

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 lowest 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 Health 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.