			
Jun-18			6,000		
Sep-18			6,000		
Dec-18			5,000		
Mar-19			4,600		
Jun-19				2,000	
Dec-19				2,500	
	6,400	25,000	21,600	4,500	57,500

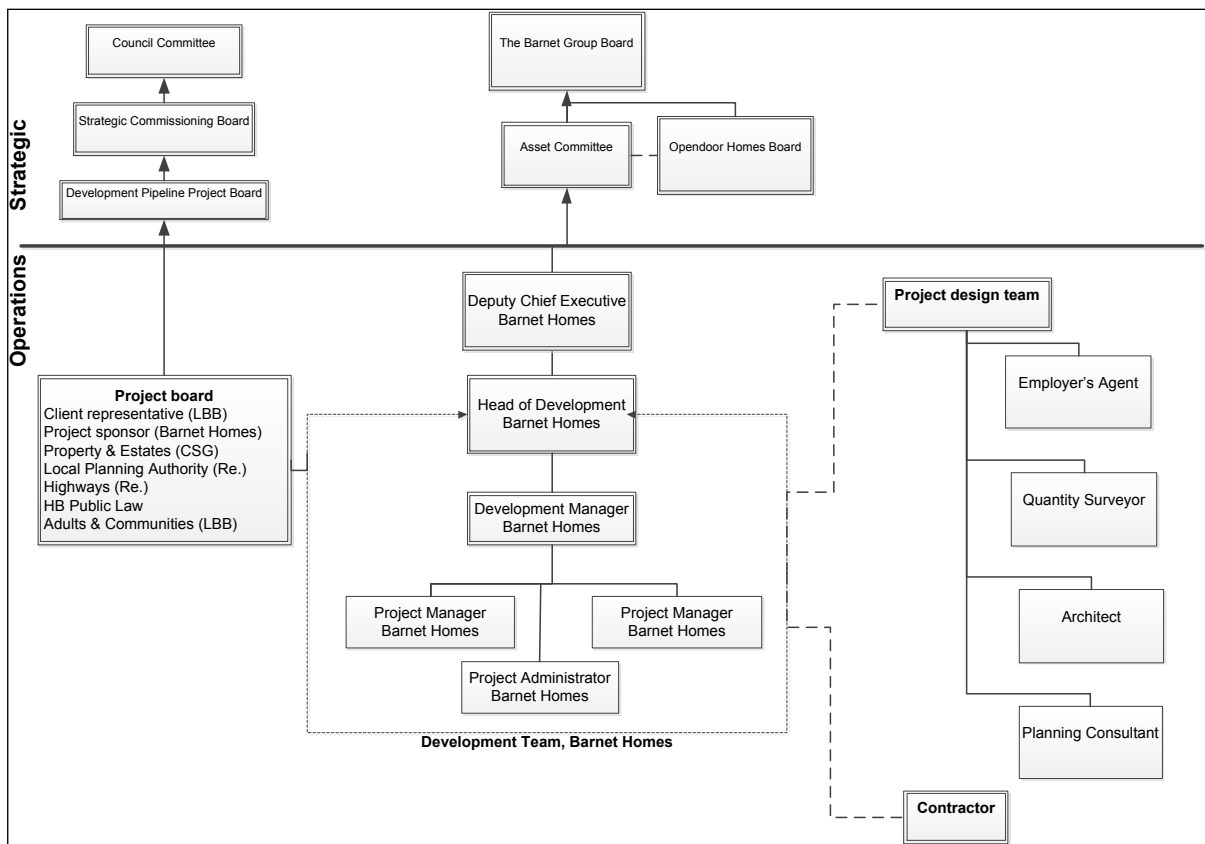
- 7.6 The loan will be released in stages and each stage will be agreed via the Council's gateway review process to ensure that the project delivers value for money. A value for money statement will be prepared by an independent cost consultant that includes benchmarked costs. This is also required by the Greater London Authority as part of their regulatory audit process.
- 7.7 Procurement of the design and build contractor will follow an OJEU compliant process; Barnet Homes has access to different procurement frameworks that could be utilised dependent on achieving the best quality and value for money.
- 7.8 Build costs will be benchmarked against other local tender prices by the project cost consultant as well as through the Shelton Development Service's Catalyst Benchmarking Club which benchmarks development costs for the G15¹ housing associations, registered providers and local authorities.
- 7.9 The Full Business Case for the project, including the tendered build costs, will be brought to ARG in September 2016 prior to signing contracts and starting on site.

¹ The G15 are London's 15 largest housing associations

8. Project approach and performance monitoring

8.1 The delivery of the Tranche 3 development programme will be managed in full by Barnet Homes. They have adopted the Council’s project management methodology and progress will be monitored by the Development Pipeline Project Board, which is chaired by the Commissioning Director, Growth & Development.

8.2 The project operations and governance structure is shown below:



8.3 The table below shows a summary of the project roles and responsibilities:

Role	Responsibility
Barnet Homes Development Team	<ul style="list-style-type: none"> Day to day management of the project Procurement of professional team and contractors Manage the progression of schemes through the planning process Delivery of schemes on site
Project board	<ul style="list-style-type: none"> Monitor and challenge operational delivery Monitor approvals

Design team	<ul style="list-style-type: none"> • Design schemes through to Planning stage • Support the tender process • Carry out relevant professional surveys
Development Pipeline Project Board	<ul style="list-style-type: none"> • Provide strategic support and scrutiny of the programme • Monitor governance of the programme
Strategic Commissioning Board	<ul style="list-style-type: none"> • Manage the strategic direction of all development programmes on behalf of the Council
Barnet Homes Asset Committee	<ul style="list-style-type: none"> • Monitor and challenge strategic and operational delivery • Approve design principles • Monitor spend and delivery
Opendoor Homes Board	<ul style="list-style-type: none"> • Manage the strategic direction of all development programmes on behalf of Barnet Homes

8.4 The Tranche 3 development programme will be managed by Barnet Homes with strategic management and oversight from the Development Pipeline Project Board, as well as biannual update reports to ARG to review the programme milestones and costs.

8.5 Progress updates will be included in the Council’s Annual Regeneration Report with analysis of spend against the budget, completions against the target and narrative on how value for money has been achieved.

8.6 The Tranche 3 development programme will also be monitored against KPIs set in the Assets, Regeneration and Growth Committee’s Commissioning Strategy.

8.7 Barnet Homes are working to the following programme:

Work stage	RIBA design stage	Timescale	Status
<p>Approval to prepare planning applications</p> <p>The original approval was to prepare planning applications for 120 new homes in case the business case for on-lending to Opendoor Homes was refused.</p> <p>The loan model has been approved and, subject to the registration to Opendoor Homes as an RP, the programme of 320 new homes is</p>	N/A	December 2015	Complete

proposed.			
<p>Consultants' appointments</p> <p>Barnet Homes appointed a professional design team in order to progress the feasibility studies and designs to Planning of sites to deliver the 320 new homes.</p> <p>The project brief was agreed between all parties.</p> <p>The project team examined the available site information and feasibility studies were completed.</p>	<p>Stage 1: preparation</p>	<p>December 2015</p>	<p>Complete</p>
<p>Preparation of planning applications (phase 1)</p> <p>During this time the design team have completed feasibility studies, held pre-application meetings with the Planners and carried out professional surveys to assist the design and Planning process.</p> <p>Design development is underway.</p>	<p>Stage 2: concept design</p> <p>Stage 3: developed design</p>	<p>December 2015 – June 2016</p>	<p>In progress</p>
<p>Stakeholder consultation</p> <p>In accordance with the Stakeholder Engagement Plan Barnet Homes is consulting with ward members and local communities regarding the proposed developments. Feedback from the consultation will be considered in the final designs.</p>		<p>February - May 2016</p>	<p>In progress</p>
<p>Outline Business Case (phase 1)</p> <p>The Outline Business</p>		<p>March 2016</p>	<p>Complete</p>

Case for submitting planning applications for Tranche 3 Phase 1 will be taken to ARG.			
Phased submission of Planning applications (phase 1) Due to the volume of planning applications it is proposed to submit them in phases, in accordance with the Planning Team's requirements.	Stage 3: developed design	May - August 2016	In progress
Procurement (phase 1) Barnet Homes will seek to procure competent and experienced contractors that offer the best value for money. Detailed designs will be progressed to assist the procurement process.	Stage 4: technical design Stage 5: specialist design	June – September 2016	In progress
Outline Business Case (phase 2) The Outline Business Case for submitting planning applications for Tranche 3 Phase 2 will be taken to ARG.		July 2016	In progress
Phased submission of Planning applications (phase 2) Due to the volume of planning applications it is proposed to submit them in phases, in accordance with the Planning Team's requirements.	Stage 3: developed design	July – December 2016	To be started
Full Business Case (phase 1) The Full Business Case and proposal to transfer the land to Opendoor Homes will be taken to ARG in September 2016.		September 2016	To be started
Approval for land transfer and loan drawdowns		September 2016	To be started

<p>This will be taken to ARG in September as well, seeking approval for LBB to transfer the sites to Opendoor Homes and for Opendoor Homes to begin drawing down the loan.</p>			
<p>Procurement (phase 2)</p> <p>Barnet Homes will seek to procure competent and experienced contractors that offer the best value for money.</p> <p>Detailed designs will be progressed to assist the procurement process.</p>	<p>Stage 4: technical design</p> <p>Stage 5: specialist design</p>	<p>September – December 2016</p>	<p>To be started</p>
<p>Start on site (phase 1)</p> <p>Provisional start on site date (detail of site programme still to be finalised).</p>	<p>Stage 6: construction</p>	<p>October 2016</p>	<p>To be started</p>
<p>Full Business Case (phase 2)</p> <p>The Full Business Case for phase 2 will be taken to ARG in December 2016.</p>		<p>December 2016</p>	<p>To be started</p>
<p>Start on site (phase 2)</p> <p>Provisional start on site date (detail of site programme still to be finalised).</p>	<p>Stage 6: construction</p>	<p>March 2017</p>	<p>To be started</p>
<p>Completion of approximately 101 units that have GLA grant funding (phase 1)</p> <p>Grant funding from the GLA is dependent upon units completing at this time.</p>	<p>Stage 7: use and aftercare</p>	<p>December 2017</p>	
<p>Completion of further 69 units (phase 1)</p>	<p>Stage 7: use and aftercare</p>	<p>March 2018</p>	
<p>Completion of 150 units (phase 2)</p>	<p>Stage 7: use and aftercare</p>	<p>March 2020</p>	

8.5 Subject to the successful registration of Opendoor Homes as an RP, further approval will be sought to transfer the land from the HRA to Opendoor Homes

to enable development. It is expected that a paper will be presented to the Assets, Regeneration & Growth Committee in September 2016.

9. Dependencies

Constraints and dependencies	Interfaces
Achieving Planning permission for enough units on enough sites	<ul style="list-style-type: none"> Local Planning Authority Planning consultants employed by Opendoor Homes
Clean legal title of all of the sites to reduce risk of challenge and unlawful development	<ul style="list-style-type: none"> CSG Property Services HB Law
Financial viability of the developments particularly in relation to construction costs	<ul style="list-style-type: none"> Procurement plan being drafted by Opendoor Homes' employer's agent
Registration of Opendoor Homes as registered provider with the HCA	<ul style="list-style-type: none"> Application for registration is being managed by Campell Tickell, specialists in this field HCA
Agreement for on-lending from the Council to Opendoor Homes	<ul style="list-style-type: none"> LBB commissioning team 31 Ten as independent advisors
Consultation with local communities and elected members	<ul style="list-style-type: none"> Stakeholders Elected members Local communities
Allocation of units to those in housing need	<ul style="list-style-type: none"> Allocations being made through the Applications Policy by the Barnet Homes Allocations & Nominations Team
Vacant possession of the garages on garage sites	<ul style="list-style-type: none"> Termination of garage tenancies being managed by Barnet Homes
Requirement to provide wheelchair units as 10% of programme	<ul style="list-style-type: none"> Adults & Communities
Land transfer	<ul style="list-style-type: none"> CSG Property Services HB Law

10. Equalities and diversity

- 10.1** The new affordable housing units delivered by Opendoor Homes will be let in accordance with the Council's Allocations scheme, which has been subject to a full equalities impact assessment which included extensive consultation with residents, housing applicants and other stakeholders, including local Housing Associations and third sector organisations.

- 10.2** A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's Community.
- 10.3** The Development Pipeline has had an Impact Assessment agreed at the DPPB on 14 April last.
- 10.4** The proposals in this report do not raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by the legislation. The proposals anticipate a positive impact for residents because they:
- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
 - Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
 - Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
 - Provide homes for people who are homeless and may be currently disadvantaged.

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