

Meeting

Housing and Growth Committee

Date and time

Wednesday 16th November, 2022

At 7.00 PM

Venue

Hendon Town Hall, The Burroughs, London NW4 4BG

TO: Members of Housing and Growth Committee (Quorum 3)

Chair: Councillor Ross Houston
Vice Chair: Councillor Anne Clarke

Councillors

Zahra Beg	Humayune Khalick	Ella Rose
Richard Cornelius	Kath McGuirk	Daniel Thomas
Paul Edwards	Alex Prager	Sarah Wardle

Substitute Members

Joshua Conway	Val Duschinsky	Paul Lemon
Geof Cooke	Laithe Jajeh	Alison Moore

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**You are requested to attend the above meeting for which an agenda is attached.
Andrew Charlwood – Head of Governance**

Governance Services contact: Allan Siao Ming Witherick
Media Relations Contact: Tristan Garrick 020 8359 2454 Tristan.Garrick@Barnet.gov.uk

Assurance Group

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Decisions of the Housing and Growth Committee

25 October 2022

AGENDA ITEM 1

Members Present:-

Councillor Ross Houston (Chair)
Councillor Anne Clarke (Vice-Chair)

Councillor Zahra Beg
Councillor Richard Cornelius
Councillor Humayune Khalick

Councillor Kath McGuirk
Councillor Ella Rose
Councillor Daniel Thomas

Apologies for Absence

Councillor Paul Edwards
Councillor Alex Prager

Councillor Sarah Wardle

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting of the Housing and Growth Committee held on 5 September 2022 be approved as a correct record.

2. ABSENCE OF MEMBERS

The Chair thanked Members for their attendance at the additional meeting of the Housing and Growth Committee.

Apologies were received from Councillor S Wardle who was substituted by Councillor J Conway.

Apologies were received from Councillor P Edwards and Councillor A Prager.

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

Councillor K McGuirk declared an interest in relation to item 11, Annual Performance Review of Registered Providers, by virtue of being a tenant of Notting Hill Genesis (Registered Provider).

Councillor R Houston declared an interest in relation to item 11, Annual Performance Review of Registered Providers, by virtue of being a nominal shareholder of Notting Hill Genesis (Registered Provider).

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were none.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. COMMITTEE FORWARD WORK PROGRAMME

The Chair noted that this would be taken later in the agenda for future meetings.

During the course of the Housing and Growth Committee one additional item was identified and a request was made during item 12 for the Housing Strategy and Homelessness and Rough Sleeping Strategy for a report on Homelessness to come to the January meeting.

RESOLVED that the Committee noted the Work Programme.

8. HOUSING & GROWTH PRIORITIES UPDATE

The Head of Housing and Regeneration presented the report supported by other Officers. They highlighted a number of areas including successful bids for tree planting to help improve the public amenity spaces on estates and the progress on digital access and the launch of a business support programme.

The Chair welcomed the focus on support for the cost of living crises and fuel poverty. They also reported to the Committee that since the publication of the Agenda a decision had now been made to retain Hendon Library in its current location and refurbish the building.

Other Members of the Housing and Growth Committee queried whether the changes at a national level had impacted on the Council's ability to deliver. The Chair responded that the country was in a very different economic position compared to May with a doubling of interest rates. The Council was awaiting information on changes to the levels of government funding available through the financial settlement for local authorities. In the wider economy the rising interest rates, cost of living crises and inflation in building material costs also meant that some projects may be delayed as developers reduced their activity which would impact CIL (Community Infrastructure Levy) receipts.

A question was raised as to whether there were any concerns with regards to developers active locally. A case was cited where a developer had become insolvent whilst rectifying works. The Chair responded that if increases in interest rates and building costs continued it could have an adverse impact both for the Council and developers and this could result in more issues. In extreme situations it might be appropriate for the Council to step in where there was a community benefit but this would be looked at on a case by case basis.

Members asked how the success of measures to support local businesses would be measured and whether actions taken added value. Officers reported that suitable performance measures were being assessed as part of the process.

With regards to the tree planting projects it was noted that this was positive and that this would also be important when planning new estates due to the health and wellbeing benefits that they brought. Officers responded that they were looking to engage local

people to help identify where planting could have the most positive impact and were working with Barnet Homes to secure funding for existing estates.

Finally, Members commented on the positive news on affordable homes and affordable rented properties as an administration priority. The Chair noted that this report would be a regular item to ensure that targets were reviewed.

That the Committee notes the report.

9. SOLO PROVISION

The Assistant Director Estates and Acquisitions presented the report. They highlighted that the provision would allow the Council to provide better one to one support to help the Council fulfil its corporate parenting responsibility. The Estates Service had worked with the Children's and Families Service to identify a suitable property where limited work was needed to get it up to the required standard.

Members of the Housing and Growth Committee welcomed the report. The Chair noted that from a Corporate Parenting perspective that the paper was important to all Members as the issue was cross-cutting for the authority and a priority for Members as Corporate Parents.

RESOLVED unanimously by the Housing and Growth Committee that:

- 1. The Committee approve the total cost to purchase and renovate a residential property to be used as Solo Provision for looked after children in the borough.**
- 2. Subject to successful completion of all due diligence activity, approving completion of the purchase of the property be delegated to the Deputy Chief Executive or the Executive Director of Resources.**
- 3. If the Council does not for any reason proceed with the purchase of the property, authority be delegated to the Deputy Chief Executive or the Executive Director of Resources to authorise the purchase (inclusive of all costs/fees) of an alternative property in the borough which is suitable for the intended purpose.**

10. REVIEW OF THE OPENDOOR HOMES (ODH) ACQUISITION PROGRAMME

The Director of Growth and Development, Barnet Homes presented the report. The programme was working to reduce the costs of temporary accommodation and had already delivered savings. There were concerns about the future of the project due to the increase in interest rates and they were looking at how to maintain and sustain the delivery programme.

Members were positive about the longstanding project and queried the split of properties in and out of the Borough and the Council's relationship with the neighbouring boroughs. Officers responded that 40% of the properties were within the Borough with the majority of the rest being in neighbouring authorities. There were processes in place to communicate with those boroughs both during the purchase and placement phases.

The Council continued to look at ways to revise and improve the programme including through different financial packages.

RESOLVED that the Housing and Growth Committee:

1. Approve the continuation of the Opendoor Homes purchasing programme for up to 230 units, as per the terms of the loan facility.
2. Note the update on delivery of placements for care leavers.
3. That the Committee delegates authority to the Deputy Chief Executive, in consultation with the Chair of the Committee, to agree terms for loan drawdowns to complete the purchase of the next tranche of 70 homes.

11. ANNUAL PERFORMANCE REVIEW OF REGISTERED PROVIDERS

The Officer presented the report highlighting that Registered Providers in the Borough had an important role with supporting residents with health and wellbeing, landlord services and other support for 9,000 households. The Council liaised with them on a variety of areas including looking at the impacts of welfare reform and building safety changes to ensure that they were implemented.

Members queried how information on complaints was collated and their role as advocates as Members dealt with complaints from residents with the Registered Providers. Officers confirmed that Members should use the contact list that had been provided in most cases, however where it appeared to be a major issue the team should be informed.

The Chair noted that under the Localism Act the Council had the ability to question and scrutinise Registered Providers and this is something which the Council should look to do. This would give the Registered Providers the opportunity to highlight their positive work as well as to receive feedback.

Members questioned the situation with Clarion Housing and their ability to provide statistics due to a computer systems failure. The Officer confirmed that Clarion Housing were back up and running providing new data, however they were still working to restore information which had resulted in a gap in the data.

It was noted that there were positives with regards to welfare advice and support which could provide good practise that the Council, not just Barnet Homes, could use to help support people in private sector accommodation who would otherwise not have access to it. Members also felt that the Registered Providers involved in regeneration also represented an opportunity to ensure good quality redevelopments making use of Section 106 contributions and requiring affordable housing provision to be on site.

The Chair noted that BOOST (Burnt Oak Opportunity Support Team) was continuing to do good work that should be commended.

The low satisfaction levels at Metropolitan Thames Valley Housing were queried. Officers responded that this was being monitored and there had been a positive increase in more recent surveys.

RESOLVED that the Committee note the Barnet Annual Performance Review of Registered Providers 2021/22 as attached in Appendix 1 of the report.

12. HOUSING STRATEGY AND HOMELESSNESS AND ROUGH SLEEPING STRATEG

The Head of Housing and Regeneration presented the report and that this was part of the process to incorporate changes into the strategies to reflect the housing market, updated evidence base and emerging themes.

Members welcomed the report but queried the level of evidence provided on rough sleeping in the Borough. In particular whether there were specific trends related to whether individuals were from within the Borough and their needs, for example around language. The Director of Growth and Development, Barnet Homes responded that the work undertaken during the pandemic had tackled some of the pent-up demand and that they would be looking at how things had subsequently changed. It was highlighted that Homeless Action in Barnet would be a useful point of contact.

Members noted that homelessness was not a new issue and that there should already be data available and work to prevent the risk of recurring homelessness. The Director of Operations & Property, Barnet Homes confirmed that there is a lot of data available but that the intention of the focus in the strategy regarding data was to use it better more broadly to prevent homelessness at an earlier stage. This included assessing and using data, not just on housing but right across the Council's various data sets, to better predict triggers earlier to allow targeted interventions to prevent homelessness and that the new strategy includes a focus on this.

Following the debate, the Chair asked Officers to provide an update to the January meeting on Homelessness in Barnet. This should cover in more detail the causes of homelessness and rough sleeping in the in Borough so that Members could provide their input for consideration in the strategy.

RESOLVED that the Housing and Growth Committee:

- 1. Endorses the emerging themes for the new Housing Strategy and instructs the Deputy Chief Executive to prepare an updated draft strategy for consideration by the Housing and Growth Committee at its meeting on 23 March 2023.**
- 2. Endorses the emerging themes for the new Homelessness and Rough Sleeping Strategy and instructs the Deputy Chief Executive to prepare an updated draft strategy for consideration by the Housing and Growth Committee at its meeting on 23 March 2023.**

13. ANY OTHER ITEMS THAT THE CHAIR DECIDES ARE URGENT

There were none.

14. MOTION TO EXCLUDE THE PRESS AND PUBLIC

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

15. EXEMPT: SOLO PROVISION

RESOLVED that the recommendations as set out in the Exempt Report be approved.

16. ANY OTHER EXEMPT ITEMS THAT THE CHAIR DECIDES ARE URGENT

There were none.

The meeting finished at 7.49 pm



Housing and Growth Committee 16 November 2022

Title	Brent Cross Update Report
Report of	Chair of Housing and Growth Committee
Wards	Cricklewood
Status	Public with Exempt report (Not for publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 as amended as this relates to information of a financial nature and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).
Urgent	No
Key	Key
Enclosures	Appendix 1, Brent Cross West Station (BXW) Site Progress Photographs Appendix 2, Governance Assurance Board Meeting Presentation 19 October 2022
Officer Contact Details	Luke Ward, Brent cross Programme Director: luke.ward@barnet.gov.uk

Summary

This report updates on progress across the Brent Cross programme since the last update to this Committee on the 5th September 2022, in particular the completion of legal agreements required for the commencement of five development plots within the first phase of Brent Cross Town.

It also provides an update on Brent Cross West Station, noting continued progress on station construction and the station-into-use project.

The report also includes recommendations seeking authority to extend engagement with key resources required to deliver the Brent Cross Programme, and to approve Barnet Homes administering home loss and disturbance payments for secure tenants of the Whitefield Estate.

Officers Recommendations

That the committee:

1. Note progress the progress across the Brent Cross programme as detailed in the report; notably on the station works programme and the legal agreements required for the commencement of 5 development plots within the first phase of Brent Cross Town.
2. Approves that home loss and disturbance payments for secure tenants of the Whitefield Estate Part 1 is to be administered by Barnet Homes for 29 properties as set out in [paragraph 1.41 - 1.42](#) of this report.
3. Delegates to the Deputy Chief Executive the authority to extend engagement of the Mace project management team to maintain the Brent Cross West programme through to Station opening, in line with the councils procurement rules as set out in [paragraph 1.11](#) of this report.

1. Why this report is needed

- 1.1. This report provides the quarterly update on progress since the last update to this Committee on 5th September 2022.
<https://barnet.moderngov.co.uk/documents/s73891/PUBLIC%20-%20BX%20HG%20DRAFT-%2005%20Sept%2022%20Final.pdf>
- 1.2. Since the last report progress continues to be made across the development site as can be seen in the latest drone images [September 2022 Drone Footage](#). The key updates for the committee to note are as follows:
 - Legal Agreements have been completed on Lot 2 plots enabling works to commence on plots 13, 14, 202 and 203. Works are due to start immediately for Plot 202, with the other plots to follow next year.
 - Legal Agreements have also completed on Plot 25 enabling the start of main works on the student accommodation building. Enabling and piling works have already been completed.
 - The Reserved Matters planning application for Plot 1 was unanimously approved by the Strategic Planning Committee on 6th October.
 - The third round of consultation for Clitterhouse Playing Fields was held in September. We are working with developers Related Argent on incorporating and considering feedback before planning permission is submitted.



Figure 1 - Brent Cross West Station (October 2022)

Brent Cross West Station

Works Update

- 1.3. Work continues to progress at pace at the new Brent Cross West station since the last report to this committee as can be seen from the photos in appendix 1.
- 1.4. A ramping up of resources is evident across many trades in all areas of the station with over 100 contractors regularly on site each day. Good progress can be seen across the site as follows
 - In the Western entrance the last of nine escalators across the station has been successfully installed.
 - The brickwork and glazing frames at the Western entrance are well underway.
 - Installation of roofing to the staff accommodation and cladding to the lift shafts is nearing completion.
 - Internal walls and insulation are underway to the staff accommodation rooms on the slow platform.
 - Cable management systems are being installed along platform canopies.
 - A temporary weather screen is being constructed to the side of the eastern entrance building, which will remain in place until the adjacent office plots are constructed.
 - Screed is being applied to the floor of the station concourse and overbridge areas.
 - The successful installation of the feature canopies on the southern and northern slow platforms, involving the lifting of heavy steel members across tracks, was completed during difficult weather conditions.

Programme Update

- 1.5. Further to the progress being made, risks continue to materialise at the back end of the programme. Since the update to the last committee there have been several additional railway access cancellations which has necessitated the rescheduling of

works. In particular, the installation of the feature canopies which require crane movements of large steel sections across the tracks have been deferred. These works are on the critical path for the programme. Revised access is planned for weeks 32 and 32 (5-6 Nov and 12-13 Nov respectively).

- 1.6. Further to the above, the National Union of Rail, Maritime and Transport Workers (RMT) trade union has announced further strike action for Thursday 3rd November, Saturday 5th November and Monday 7th November. Network Rail has worked hard to mitigate the impact of these strikes on the Brent Cross West delivery programme, reflecting the priority placed by NR on the Brent Cross West programme. As a result, it is now unlikely that these strike days will have a significant impact upon the planned 48hr 'recovery' all-lines possession for week 32.
- 1.7. The RMT has indicated that further action may follow. Network Rail will keep the project updated and will seek to prioritise access for the Brent Cross West project.
- 1.8. Work is underway to develop a programme of events leading up to and including the station opening. This focuses on the practicalities of preparing for a station opening, the opening event and the events leading up to the opening. For these events to be planned effectively, a firm opening date is required, which is a key objective of the handback steering group as mentioned in above.
- 1.9. Ahead of the opening, site visits will be arranged for stakeholders including local residents, schools, and local businesses, as well as national figures, industry partners, local councillors, MPs and press. Careful co-ordination of visits is required as we anticipate a large amount of interest in the station opening. Further updates will be provided to the committee in the coming months.
- 1.10. As a result of the replanned railway access mentioned above, major construction work is now expected to be complete in early 2023. The council are continuing to work with rail industry partners to agree a formal opening date which will follow a period of testing and commissioning as is usual with all new stations.
- 1.11. The stated completion date in the service contract for the Mace project management team who manage the delivery of the Brent Cross West station contract on behalf of the council is the 31st January 2023 (albeit with an explicit acknowledgement that this would be governed by the completion of works). In line with the council's procurement rules and to avoid any potential ambiguity the end date should be formally extended to align with the updated programme which will go beyond the stated date. The committee is asked to delegate to the Deputy Chief Executive the authority to extend engagement of the Mace project management team to maintain the Brent Cross West programme through to Station opening.
- 1.12. As noted by the last Housing & Growth Committee, the updated station funding strategy was submitted and subsequently approved by Policy & Resources Committee on 29 September 2022. As previously reported the project team are continuing to pursue parallel strands of activity with Government sponsors and our commercial partners to recover costs that have arisen by third parties and outside of LBB control.

Handback Steering Group

- 1.13. The Steering Group of Key Stakeholders formed to oversee station completion and handback progress in readiness for station opening continues to meet. Key

Stakeholders include Network Rail (NR), Govia Thameslink Railway (GTR), Department for Transport (DfT), Related Argent, Volker Fitzpatrick Limited, MACE and London Borough of Barnet.

- 1.14. Mace has issued Station Opening & Handover Strategy document to wider stakeholders (NR, GTR and Related Argent).

Station Property Agreements / Operational Costs

- 1.15. The council continues to work with Network Rail (NRIL), Govia Thameslink Railway (GTR), Brent Cross South Limited Partnership (BXSLP) through the Estate Management Company (ManCo) and the Department for Transport (DfT) to finalise the property agreements required to manage the station on a day-to-day basis. This will be an area of significant focus over the coming months as the station construction programme draws to an end.

Western Public Realm

- 1.16. Construction works to the western public realm are anticipated to commence early in 2023 and will be completed in time for station opening. In addition to the public realm works, wider pedestrian wayfinding to the west of the station is required to facilitate recommended walking routes to and from the station. Specialist resource will be procured to support this initiative.
- 1.17. Additionally, a strategy is being developed for the naming of the square in the Western public realm. A further update will be provided to the next committee.
- 1.18. More broadly, a joint programme of work is developing with LB Brent between the Western side of the midland main line and the A5. This work is seeking to support Brent to develop ambitions set out in its Local Plan to deliver regeneration and place making initiatives in and around the Staples Corner industrial estate, capitalising on access to the new station, the jobs at Brent Cross Town, and creating inclusive economic growth in the wider sub-region.

Brent Cross Town

- 1.19. Further progress is being made across the site as can be seen from the latest drone footage of the development area [September 2022 Drone Footage](#).
- 1.20. Related Argent have also published a timelapse video on the Brent Cross Town website showing the past 2 years of progress across the development site. [Time Lapse Video 2020-2022](#)

Lot 2 Update (Plots 13, 14, 202 and 203)

- 1.21. As reported to the committee on 5th September 2022, the council have been negotiating the legal agreements to drawdown the plots included in Lot 2 with Related Argent. Lot 2 is made up of the remaining Phase 1 plots (Plots 13, 14, 202 and 203)
- 1.22. Since the last committee these agreements have been completed on 17th October. This enables Related Argent to enter into agreements with plot developers and for works to commence on each plot.

- 1.23. Since completing these agreements, [Related Argent have announced a joint venture partnership with Invesco Real Estate](#), the global real estate investment manager, to deliver £600m of Gross Development Value (“GDV”) at Brent Cross Town. This announcement has been reported widely in trade publications and in national media and represents a positive message that despite recent economic events, Barnet and Brent Cross Town remains a desirable investment area and a good location for investment in new jobs and community infrastructure.
- 1.24. Works are due to start immediately for Plot 202, with work on plot 13 due to commence in December 2022, Plot 14 in May 2023 and plot 203 in December 2023.

Lot 1 Update (Plots 12 and 25)

- 1.25. Work is progressing on site with Plot 12 construction which includes the new homes for Whitefield Estate Part 2 residents. To date the basement (which will be shared with neighbouring plots) has been completed and the first tower crane has recently been erected on site. The building will soon start to visibly rise out of the ground and is expected to complete in 2024.



First tower crane being erected at Brent Cross Town

- 1.26. Since the report to the last committee the council and Related Argent have been working through the relevant legal agreements to drawdown the remainder of plot 25. The drawdown of this plot has been split into two parts with the enabling and piling works already completed. The agreements for the remainder of the build were finalised on 20th October 2022. The building is expected to be complete in 2024. Further information on Plot 25 can be found on the [Brent Cross Town website](#).

Wider Economic Climate

- 1.27. Despite good progress noted above and significant investment recently announced in the scheme, the ongoing economic turbulence as a result of recent national events brings uncertainty to investment markets which could result in challenges in the coming phases of the programme. The council and Related Argent continue to closely monitor the latest developments and assess the potential impact on the development.

Plot 1 Planning Approval

- 1.28. The Reserved Matters planning application for Plot 1 was unanimously approved by the Strategic Planning Committee on 6th October 2022. Plot 1, also known as '3 Brent Cross Town' is the first of the office buildings in Brent Cross Town to come forward in the Station Quarter Development Zone. This sustainable 14 storey building will provide just under 12,000sqm of flexible higher education and office floorspace, as well as 14,000sqm of office and retail space on the ground floor.
- 1.29. Our joint venture partner, Related Argent, is looking to attract leading-edge companies and start-ups across sectors in a place where environmental sustainability and health and wellness are prioritised.
- 1.30. Works on Plot 1 are expected to commence in 2023 and more information can be found on the [Brent Cross Town website](#).

Clitterhouse Playing Fields Update

- 1.31. The final round of the Clitterhouse Playing Fields consultation was undertaken in September. With a combination of in-person events, online exhibitions and feedback forms, this consultation round received a total of 443 pieces of feedback. The consultation has now closed however the exhibition materials [can be viewed online here](#). We are working with developers Related Argent on incorporating and considering feedback before planning permission submitted, which at the time of publication is expected to be in November.

Claremont Park

- 1.32. Claremont Park continues to be well utilised since opening on 9th June and has recently been nominated for the 2022 People's Choice Award. Claremont Park has been recognised as an important neighbourhood space for the local community to relax and spend time in, a place to be active, to play and socialise, as well as a place to interact with the natural environment.

Business Plan Update and Second Phase Proposal

- 1.33. Related Argent are currently working up details on revisions to the Business Case and the second Phase Proposal, following Phase One going unconditional in June 2022. These documents are expected to be submitted to the council in the new year and will be included in future reports to the committee.

Relocation of the Whitefield Estate Part 2 – Plot 12

- 1.34. As mentioned above Plot 12 works are underway with the completion of new homes expected in 2024. Currently, L&Q is carrying out several engagement activities relating to the relocation of Whitefield Estate residents including holding 1-1 appointments with the secure tenants to discuss their allocation for the new homes. They also intend to

meet with resident leaseholders, to discuss the shared equity deal. This activity should help to ensure that residents feel fully engaged with the regeneration, and any questions they have are answered.

- 1.35. L&Q has developed a communication plan for the residents which will include hosting several drop-in sessions, exhibitions, developing FAQs and producing a shared equity guide and updating the resident guide for Whitefield Estate Part 2 residents.
- 1.36. The council and BXSLP is continuing to work together to agree the strategy to secure vacant possession of the Whitefield Estate.

Temporary Lettings

- 1.37. Much of the land within Mega Phase A has now been licenced to BXSLP to facilitate land remediation, infrastructure and plot works. BXSLP under the terms of the Property Agreement can draw down land on a temporary basis for interim uses and have already done so with the parade of shops on Claremont Way, introducing Happy Face Pizza, Karma Bread Bakery in addition to the Visitor Pavilion facility. These upgrades have been successful.
- 1.38. As reported to the committee on the 5th September, BXSLP are working with a leisure operator on a proposal for the building currently occupied by Food for All on Brent Terrace North with the aim to upgrade the building for grass-roots sports use. Terms are being worked up at present and if concluded will see a short-term lease granted before the end of the year.
- 1.39. The council is progressing the temporary letting with Jesus House with final terms to be concluded shortly.

Critical Infrastructure being delivered by the council

Relocation of the Whitefield Estate Part 1 – Plots 53 and 54

- 1.40. L&Q's contractor Bugler is continuing with the main construction works on Plots 53 and 54. The estimated completion of the plots and the relocation of residents to their new homes is scheduled for May 2023. Works are progressing well on Block B (Plot 53) with scaffold third lift in progress and Block C (Plot 54) with brickwork now complete up to level two. See drone image of Plot 54 (Block C) below:



Plot 54 construction – October 22

- 1.41. Once construction is complete the Whitefield Estate Part 1 residents will be moving to the new homes. The secure tenants are effectively moving at the council's request and

as a result it has a duty to make statutory home loss and disturbance payments to these tenants. The council can make such payments pursuant to the statutory provisions referred to in the Legal section, at paragraph 5.2.4.

- 1.42. Approval is requested from the committee to appoint Barnet Homes to administer the home loss and disturbance payments on the council's behalf. The payments will be made to 29 secure tenant households in summer 2023. The home loss payments prescribed amount is £7,800 for each household which totals £226,200 (excluding disturbance payments). This amount is increased by the government every year from 1st October. Any monies owed by tenants on rent arrears to the council will be deducted from the payments. This cost is contained within the Brent Cross Land Acquisition Budget, and it has been reflected within the Property Cost Estate for Whitefield Estate Part 1.

Waste Transfer Station

- 1.43. The project team has completed a review of the value engineering options submitted by McLaughlin & Harvey for the Waste Transfer Station. The options to be progressed have been selected and RIBA Stage 3 design for Geron Way has commenced. The end users, the North London Waste Authority (NLWA) and LondonEnergy Ltd (LEL) have been engaged to ensure the most effective design from an operational perspective.

Highways Works

- 1.44. The committee has previously approved the appointment of Tarmac Kier Joint Venture (TKJV) under the Highways Maintenance Framework to provide highway design and construction services on the Brent Cross project.
- 1.45. The Brent Cross Regeneration team has started engagement with TKJV to support the programme on the following schemes:
- Brent Cross West Station western entrance public realm (Design and Construction)
 - A5 Edgware Road j/w Geron Way widening and improvements (Construction)
 - Brent Terrace north improvements (Construction)
 - Tilling Road j/w Claremont Road widening (Design and Construction)
 - Tilling Road West realignment and improvements (Design and Early contractor Involvement)
 - A5/A406/M1 junction improvement works (Design and Early contractor Involvement)

164-168 Cricklewood Broadway

- 1.46. The feasibility study for the site at 164-168 Cricklewood Broadway has completed initial analysis, suggesting that the site is well-suited to new landscaping, planting, seating and small-scale commercial activity. Initial design options have been developed and costed and are now being subject to additional market testing and cost appraisal. The design team will undertake further engagement with the council's Town Team, Business Associations and other local stakeholders to develop the final proposals, which will be presented to Housing and Growth Committee in early 2023.

Compulsory Purchase Progress

- 1.47. The council continues to negotiate with claimants through its agent Newsteer Chartered Surveyors and remains available to conclude terms for settlements based on the CPO compensation code.
- 1.48. The council is seeking to finalise acquisitions through its Undertaking Agreement with Network Rail for land needed for both highway improvements and the Waste Transfer Station on Geron Way.

Whitefield Estate CPO 1 Part 1

- 1.49. CPO notices to acquire the remaining freehold and leasehold interests (7 properties) are due to vest with the council in May 2023. Work is underway to programme the acquisitions and associated work to ensure the smooth transfer of residents in Part 1 to new property with a single move still being provided to residents.
- 1.50. With regards to Shared Equity, the council is reviewing the timings for valuations on existing properties, which will form the basis of the equity share on the new homes in plot 54. The intention is to streamline all decisions for both Whitefield Estate Part 1 and 2 to ensure all leaseholder and freeholders are given the same opportunities.
- 1.51. Barnet Homes will commence issuing termination notices for all Whitefield Estate Part 1 garage licences, to ensure the occupiers of these garages have ample time to remove belongings before the council requires vacant possession in Q2 2023.

Whitefield Estate CPO2 Part 2

- 1.52. CPO notices for this part of the estate are due to vest with the council over March/April 2024 with residents due to move to Plot 12. Newsteer are negotiating with leaseholders/agents to secure agreements for sale. As previously reported to committee, the council has offered an Option Agreement allowing for terms for leaseholders to secure an agreement with the council for sale terms. Currently the Options Agreement will expire 31 December 2022, and to ensure leaseholders have sufficient time to sign up for this an extension will be granted which will expire 31 March 2023. Officers are reviewing ways to streamline the process whereby leaseholders wishing to sell can do so for outright sale to facilitate those moving elsewhere and those taking up an offer of shared equity in plot 12. This would suit the Homes England funding managed by BXSLP. The final terms will be the delegated to Chief Officer in consultation with the Chair of the committee.

Controlled Parking Zones

- 1.53. As reported to the last committee the approach to implementing parking restrictions in the area have been split into two phases

- Phase 1 (short term) - Experimental Traffic Regulation Order (ETRO)

This will allow the implementation of parking measures in the short term to control parking on local residential roads in particular when the new Brent Cross West station is open, and to reflect increased parking demand that has occurred over the Summer as a result of new facilities in the area.

- Phase 2 (longer term) - A full Controlled Parking Zone (CPZ)

A review into the implementation of a permanent controlled parking zone has also been commenced. This covers a much wider area than the ETRO. Following the consultation, the design will be finalised, and is expected to be implemented in 2024 to coincide with the first new occupation of the development.

- 1.54. A dedicated [ETRO/CPZ page](#) has been developed on the TransformingBX website and will be updated with the latest information as the programme is implemented.

TFL Bus Route Consultation

- 1.55. As reported to the committee on the 5th September, in June TfL started consultation on the Central London Bus Review. The council has challenged the proposals in its response to the consultation, as approximately 7.5% of the forecast bus passengers accessing Brent Cross Town would be affected by the proposed changes to the 189 and 16 routes and it will make it harder for the Brent Cross development to meet agreed modal share targets. Whilst it is accepted that there have been changes in bus demand post-pandemic, it is critical that the proposed changes are not short-sighted and that they do not restrict the ease of access and modal choice for people accessing Brent Cross Town in the coming years. These changes could create a risk to the regeneration's target mode shift away from private car trips, which is out of step with the objectives of the Mayor's Transport Strategy.

Licences

- 1.56. The council and Brent Cross Town continue to agree licences to facilitate the infrastructure works across the Brent Cross Town development. A number of licences have recently been agreed or are currently being negotiated as set out below:
- Plot development licences entered into with BXSLP related to the delivery of Lot 2 plots and Plot 25.
 - Expansion of existing compound licences to include areas in the vicinity of the former Hendon Waste Transfer Station.

Development Programme

- 1.57. A 12 month lookahead programme has been published on the TransformingBX website to provide a lookahead to the upcoming works being undertaken over the coming year. This programme will be updated periodically with the latest developments on the programme.

Promoting skills employment and opportunities

- 1.57.1. A key part of our communications strategy is to promote the opportunities for local people and businesses during the construction phase of the development and beyond.
- 1.57.2. Social value teams across the development continue to support local schools and community groups. And over the coming months we will be increasing our communications activity around jobs and skills opportunities across our sites.
- 1.57.3. Skills, jobs and grant opportunities can also be found at www.transformingbx.co.uk/opportunities

Community Benefits

- 1.57.4. Planters for Hope is a collaboration project between Our Yard at Clitterhouse Farm and the Golders Green Estate Residents Association with a goal to combat anti-social behaviour while brightening up the Golders Green Estate. After a successful application, Planters for Hope won a grant from the Community Fund 2022. The Brent Cross Town Community Fund has been running annually since 2019 and offers funding to local initiatives that help the community to flourish.
- 1.57.5. Planters for Hope will bring back a sense of pride and community to residents by installing a series of mini gardens using peat-free compost and pollinator-friendly plants. The planters have been built and will be maintained by estate residents, giving them the chance to get to know each other, encouraging community cohesion, and restoring people's pride in their neighbourhood.

Donoghue

- 1.58. As reported to the committee on the 5th September, the PB Donoghue waste management site on Claremont Road has been sold to Chase New Homes, an independent housing developer. A detailed planning application is expected to be submitted imminently.
- 1.59. Following the planning process, a detailed design will be developed ahead of construction. In the meantime, the waste management site will continue to operate as usual.

Brent Cross South Retail Park

- 1.60. The Retail Park remains fully let.
- 1.61. As reported to the committee on the 5th September, Heads of Terms and the subsequent variation to the project agreement have been completed to provide the framework for bringing the Retail Park into the Brent Cross Town Joint Venture. Progress incorporating the Retail Park into the wider scheme will be reported to future meetings of the committee.

Brent Cross Shopping Centre

- 1.62. There is no further update since the last meeting of the committee. Hammerson have communicated they are developing some plans to implement some minor improvements to the area surrounding the shopping centre.

2. Reasons for recommendations

- 2.1. The comprehensive regeneration of Brent Cross is a long-standing objective of the council and a key regeneration priority of the Mayor of London. The details of the scheme are set out in previous update reports to this Committee

3. Alternative options considered and not recommended

- 3.1. None in the context of this report.

4. Post decision implementation

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

5. Implications of decision

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

- 5.1.1. The council has put in place procedures to ensure the effective monitoring of the financial performance of the Brent Cross Programme. The Brent Cross Governance Board comprising senior officers of the council, including the Chief Executive and the Director of Finance, receives a detailed report each month setting out the financial performance of the Brent Cross Programme. This report includes a breakdown of the performance against the approved budgets and details of the individual Officers responsible for managing the budgets included within the Brent Cross Programme.
- 5.1.2. The overall Brent Cross Programme position forms part of the Financial Monitoring Report being presented at this Housing & Growth Committee.

Land Acquisitions

- 5.1.3. The approved budget is £65.962m. Cumulative spend to date is £57.158m. The current year forecast for 2022/23 is £4.175m.

Brent Cross Town Land Acquisitions

- 5.1.4. The approved budget is £33.657m. Cumulative spend to date is £16.479m. The current year forecast for 2022/23 is £1.939m.

Brent Cross West Station

- 5.1.5. The approved budget is £388.912m. Cumulative spend to date to is £307.459m. The current year forecast for 2022/23 is £58.351m.

Critical Infrastructure

- 5.1.6. The approved budget is £55.9m. Cumulative spend to date is £42.357m. The current year forecast for 2022/23 is £11.879m.

DLUHC Grant Funding

- 5.1.7. The total £416.573m grant has now been received (as of July 2022). The council continue to work with Department for Levelling Up, Housing and Communities (DLUHC) on closing off the DLUHC funded elements and will be updating further on the repayable element of the grant once income from the Brent Cross Town scheme starts to materialise.

5.2. Legal and Constitutional References

- 5.2.1. The council's Constitution, Article 7.5, states that the functions of the Housing and Growth Committee includes responsibility for regeneration schemes and asset management.
- 5.2.2. The council's Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising all disposal and acquisition of land for over £500k.
- 5.2.3. The council is obliged by the development documents to enter into the proposed property transactions included in this report.
- 5.2.4. Section 32 (7b) of the Land Compensation Act 1973 (the Act) where a landlord obtains possession by agreement of a dwelling subject to a secure tenancy within the meaning of Part IV of the Housing Act 1985 and- (a) notice of proceedings for possession of the dwellings has been served , or might have been served, specifying ground 10 or 10A in Part II of Schedule 2 to that Act, or (b) the landlord has applied, or could apply, to the Secretary of State for approval for the purposes of Ground 10A of the development scheme including the dwelling, or part of it, the landlord may make to the person giving up possession or occupation a payment corresponding to home loss payment or discretionary payment which they would be required or authorised to make to him if on either of those grounds.
- 5.2.5. All of the activity and legal transactions contemplated in this report will be carried out pursuant to and in compliance with all relevant statutory requirements, including all procurement activity which will be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 (as amended) or any replacement public procurement regime that may become law in the UK as applicable.

5.3. **Insight**

- 5.3.1. None in the context of this report

5.4. **Social Value**

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

5.5. **Risk Management**

- 5.5.1. Risk management has been applied across all levels of the programme. Owners and mitigation plans are identified, and risks are measured against impact and likelihood to give an overall rating. High rating risks are escalated and reported through the defined reporting procedure with top risks reported to the Brent Cross Governance Board. Currently the high-level risks and mitigations are summarised below:
- 5.5.2. **Programme and funding** – There is a risk that BXN does not progress in the form currently proposed. Whilst the funding risk to the Station delivery has been significantly mitigated through the Revised Funding Agreement with Government, the delivery of the BXN proposals and delivery of infrastructure is an important part of the regeneration proposals.

- 5.5.3. **Station Delivery Date** – there is the risk that the station opening date may be delayed. The current programme forecasts completion of physical construction in early in 2023. There remains a risk of unforeseen delay due to cancelled railway possessions, industrial action, inclement weather etc. While the possession risk has been mitigated, railway possessions can, whilst unlikely, be cancelled due to unforeseen circumstances. The project team and Network Rail continue to work closely together to avoid, mitigate and/or manage the impact of possessions unavoidably lost. These are regularly monitored through both NR board and Rail operations assurance board.
- 5.5.4. **Station Franchise** – The current Thameslink franchise, operated by GTR, has been renewed which removes a risk of uncertainty on the station operator. There remains a small residual risk as the new station still needs to be formally accepted by the operator, however through consultation with DfT and GTR through the various project boards it has been made clear the station is to be considered as part of the franchise when it comes into use and a robust handover process has been developed with all industry stakeholders included.
- 5.5.5. **Brent Cross West delivery costs** – as with all major programmes there is the risk that costs will increase during programme delivery. As reported to previous committees the Brent Cross West budget is under pressure and this risk is being actively managed with public sector partners and contractors. The contract between the council and NR is an Emerging Cost contract. As indicated in previous reports, all emerging cost contracts entered into will require strong contract management to ensure all costs incurred are reasonable. As part of the signed Implementation Agreement the council has open book access to all of Network Rail's financial information relating to invoiced costs incurred on the programme. This extends to Network Rail contractors where an emerging cost contract is in place. As referred to in the report to the former Assets and Regeneration and Growth Committee (ARG) in November 2018, the council also has the right (subject to notice and personal safety) to access the site and attend meetings. In this regard, the regular senior level meetings between Network Rail and the council/Mace delivery are continuing to review the costs each month. Similarly, there is an on-site presence by the council/Mace delivery team to be monitoring programme and work achieved, particularly during track possessions. As indicated within this report, delivery costs have increased and put pressure on the programme budget. A funding strategy has been developed and was approved by Policy & Resources Committee on 29 September 2022.
- 5.5.6. **Brent Cross West Station Operating Costs** – As part of the original station business case and grant agreement, it was agreed that the Council would take on the shortfall in operational cost of the station until it became profitable. Work is underway to confirm the ongoing operational cost of the station which will feed into an updated model that will provide further clarity on future cost risk. Discussions are ongoing with DfT on this topic.
- 5.5.7. **Resources** - The most important control mechanism for the council is to employ experienced staff who will provide diligent review and challenge of the NR cost base and reject any costs which are not reasonably and properly incurred. The council's Client and Brent Cross West delivery team comprises professionals used to working on the railway within Network Rail and are experienced in delivering large railway projects. There is a need to ensure resilience within the programme in the event that key persons depart the project as well as to update the succession planning strategy.

- 5.5.8. **Economic Change** – There is a risk that the prevailing economic position for the traditional retail sector will continue alongside residential and commercial given current market conditions. This could result in reduced demand for retail space and administration to existing retailers. To mitigate this both Brent Cross North and Brent Cross Town development partners are exploring/reviewing diversification of offer within the Brent Cross development area. Wider macro-economic shocks may also impact the residential and office markets in London.
- 5.5.9. **COVID 19** – In line with national statistics, this risk has reduced, but the team continues to monitor cases and impact on programme. So far programme has been maintained however the team do expect some additional challenges as impacts on the supply chain are understood. Cost impact to date is estimated at £4m. It should be noted that further risks are dependent on any changes to government guidelines which could impact the project. The project team is maintaining a COVID 19 impact tracker to ensure all unavoidable costs and delays are recorded.
- 5.5.10. **Availability of Materials** – Costs and availability of materials following the impacts of the pandemic and more recently the war in Ukraine is having an impact on supply chains across the world. For elements of the scheme that are close to completion such as the Brent Cross West station this is less of an issue, however for those that have yet to start construction such as the new Waste Transfer Station the impacts may be significant. The programme team continues to assess the changing situation and are taking a pragmatic approach, considering alternative materials where possible if lead times are becoming an issue
- 5.5.11. **Retail Park Acquisition** - The key risk associated with the acquisition of the Retail Park is ensuring that the acquisition has no negative impact on the General Fund. The council has in place the required structures and will update as required to enable it to manage the Retail Park against these short-term variables such as Covid and Brexit to ensure that the council will secure the required returns so that there will be no gap or negative impact on the General Fund.

5.6. **Equalities and Diversity**

- 5.6.1. As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.
- 5.6.2. The development proposals for the Brent Cross scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Brent Cross West station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.

5.7. **Corporate Parenting**

- 5.7.1. None in the context of this report.

5.8. **Consultation and Engagement**

Brent Cross Cricklewood programme-wide communications

- 5.8.1. We continue to work with our delivery partners to ensure residents living in the development area are kept up-to-date on the project, are given clear and timely construction updates, and are aware of opportunities available to them from employment and skills, funding and new amenities

Channels update and good news stories

- 5.8.2. Since transformingbx.co.uk launched in in February 2020, to provide news and construction updates to residents, there have been over 48K unique users accessing the website.
- 5.8.3. The website content is continuously updated to reflect the progress made across the development. The most visited pages remain local news, construction information and the new Brent Cross West station.
- 5.8.4. The October 2022 e-newsletter was sent to over 350 people covering opening of Cricklewood Coffee Roasters, the final retailer to open on Claremont Way, half-term events and a final call for people to vote for Claremont Park in the People's Choice Award 2022. It also included a popular new time-lapse video showing progress on site from 2020.
- 5.8.5. Our September 2022 e-newsletter covered the final consultation round for the Clitterhouse Playing Fields, the Brent Cross Community Fund 2022 winners, Claremont Park's nomination for the People's Choice Award, the Brent Cross Town newsletter and resident drop-in session details..

Construction updates

- 5.8.6. The latest three-month [construction update](#) was issued in October 2022 providing a forward look of construction activity for Brent Cross West, Brent Cross Town and Plots 53 and 54 (replacement homes for Whitefield Estate residents) until the end of the year.
- 5.8.7. The next construction update is due to be released end of December.

Good news

- **[Community Fund](#)**: In August, the 11 Brent Cross Town Community Fund Ward winners for 2022 were announced.
- **[Claremont Park Award Nomination](#)**: Claremont Park, which opened in June this year, has been nominated for the 2022 People's Choice Award, organised by New London Awards. The development at the heart of the ambitious Brent Cross Cricklewood regeneration programme. We have been encouraging voting and look forward to hearing the results on the 29 November.
- **[Cricklewood Coffee Roasters opens](#)**: Award-winning, Cricklewood Coffee Roasters, run by local resident James Colbourne, recently officially joined Claremont Way. Its opening marks the completion of Claremont Way retailers, a new milestone for Brent Cross Town and the wider Brent Cross Cricklewood regeneration scheme which is prioritising local amenities and infrastructure first within the programme.
- **[Half term activities for local people](#)**: We promoted a range of activities for families at Brent Cross Town during the October half-term. The events which included arts,

crafts, and film screenings in partnership with the Phoenix Cinema were well attended by local people.

- **#TimeTogether campaign:** Women and girls were also invited to join free sporting activities organised by Brent Cross Town in partnership with Women in Sport as part of their #TimeTogether campaign. The programme was put together following local feedback on what teenage girls said they would enjoy taking part in with their mum or mother figure in their life. The events were widely promoted via social media and partner channels.

Community Drop-in Sessions

- 5.8.8. We continue to run monthly drop-in session on the third Thursday evening of every month at the Brent Cross Town Visitor Pavilion. Teams from Related Argent, Barnet Council and L&Q are on hand to answer questions from residents in the local area (particularly those most impacted by construction). This is in addition to regular opening hours at the Visitor Pavilion where Welcome Hosts are available daily to answer questions about the programme.
- 5.8.9. Generally, around a dozen residents attend. Parking remains an issue to be monitored and responded to. Noise concerns from the newly opened park have become less frequently raised as teams have responded to specific requests where possible.
- 5.8.10. We have written directly to residents to make them aware of the events and will continue to publicise them via digital communications and construction updates. More information about these drop-in sessions can be found [here](#).

Consultations

- 5.8.11. The final round of the Clitterhouse Playing Fields consultation ran during September. An integrated marketing and engagement campaign ran to promote the event via digital channels, emails and letters to key local groups and representatives and a 17K leaflet drop to local homes. Posters and leaflets were also distributed via schools and local venues.
- 5.8.12. Despite a delay to the in-person events which were rescheduled due to the passing of Her Majesty Queen Elizabeth II, there was a very good level of engagement, with a combination of in-person events, online exhibitions and feedback forms receiving 443 pieces of feedback. More than the previous rounds.
- 5.8.13. A follow up event was scheduled with residents from Golders Green Estate and Swannell Way to provide an opportunity to further discuss concerns raised about the proposed design, following an initial evaluation of the responses and area profiling.
- 5.8.14. Our joint venture partner, Related Argent, is currently reviewing all the feedback and comments from the consultation which will be incorporated before a planning application is submitted and next steps are agreed.

Press Coverage

- 5.8.15. Recent press coverage CPF third consultation round includes:

- Engage Barnet: [Clitterhouse Playing Fields phase 3 consultation](#)

- Transforming Brent Cross Cricklewood: [Have Your Final Say On Clitterhouse Playing Fields](#)
- Barnet Times: [Clitterhouse Playing Fields, Brent Cross Town consultation](#)
- This is Local London: [Clitterhouse Playing Fields, Brent Cross Town consultation](#)

5.8.16. Recent press coverage on Lot 2 includes:

- Transgloba: [Midgard appointed to £8bn Brent Cross Town](#)
- Construction Enquirer: [Midgard lands latest £600m phase at Brent Cross Town](#)
- Construction News: [Midgard appointed to £8bn Brent Cross Town](#)
- UKREiiF - [Invesco backs UKREiiF sponsor Related Argent's £8bn Brent Cross Town development](#)
- Top Build Homes: [Midgard lands latest £600m phase at Brent Cross Town](#)

5.9. Environmental Impact

5.9.1. Brent Cross Town vision includes a commitment to developing a net zero carbon town and achieving this aim by 2030. This will be achieved through a mix of low-carbon construction, renewable power, circular economy principles, carbon offsetting — and by empowering everyone who lives and works in the new town to make low-carbon lifestyle choices of their own.

5.9.2. The new Town will be served by a new train station with bus connections which will promote use of public transport and take cars off the road. The station creates a new walking route across the midland mainline railway making this a much more feasible journey for pedestrians and cyclists in the area. Improvements to previously congested road junctions will improve idling time and traffic flows in these areas.

6. Background papers

- Housing and Growth Committee, 05 September 2022, Brent Cross Cricklewood Update Report

<https://barnet.moderngov.co.uk/documents/s73891/PUBLIC%20-%20BX%20HG%20DRAFT-%2005%20Sept%202022%20Final.pdf>

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Brent Cross West Station Progress Pictures – October 2022



Architen Landrell continue installing canopies roof sheeting in possession to lower platform canopies



Advance glass continue installing the SWEB front entrance mullions due to complete weekend 30



Four ways Continue the installation of CMS to EOB, WOB and concourse areas



Proform complete the staff accommodation room roof slow platforms



Kone continue with SWEB escalator installation completion week 30



Fourways continue installing CMS to up fast canopy



Fourways LV switch control panels installed to LV distribution room SWEB



Caxtons continue internal and external brickwork to SWEB



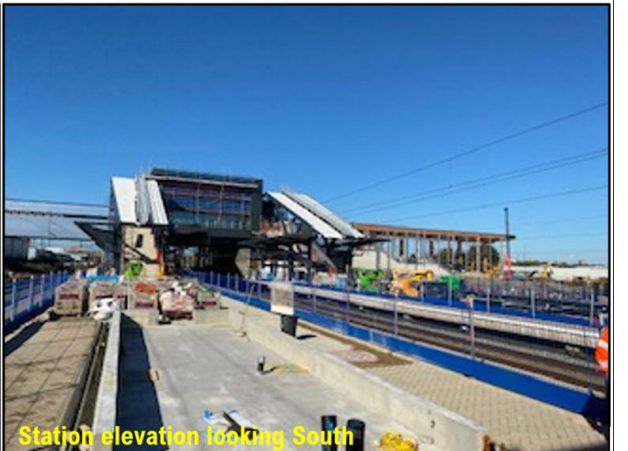
Stannah continue the lift installs to fast, slow and SWEB



T.J Hughes installing south elevation of temporary weather screen to southern elevation SWEB completion of fram this week and starting the North frame week 30



Station elevation looking North



Station elevation looking South

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Brent Cross Government Assurance Board

19 October 2022

BXT Construction update

Brent Cross Town

- Legal agreements complete for Lot 2 plots (13, 14, 202 and 203). Works are due to commence immediately for Plot 202 and it is anticipated that work will commence on Plot 13 in December 2022, Plot 14 in May 2023 and Plot 203 in December 2023.
- Plot 25 legal documents for drawdown expected to be completed on 20th October.
- The Reserved Matters application for Plot 1 unanimously approved by the Strategic Planning Committee on 6th October. Plot 1 is the first of the commercial buildings in Brent Cross Town to come forward in the Station Quarter Development Zone.
- Clitterhouse Playing Fields round 3 complete. Some minor alterations being made as a result of feedback. Planning application expected in Nov/Dec.
- Cricklewood Coffee Roasters opened its doors on Claremont Way NW2 1AJ. The roastery opening now marks the completion of all the street retailers on Claremont Way.
- On site construction progressing well – see images.

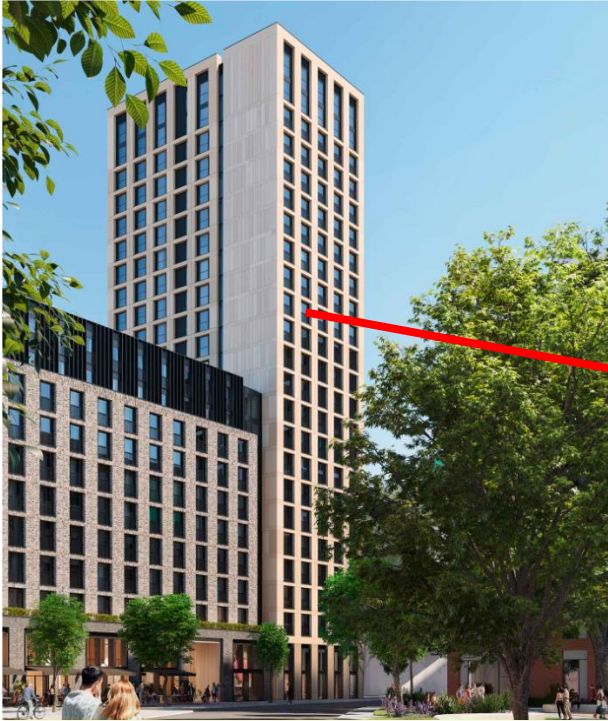


Plot 1 CGI

Site Update

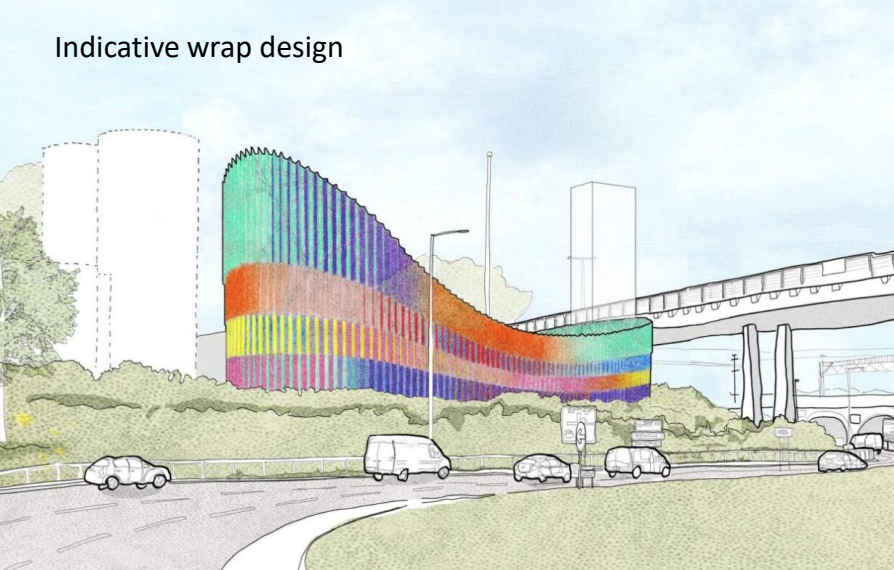
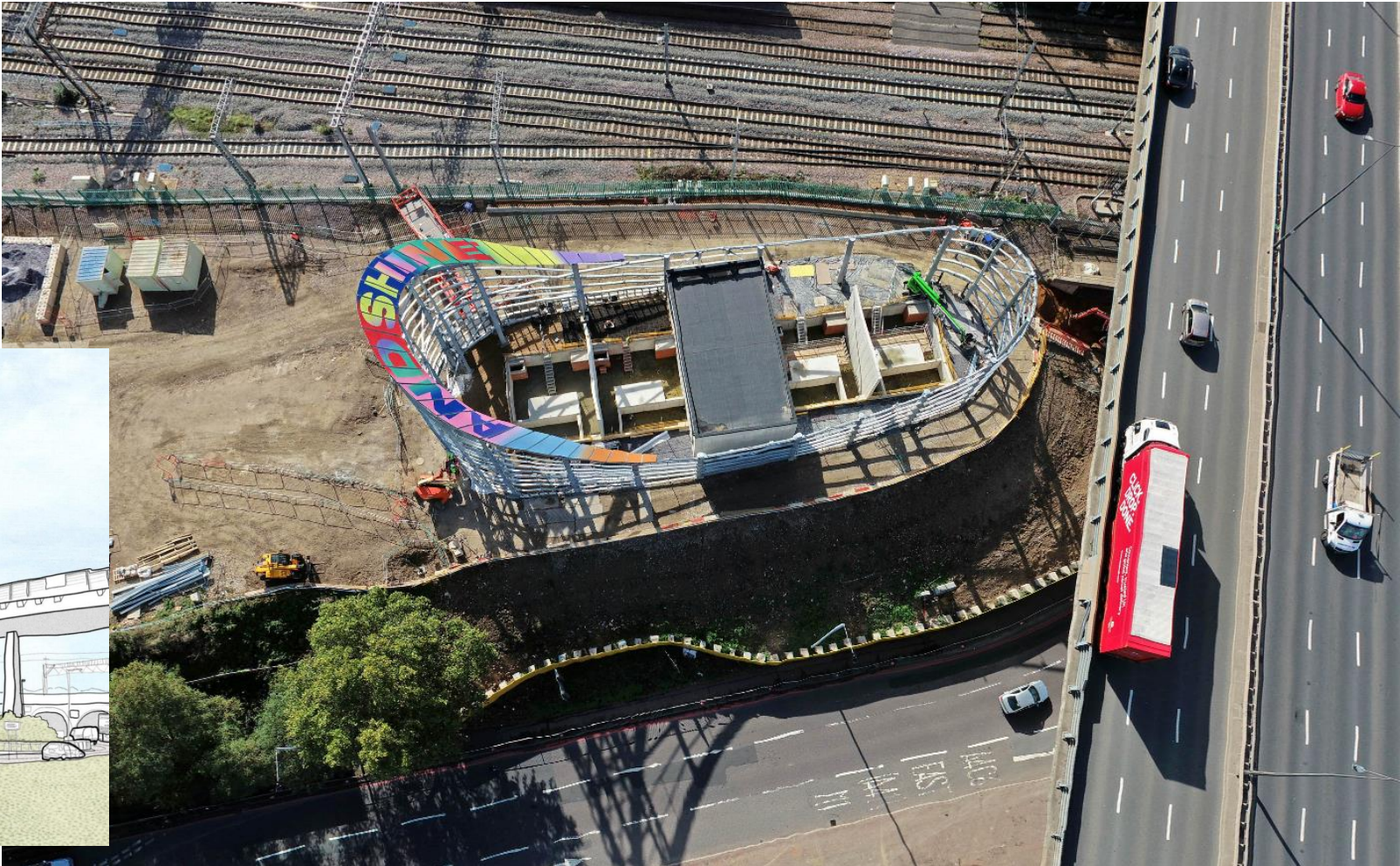


Site Update – Plot 25



Site Update – Substation energy centre

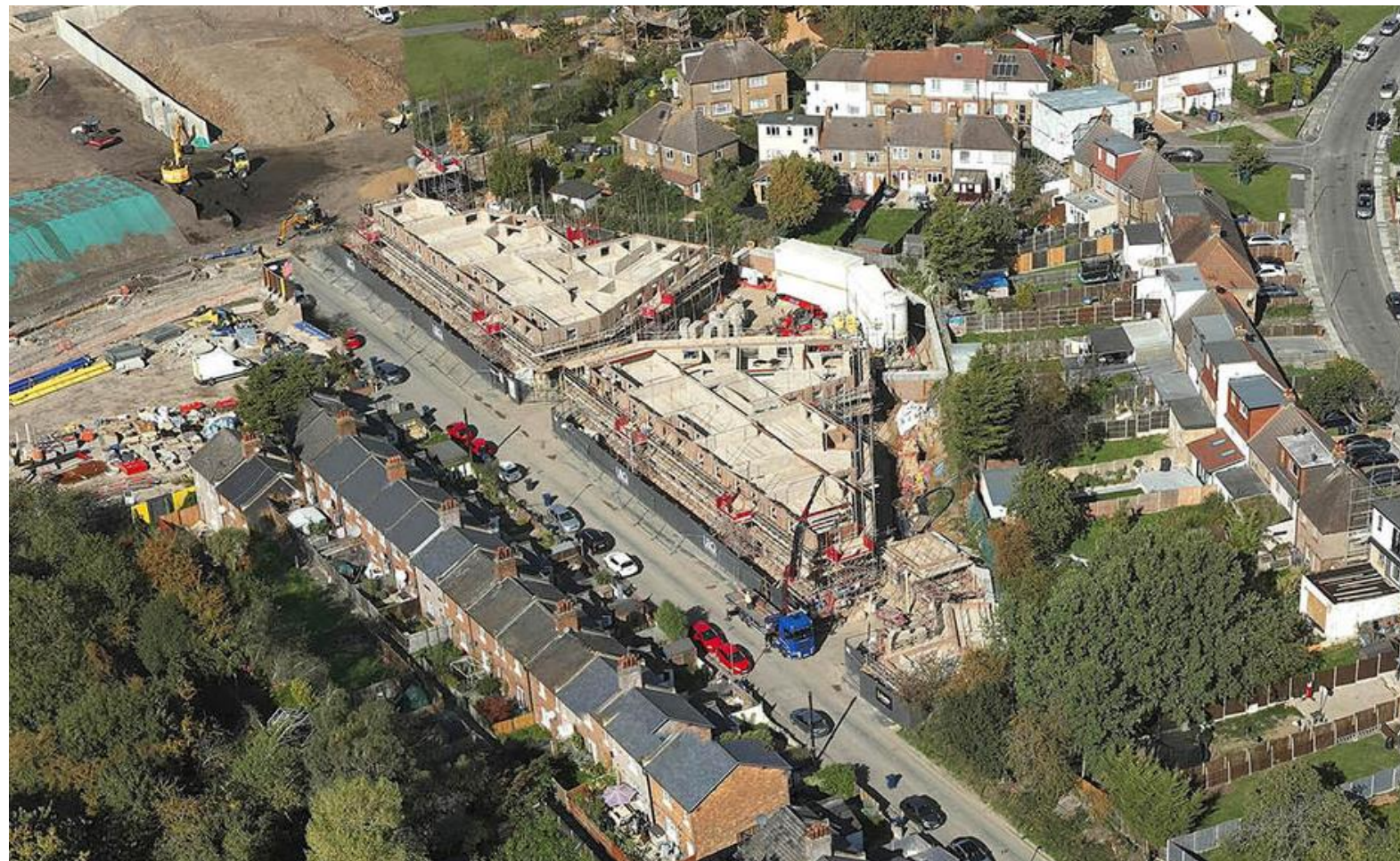
- Part of building a Net Zero Carbon Town
- Steel 'wrap' to be 100% reused steel



BXCI Construction update

Plots 53/54

- Whitefield estate replacement units - 47 homes, between Brent Terrace and Clitterhouse Crescent. To be the first completed homes of the Brent Cross development. Completion date for works is May 2023.
- Elevation works is progressing up to level two with scaffolding, brickwork, roof & waterproofing being undertaken on all blocks except for Block A.
- Experimental Traffic Regulation Order (ETRO) being implemented on Brent Terrace ahead of permanent CPZ – estimated implementation of Dec 22.



Programme update - Isolation/ possession cancellations

- As previously reported, planned access (isolations/possessions) for Week 25 (17-18 Sept) were cancelled. Week 25 would have provided for 48 hours of 'all-line' access which would have allowed the installation the slow line feature canopies. These works are being re-scheduled.
- Access planned for weeks 27 and 28 (1-2 and 8-9 October) have since been cancelled due to strike action. Both of these weekends had offered 13 hours of access to the fast lines. It was intended to install the feature canopies on the fast line platforms over both these weekends
- The delivery teams have been working with Network Rail to secure alternative access and reschedule the works.
- Alternative isolation/possession access has been secure for week 30 (22-23 October), week 32 (5-6 November) and week 33 (12-13 November)

Weekend		Lines	Hours	Critical Works Planned
Cancelled Work Access				
Week 25	17/18 Sept	ALL	48	Slow platform feature canopies
Week 27	1/2 Oct	Fasts	13	Fast platform feature canopies
Week 28	8/9 Oct	Fasts	13	Fast platform feature canopies

Re-Planned Work Access				
Week 30	22/23 Oct	Slows	30	Slow platform feature canopies
Week 32	5/6 Nov	ALL	48	Slow platform waiting rooms Fast platform feature canopies
Week 33	12/13 Nov	ALL	48	Fast platform waiting rooms

Programme update

- ❑ Construction programme being updated to reflect delays
- ❑ Hour-by-hour scheduling being developed for new access arrangements in Wks 32 & 33
- ❑ Teams working closely with Network Rail to ensure effects of disruption are minimised
- ❑ Updated construction, test & commissioning, and Entry into Service programmes will inform the Go/No-Go Steering Group meeting planned for 8th November 2022

RECENT UPDATE: Yesterday the RMT union announced rail strikes will take place on 3, 5, and 7 November. As Network Rail's signal workers are involved, disruption across the rail network is expected.

- ✓ **- This could have an adverse impact on the week 32, 48hr all-line possession planned.**
- ✓ **- The Team is working with Network Rail to better understand the potential impact and to mitigate any adverse effects**

BXW Programme Updates

Brent Cross West Station – Station Opening Programme

Handback Steering Group

- The Steering Group meeting 8 Nov'22 to review programme confidence prior to fixing a station opening date.
- Mace will work with each Workstream Lead in advance to review the preparedness and forward plans to assure robustness.
- Although work to update programmes is ongoing it is likely now that construction works will be completed in late February and that the likely revised opening date will be mid summer.
- Strategy and Plans being developed for 'station tours' and for events to be held in the run up to and including the grand station opening event.
- Mace has issued Station Opening & Handover Strategy document to wider stakeholders (NR, GTR and BXT).
- **NOTE:** Request for GAB members to provide contacts who may be interested in site visit as part of station opening programme.

	Workstreams	Lead Organisation
1	Construction, testing and commissioning activities	VFL
2	Installation and commissioning of SFO equipment (TVMs, ATGs, IT systems, furniture etc.)	GTR
3	Completion of interim transport interchange works	BXSLP
4	ORR Authorisation to Place into Service including NTSNs / CSM	Mace
5	F0032 Entry into Service process	Mace
6	SFO operational readiness (union engagement, test trains, operational strategies, maintenance contracts etc.)	GTR
7	ManCo operational readiness (staffing strategy, training, operational strategies, maintenance contracts etc.)	BXSLP
8	Wider railway network changes / updates (train maps, ticketing, online systems etc. – critical items for station opening only)	GTR
9	Discharge of pre-operational planning conditions	Mace
10	Execution of legal documents (LBB led items)	LBB
11	Execution of legal documents (NR / SFO led items)	NR
12	Railway infrastructure / planning changes (Network Change, timetabling etc.)	NR
13	Public consultation / station opening event	LBB

BXW Programme Updates



Lindner installing ceiling grid



Fourways installing CMS to the LV switch room

BXW Programme Updates



FourWays installing conduit to Fast platform lift shaft



GL:1 roofing completed

BXW Programme Updates



Unpaid concourse



Drivers accommodation roofing installed

BXW Programme Updates



VFL safety day

BXW Programme Updates

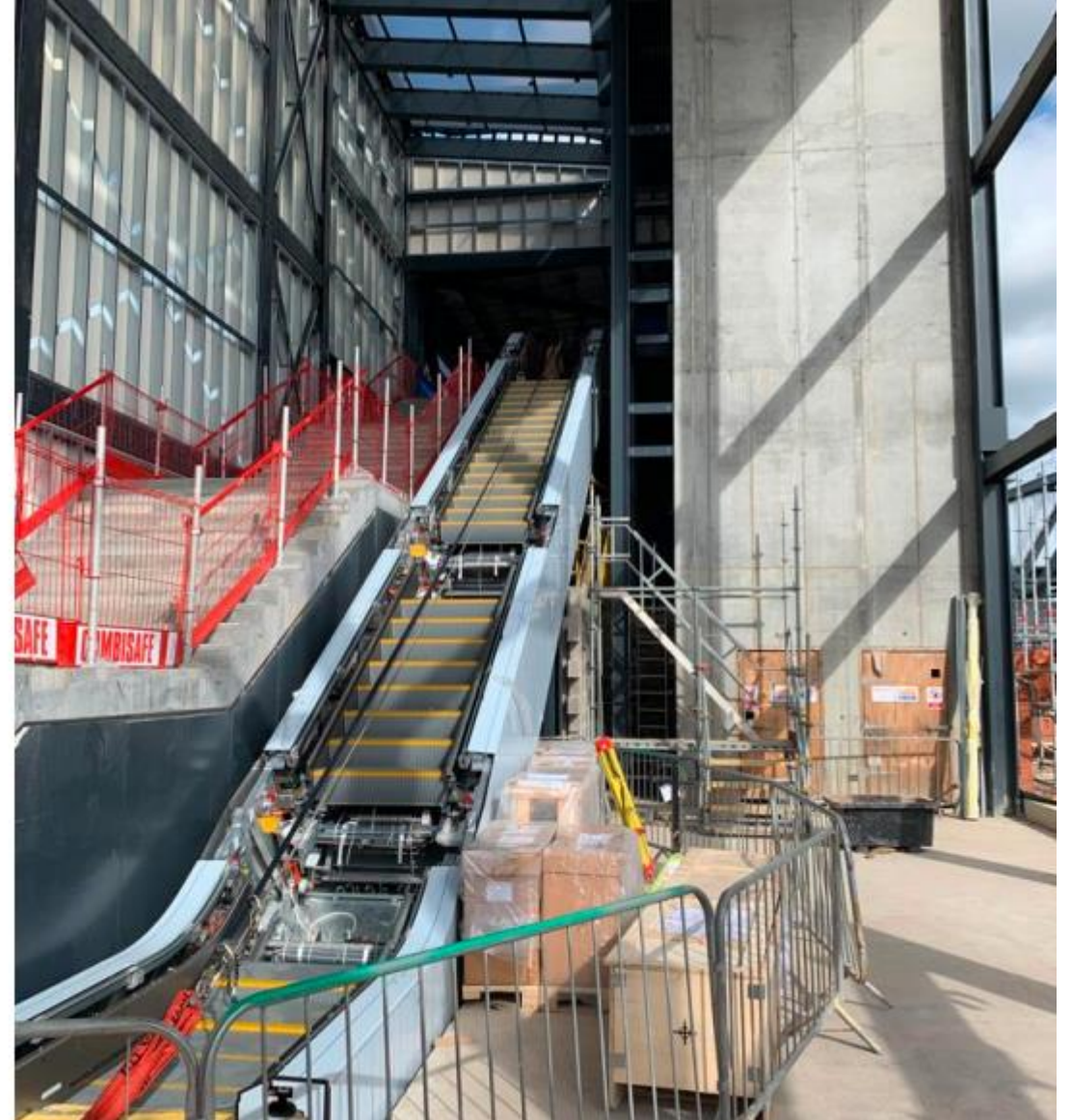


STFE roofing to the WEB

BXW Programme Updates



WEB escalator installed



BXW Programme Updates



WEB brickwork onto the second lift

BXW Programme Updates



Caxtons continue internal and external brickwork to SWEB.

BXW Programme Updates



WEB brickwork onto the second lift



WEB BWIC holes to walls and slabs in progress

BXW Programme Updates



WEB curtain wall mullions and paint touch ups in progress
Internal brickwork first lift installed to the north elevation

BXW Programme Updates



Aerial View

BXW Programme Updates



Station Elevation looking South



Station elevation looking north.

BXW Programme Updates



SEEB south elevation hoarding materials laid out ready to commence

BXW Programme Updates



SEEB – South Elevation Hoarding

BXW Programme Updates



SEEB – Model / Graphic of SEEB in-situ

	<p style="text-align: center;">Housing and Growth Committee 16th November 2022</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Business Planning 2023-27</p>
<p style="text-align: center;">Report of</p>	<p>Chair of the Housing and Growth Committee</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>Yes</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy (MTFS) Savings and Pressures Proposals for Committee Appendix B – Fees & Charges April 2022</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Cath Shaw, Deputy Chief Executive, cath.shaw@barnet.gov.uk</p> <p>Nicholas Stylianou, Head of Finance, Growth, Housing, Corporate Services & Assurance, nicholas.stylianou@barnet.gov.uk</p> <p>Chris Smith, Assistant Director Estates, chris.smith@barnet.gov.uk</p> <p>Matin Miah, Assistant Director Development and Economy, matin.miah@barnet.gov.uk</p>

Summary

The council has refreshed its MTFS ahead of the budget setting process taking into account revised assumptions around inflation, service pressures and revised savings and income generation opportunities.

A Business Planning Report was received by Policy and Resources Committee on 29 September 2022 setting out the process which will take place for 2023/24 and future years in order to achieve a balanced budget.

Theme Committees are requested to consider their response to this challenge, by considering savings proposals to secure a balanced council budget (the same process as used in previous years).

Given the high level of uncertainty over the MTFS period related to inflationary pressures, the cost-of-living crisis and uncertainty around Government grant income, 3 scenarios were modelled in the 29 September Policy and Resources Committee paper. The central scenario (Scenario B) estimates an overall budget gap of £10.443m in 2023/24 where additional savings would be required, and additional savings of £44.721m over the four years to 2026/27.

This report asks the Committee to agree to the revenue savings and note the pressures proposals attached; and approve the Fees and Charges.

The outcomes of all Theme Committee discussions will go forward as recommendations to Policy and Resources Committee in December 2022 and be subject to public consultation and an updated equality impact assessment at a later stage.

Officers Recommendations

- 1. That the Housing and Growth Committee consider and approve the savings and note the pressures proposals that relate to the committee as set out in Appendix A after having considered the initial equalities impacts and refer these recommendations on to Policy and Resources Committee.**
- 2. That the Committee approve the proposed fees and charges for Housing Revenue Account Leaseholder Charges for 2023/24 set out in Appendix B that will be included in the budget proposals submitted to Policy and Resources Committee for consideration and recommendation to Full Council.**
- 3. That the Committee delegate authority to the Deputy Chief Executive Officer in consultation with the Chair of Housing and Growth Committee to make any amendments to the savings detailed in Appendix A before they are recommended to P&R Committee to form part of the overall MTFS.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is required as part of the council's annual business planning process, to discuss and approve priorities for the Housing and Growth Committee for 2023/24 to 2026/27.
- 1.2 The Committee's approval is requested for:
 - 1.2.1 Savings and pressures proposals within its authority so they can then be recommended to Policy and Resources (P&R) Committee to support the setting of a balanced budget for 2023/24.

1.2.2 Proposed Fees and Charges HRA Leaseholder Charges which will be included in the budget proposals submitted to Policy and Resources Committee in December.

2. STRATEGIC CONTEXT

2.1 Background to 2022/23 Business Planning

2.1.1 The council has a statutory duty to set a balanced budget for the coming financial year and uses the Medium-Term Financial Strategy (MTFS) to estimate the budget position for the following three years. Savings proposals for future years are identified and proposed to Committee. Savings proposals for all years are proposed through Theme committees, recommended to Policy and Resources Committee, and then on to Full Council in March to be approved.

2.2 Approach to MTFS 2023-27

2.2.1 Likely resources available across the MTFS have been reviewed. The council remains firmly in control of its spending and continues to invest in priority areas identified by residents, partner agencies and councillors; and to redirect resources from lower priority activities.

2.2.2 The availability of ongoing resources to support council activity is uncertain. In the context of this uncertainty, the council is planning on using a range of scenarios, so that the financial outlook can be mapped from different perspectives and the necessary decisions taken in a timely way and in the light of the available information.

2.2.3 This MTFS review has, therefore, been prepared in a different way than usual, as set out in the Business Planning paper presented at Policy and Resources Committee on September 29 (See link to report – [Business Planning 2023 - 2027](#)).

2.2.4 This allows a clear analysis of where there is more, or less certainty in the MTFS period, and highlights current areas of higher uncertainty, and the possible impact of those. The areas of uncertainty will be reduced as we get closer to approving the budget. As this happens the MTFS which supports the budget report will remove the scenarios and replace them with a single set of likely estimates, based on the most recent information.

2.2.5 It is anticipated that a combination of government announcements, local political decisions, and the further development of service financial plans will reduce the overall level of uncertainty substantially by March 2023 when the budget is set.

2.3 MTFS September Summary – Scenario B ‘Base case’

2.3.1 The main assumptions underlying Scenario B are as shown in the table below:

Scenario B assumptions	2023/24	2024/25	2025/26	2026/27
Non-pay inflation	7.97%	4.00%	1.50%	1.90%
Business Rates Multiplier increases	7.97%	4.00%	1.50%	1.90%
Revenue Support Grant	7.97%	4.00%	1.50%	1.90%
Public Health Grant	7.97%	4.00%	1.50%	1.90%
New Homes Bonus (£m)	(1.200)	(1.200)	(1.200)	(1.200)
2022/23 Services Grant	(4.049)	(4.049)	(4.049)	(4.049)
New Social Care Grant	0.000	0.000	0.000	0.000

2.3.2 This scenario assumes that New Homes Bonus funding and the one-off Services Grant received in 2022/23 will both to continue or be replaced by alternative funding but, apart from funding already announced, there will be no additional government funding for Adult Social Care.

2.3.3 The assumptions underlying Scenario B over the five years to 2026/27 would result in a budget gap of £10.443m for 2023/24 and additional savings of £44.721m being required for expected expenditure to be sustainable within expected income as shown below.

MTFS Summary	2023/24	2024/25	2025/26	2026/27
Resources vs. Expenditure	£m	£m	£m	£m
Expenditure	382.505	414.566	437.274	458.744
Resources	(363.426)	(375.037)	(386.757)	(398.014)
Cumulative (Surplus)/Shortfall to Balanced Budget	19.079	39.529	50.518	60.730
In Year Budget Gap before Savings	19.079	30.893	36.892	46.336
Efficiencies and Income Generation options Proposed	(8.636)	(4.989)	(0.668)	(1.716)
(Surplus)/Shortfall to Balanced Budget	10.443	25.904	36.224	44.721
In year savings requirement	19.079	20.451	10.988	10.212

2.4 Committee Context

2.4.1 The council has several priorities that the Housing and Growth Committee are responsible for either in whole or in part.

- 2.4.1.1 Climate Change and Biodiversity: Future proofing our borough, putting sustainability at the heart of everything the Council does. This includes
- achieving net zero carbon in Barnet by 2042 or earlier (currently 2050 or earlier), and for the council by 2030 or earlier.
 - ensuring that the council’s long term transport strategy improves road safety and encourages walking and cycling.

2.4.1.2 Quality Homes: Ensuring housing in the borough meets the needs of residents, is sustainable and that new developments are brought forward in partnership with residents. This includes:

- Delivering more genuinely affordable homes, whilst respecting the outer-London suburban character of the Borough to working to ensure new development is zero carbon.
- Delivering healthy homes by working to eliminate fuel poverty and improve energy efficiency and water efficiency.
- Supporting private tenants through licensing and a private tenants' rights charter.
- Ensuring regeneration benefits existing residents first and foremost

2.4.1.3 Town Centres and Local Economy: supporting Barnet's town centres and the local economy. This includes:

- Ensuring town centre regeneration is supported by residents and businesses
 - Promote a shop local/buy local culture
- Work with local businesses and education providers to develop the skills needed in the green economy and build a local network of suppliers
- Encourage creative and digital industries to help people get back into work to promote digital connectivity and inclusion

2.4.1.4 A better Barnet: Support communities to be even happier, healthier and to make sure everyone can get the most out of life.

- A new corporate plan is in development for this committee, and future Committee Reports will reflect emerging themes and priorities of the plan

2.5 In-year (2022/23) Management and Risks

2.1.1 The financial position for the current year continues to be marked by uncertainty over inflationary pressures, the cost-of-living crisis and ongoing impact on service demand.

2.1.2 The Estates service conducts monthly reviews of outstanding commercial debt. This could lead to subsequent write-offs of income related to prior years. An extensive review of all debt at financial year-end 2021/22, resulted in a £0.392m increase in the bad debt provision, which should mitigate the risk of further write-offs.

2.1.3 The macro-economic environment is to remain challenging for businesses and personal households. Increases in energy and utilities costs, may cause Temporary Accommodation (TA) demand to rise, if more households are evicted due to inability to pay rents and mortgages. The Brent Cross West scheme may also be impacted by rising costs of raw materials and the availability of skilled labour.

2.5.1 Across London, market forces are applying upwards pressure to the costs of TA, making it more difficult for the council to secure affordable, good quality housing. Interest rates are also rising, increasing the cost of borrowing. These increases in capital funding, may cause delays to the Open Door Homes (ODH) acquisitions capital scheme. This may further decrease the availability of affordable homes and mean savings targets linked to TA cost avoidance are not achieved in full. However, the financial impact is more likely to be felt in future financial years.

2.6 Theme Committee Savings

2.6.1 Theme Committees have been asked to set out savings proposals to contribute to the council's overall savings requirement and offset suggested pressures. Appendix A shows proposed savings for Housing and Growth Committee for 23/24 to 26/27.

2.6.2 Total Housing and Growth Committee savings and income generation proposed over the MTFs period is £6.157m (£4.173m 23/24, £1.642m 24/25, £0.322m 25/26, £0.020m 26/24). They can be broadly summarised as follows:

2.6.3 Growth and income.

2.6.3.1 Additional income will be generated by renting out space in existing buildings on formal leases and on an ad-hoc room hire basis. This includes the letting of floor space in the Colindale office.

2.6.3.2 Loan interest received from commercial agreements with Saracens and Opendoor Homes.

2.6.3.3 The expected net rental income on housing schemes built on council owned land.

2.6.3.4 The main risks to deliverability are around changing market conditions, especially considering commercial office space and demand for parking.

2.6.4 New housing development.

2.6.4.1 The council's housing delivery targets will substantially grow the Council Tax base if delivery is realised in a timely manner. The delivery of new affordable homes by Barnet Homes and Opendoor Homes will result in increased temporary accommodation cost avoidance and other revenue income from dividend payments as properties reach completion.

2.6.4.2 The main risks to the deliverability of the savings proposals for 2023/24, relate to delays in the Opendoor Acquisitions Capital Programme. Increases in the cost of borrowing may deem the project business plan unviable. The Barnet Group and the council are working through potential mitigations, and the conditions required to continue the programme. However, if the planned programme is re-profiled into next financial year, there will be fewer affordable homes available to meet homelessness demand in-year and the underachievement of planned savings.

2.6.5 Appendix A also lists all on-going pressures over the four financial years of the MTFs. The pressures are for noting at this committee. The total on-going pressure over the period totals £1.588m, £1.082m 23/24, £0.320m 24/25, £0.160m 25/26 and £0.026m 26/27).

2.7 Fees & Charges

2.7.1 Fees and charges are reviewed on an annual basis to ensure that the costs of chargeable services are covered, and the council is achieving value for money.

2.7.2 In line with the Administration's priorities, the 19 July report to Policy and Resources Committee outlined a project to maximise cost recovery for the council, through administration of fees and charges, where revised fees and charges will be effective from January 2023.

2.7.3 However, due to restrictions on raising Housing Revenue Account (HRA) fees and charges multiple times within the same financial year, and the detrimental impact this would have on the borough's most deprived residents, all HRA fees and charges will be raised from April 2023. This report includes updated fees and charges for HRA Leaseholder Charges.

2.7.4 All fees and charges should be at full cost recovery. Where charges are increased by inflation, the August inflation rate (Consumer Price Index (CPI) of 10.1% will be applied.

HRA leaseholder services

2.7.5 There are changes to fees and charges relating to HRA leaseholder services as set out in Appendix B, which will be increased effective from April 2023.

3. REASONS FOR RECOMMENDATIONS

3.1 Local Government continues to face significant reductions in funding and increased demand for services, as set out in the above context. These challenges require longer term, robust financial and strategic planning and the recommendations in this report support this.

3.2 By law, the council is required to set a balanced budget. These proposals are the best way of doing that by meeting financial requirement and delivering outcomes and ambitions for Barnet.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4.1 The alternative options are not to propose changes to fees and charges, or to increase the fees and charges by a lower percentage. This, however, is not considered to be good practice and may expose the council to the risk of not achieving a balanced budget, and under recovery on costs of providing services. There is a statutory requirement to set a balanced budget and increases to fees and charges will also help towards this.

5. POST DECISION IMPLEMENTATION

- 5.1 If the Housing & Growth Committee approves the recommendations made by this report, then the savings proposals and Fees and Charges will be referred to Policy and Resources Committee on 13th December 2022 as part of the council's Medium-Term Financial Strategy (MTFS). Public consultation on the MTFS will commence in December.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

- 6.1.1 This report supports the administration's priorities. This includes the **outcomes** we want to achieve for the borough, the **priorities** we will focus limited resources on, and our **approach** for how we will deliver this.
- 6.1.2 All measures outlined in this report align with council strategy and priorities, for example, as set out in the Growth Strategy 2020-30, the Long-Term Transport Strategy, the Housing Strategy 2019-24 and the Homelessness and Rough Sleeping Strategy 2019-24.
- 6.1.3 The approach for delivering on this is underpinned by four strands; ensuring residents get a fair deal, maximising on opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.

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

- 6.2.1 The Housing & Growth Committee savings programme will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, and individual proposals will be subject to appropriate consultation and equality impact assessments where necessary. For this reason, the proposals are subject to change.
- 6.2.2 The outcomes of all Theme Committee savings discussions will go forward as recommendations to Policy and Resources Committee in December 2022 and Full council in March 2023.
- 6.2.3 Revised housing related fees and charges will be approved at Full Council in November and effective from April 2023.
- 6.2.4 The council is required by law to set a balanced budget for each financial year. It is also good financial management to set a Medium-Term Financial Strategy (MTFS) for a further 3–5-year period. The proposals in this report will support the council in its legal obligations in setting a balanced budget through increasing income receipts to finance revenue expenditure.
- 6.2.5 Where costs recovered do not meet expected and planned resources, officers will seek to align with the overall financial envelope within the remit of this

Committee, through appropriate mitigation plans. The Financial Regulations, part of the council's Constitution, are clear, *Chief Officers have no authority to overspend revenue budgets, or under-recover income budgets under their control.*

6.3 Social Value

6.3.1 None are applicable to this report; however, the council must consider the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

6.4 Legal and Constitutional References

6.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities.

6.4.1.1 Local authorities owe a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of council taxpayers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

6.4.1.2 Local authorities have a variety of powers to charge for specific statutory services set out in statute. The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services, the latter on a cost recovery basis. Discretionary services are those that a local authority is permitted to provide under statute but is not obliged to do so. The power to charge for discretionary services is not available to local authorities if there is a statutory duty to provide the service or if there is a specific power to charge for it or if there is a prohibition on charging for the service.

6.4.1.3 Additionally, the Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services but again subject to conditions/limitations similar to those noted above.

6.4.1.4 Where authorities have a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard, however delivery beyond that point may constitute a discretionary service for which a charge could be made.

6.4.1.5 There is a variety of legislation permitting charging for different services, some of which sets prescribed fees and charges (or the range of charges

for a given service), and others which allow a discretion to determine the charge based on recovering the costs of providing the service.

6.4.1.6 The savings proposals are to be referred to Policy and Resources Committee. They will then be subject to consultation and a cumulative equality impact assessment before being referred on to Council so that Council may set the Council Tax, being mindful of any equality impacts and consultation responses.

6.4.1.7 The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Housing and Growth Committee include:

(1) *Responsibility for:*

- *Housing, (including housing strategy, homelessness, social housing and housing grants, private sector housing and leasing, housing licensing and enforcement; commissioning of environmental health functions for private sector housing, HRA Revenue Account and Capital Programme).*
- *Regeneration Strategy and Overseeing Major Regeneration Schemes*
- *Asset Management*
- *Development of Council Land*
- *Fire Safety*
- *Economic Development, including Employment Strategy; Business Support and Engagement; and Town Centres.*

(2) *To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.*

(3) *To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee*

(4) *To receive reports on relevant revenue and capital expenditure, contracts, performance information performance) and risk on the services under the remit of the Committee.*

6.4.2 A link to the council's Financial Regulations can be found at (see section 2.3.6): [4 \(modern.gov.co.uk\)](http://modern.gov.co.uk), in which the following is stated:

6.4.3 - *Changes to fees and charges should be included in the budget proposals submitted by theme Committees or the relevant committee as part of the budget setting process. Theme Committees and other committees refer all fees and charges to the Policy and Resources Committee. The Policy and Resources Committee reviews all fees and charges which then form part of the budget that is subject to public consultation. Subject to public consultation outcomes, the Policy and Resources Committee recommends all fees and charges to Full Council for approval as part of the council's overall budget.*

6.4.4 Some of the proposals, relate to savings resulting from operational decisions being made in a different way and are therefore estimated savings. The saving is therefore an indicative saving, and its deliverability will be dependent on a number of factors. As part of the budget setting process, Policy and Resources Committee will consider the need for an appropriate contingency to cover any savings that are indicative and may not be met due to operational decisions. Some of the proposals in the MTFS relate to proposals that are at a very early stage. These proposals will be subject to further business planning and decision making to test whether they can be delivered and what the impact of such a proposal will be. These proposals will be considered in further detail during future business planning reports.

6.4.5 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).

6.5 Risk Management

6.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.

6.5.2 The allocation of budgets from contingency seeks to mitigate financial risks which have materialised.

6.6 Equalities and Diversity

6.6.1 Equality and diversity issues are a mandatory consideration in the decision making of the council.

6.6.2 Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

6.6.3 A public authority must, in the exercise of its functions, have due regard to the need to:

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

- 6.6.4 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 6.6.5 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, steps to take account of disabled persons' disabilities.
- 6.6.6 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, to the need to:
- Tackle prejudice, and
 - Promote understanding.
- 6.6.7 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race,
 - Religion or belief
 - Sex
 - Sexual orientation
 - Marriage and Civil partnership
- 6.6.8 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.
- 6.6.9 Progress against the performance measures we use is published on our website at:
www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity
- 6.6.10 Where there are changes to service delivery or changes to staff, these will impact on individuals in different ways. However, at each stage of the process,

the council will conduct an equalities impact assessment (EIA) where appropriate to ensure that where persons are impacted, proper measures are considered to mitigate the effect as far as possible. The savings proposed are not anticipated to have an impact on service delivery, customer satisfaction or on protected groups. Where necessary, proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

6.6.11 The revenue savings sheet shown in Appendix A shows where an equalities impact assessment has been carried out/considered for the savings proposals.

6.6.12 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

6.6.13 The proposed fees and charges have been reviewed against the protected characteristics and it is considered that there will not be any specific adverse impact on any of the groups.

6.6.14 In addition, there are potential benefits arising from the increased choice of high quality, well-managed affordable housing.

6.7 Corporate Parenting

6.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in all relevant decision-making. Promoting independence is priority of the council. Barnet Homes work closely with relevant council departments to ensure that care leavers make a successful transition to independent living.

6.7.2 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

6.8 Consultation and Engagement

6.8.1 As a matter of public law, the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- where there is a statutory requirement in the relevant legislative framework
- where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation

Where consultation is required to complete an equalities impact assessment.

6.8.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- comments are genuinely invited at the formative stage
- the consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response
- there is adequate time given to the consultees to consider the proposals
- there is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

6.8.3 The council will perform a budget consultation during December 2022 through to January 2022. This consultation will cover any proposals to increase council tax together with seeking views on the council's budget overall.

6.8.4 In terms of service specific consultations, the council has a duty to consult with residents and service users in several different situations including proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. Service specific consultations will take place where necessary in line with timescales for any changes to be implemented.

6.8.5 If when council sets the budget envelope some service specific consultations have not been completed, then Council will allow a contingency so that decision makers may make alternative decisions should there be undesirable equalities impacts.

6.8.6 Where appropriate, separate service specific consultations have already taken place for the 2023/24 savings and a link to the report presenting findings of the consultation is provided within the MTFs spreadsheet (Appendix A). Policy and Resources Committee has reviewed all fees and charges which form part of the budget that is subject to public consultation between October and November 2022. Subject to public consultation outcomes, the Policy and Resources Committee recommended all fees and charges to Full Council for approval from January 2023 except for the HRA leaseholder charges, which will be effective from April 2023.

6.9 **Insight**

6.9.1 None in the context of this report

7. BACKGROUND PAPERS

- 7.1 Barnet Plan Policy and Resources Committee 19th July August - [Revised budget 2022/23 and Business Planning 2023-2027](#)
- 7.2 Business Planning and in-year financial management 29th September - [Business Planning 2023 - 2027](#)
- 7.3 Housing and Growth Priorities update - [H&G Committee Priorities Update](#)
- 7.4 Updates to the Growth Strategy Annual Update - [Appendix 1 Growth Strategy annual update.pdf \(moderngov.co.uk\)](#)
- 7.5 Private Sector Housing Licencing Scheme Phase 2 - [Selective Licencing Phase 2](#)
- 7.6 Thriving Update - [Thriving Update](#)

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Housing & Growth Committee Savings

Line Ref	Description of saving	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqIAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	2023/24	2024/25	2025/26	2026/27	Total savings £'000
						£'000	£'000	£'000	£'000	
H&G_sav8	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector.	No service specific consultation required There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019: https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0	(435)	(418)	0		(853)
H&G_sav7	The delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. Provision of this affordable supply will result in increased temporary accommodation cost avoidance.	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0	(48)	0	0	0	(48)
H&G_sav6	The delivery of 250 homes across 3 schemes. Units will be funded through Housing Revenue Account borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply will result in increased temporary accommodation cost avoidance and a general fund benefit.	Service specific consultation will be undertaken as required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An Equality Impact Assessment (EqIA) has been completed, which indicated there were no expected negative impacts. This will be kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0	0	(320)	(160)	0	(480)
H&G_sav5	Additional 72 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay a premium to the council for each property.	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(209)	(23)	0	(232)
H&G_sav4	Build 87 new council homes for rent on top of existing council housing blocks. Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(278)	0	0	(278)
H&G_sav3	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	Service specific consultation has been undertaken on the schemes as part of the planning process.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(95)	(22)	0	0	(117)
H&G_sav2	Solar panels – To accelerate de-carbonisation and either sell energy back to grid or offset existing council energy bills.	Service specific consultation will be undertaken if required once the proposals have been developed in full.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(50)	(100)	0	(150)
H&G_inc8	Income received as dividends on completed affordable homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants	Service specific consultation has been undertaken on the scheme as it has been developed. Further service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(30)	0	0	0	(30)
H&G_inc7	Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	There was an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the Housing and Homelessness Strategy consultations that took place in 2019 https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping - Service specific consultation will be undertaken with residents living on affected estates.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(130)	(14)	0	(144)
H&G_inc6	Income received as dividends on completed affordable homes delivered by Opendoor Homes	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(71)	0	0	0	(71)

Line Ref	Description of saving	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact All published EqIAs are online at: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity	Equalities Impact				Total savings £'000
						2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
H&G_inc5	Additional income from the existing commercial portfolio, including new lettings and rent reviews	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	0	(10)	0	0	(10)
H&G_inc3	Increased income from room rental and Hendon Town Hall and the Colindale office through improvements and quality of office space; additional income from Staff parking and opportunities to generate advertising income on council properties, on non-highways Land.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(13)	0	0	0	(13)
H&G_inc4	Lease renewals and rent reviews on the council's commercial estate.	Service specific consultation will be undertaken as required.	This proposal will generate additional income for the council and is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(40)	(35)	(25)	(20)	(120)
H&G_sav1	The Modular Homes programme will increase the council's housing supply and result in Temporary Accommodation cost avoidance savings.	Service specific consultation will be undertaken as required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An initial Equalities Impact Assessment (EqIA) will be conducted once the proposals have been developed in full.	0	(50)	0	0	(50)
H&G_inc11	Interest income to be received by the council from loans provided to Saracens and Opendoor Homes.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(3,381)	0	0	0	(3,381)
H&G_sav2	Review of prior year pressures bid for the kick start of Feasibility studies, considering bringing forward sites for new regen schemes. Budget no longer required as alternative funding has been identified.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An EqIA is not required.	(60)	(120)	0	0	(180)
						(4,173)	(1,642)	(322)	(20)	(6,157)

Housing & Growth Committee Pressures (for noting)

Line Ref	Service	Description	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total savings £'000
H&G_Press1	Housing Strategy	Housing General Fund - Temporary Accommodation (Current change notices and TA support required)	124	94	75	0	293
H&G_Press2	Housing General Fund	TA Landlord incentives - current package is not competitive enough and is reducing supply of suitable homes for TA who can then be taken off LBB TA responsibility as they transfer to private leasehold	100	26	26	26	177
H&G_Press3	Housing General Fund	TA costs - increase from offering increased TA rate to landlord to ensure supply of suitable TA or alternative would be use of more costly hotels. The estimate allows for demand to increase from current levels and increase in costs.	363	201	59	0	622
H&G_Press4	Estates	Increase in energy prices for 2023/24. This includes a 40% increase in electricity and 100% increase in Gas prices.	496	0	0	0	496
			1,082	320	160	26	1,588

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Fees and Charges 2023/24
Department: Housing Revenue Account
Area: Leaseholder Service Charges

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2022/23	Charges 2023/24	Change from prior year (actual)	Change from prior year (%)	Statutory Basis for Charging (i.e. the legislation that permits you to charge for this service / product)	Basis of charging (Statutory prescribed, Statutory discretionary, statutory costs recovery or Discretionary)	Comments
Leaseholder Services											
LHS	Pre-assignment - standard fee	Ops - LHS	Service charge related info requested by the sellers solicitor to go to the buyers solicitor.		£290.00	£319.00	£29.00	10.0%	N/A	Discretionary charge pursuant to s 93 of Local Government Act 2003	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Pre-assignment - express fee	Ops - LHS	Service charge related info requested by the sellers solicitor to go to the buyers solicitor.		n/a	n/a	n/a	n/a	s 93 of Local Government Act 2003	Discretionary	n/a
LHS	Enfranchisement statutory and voluntary	Ops - LHS	Charges related to approval of proposed areas/inspection		£241.50	£266.00	£24.50	10.1%	s 33 of the Leasehold Reform Housing and Urban Development Act 1993 for statutory claims and s 93 of Local Government Act 2003 for voluntary	Statutory discretionary (s 42) and Discretionary (Voluntary)	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Deed of Variation	Ops - LHS	Windows and doors		£108.00	£119.00	£11.00	10.2%	s 93 of Local Government Act 2003	Discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Lease extension- Section 42 - Statutory and Voluntary	Ops - LHS			£241.50	£266.00	£24.50	10.1%	n/a	n/a	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Request copy lease	Ops - LHS			£15.00	£17.00	£2.00	13.3%	s 93 of Local Government Act 2003	Discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Deed of Postponement	Ops - LHS			£0.00	n/a	n/a	n/a	N/A	N/A	
LHS	Alterations request: minimum fee	Ops - LHS	Request for landlord's consent to make alteration to property		£40.00	£44.00	£4.00	10.0%	s 19 (3) of the Landlord and Tenant Act 1927	Statutory discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Alterations request: standard fee	Ops - LHS	Request for landlord's consent to make alteration to property		£175.00	£193.00	£18.00	10.3%	s 19 (3) of the Landlord and Tenant Act 1927	Statutory discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Alterations request: enhanced fee	Ops - LHS	Request for landlord's consent to make alteration to property		£300.00	£330.00	£30.00	10.0%	s 19 (3) of the Landlord and Tenant Act 1927	Statutory discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Alterations request (retrospective): minimum fee	Ops - LHS	Request for landlord's consent to make alteration to property		£40.00	£44.00	£4.00	10.0%	s 19 (3) of the Landlord and Tenant Act 1927	Statutory discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Alterations request: additional cost for detailed survey report	Ops - LHS	Request for landlord's consent to make alteration to property		£50.00	"At cost"	n/a	n/a	s 19 (3) of the Landlord and Tenant Act 1930	Statutory discretionary	The 'detailed survey report' listed here is separate from any in-house survey that is carried out. This detailed survey report would be a structural or other specialist survey that normally costs in the region of £300 upwards. Most alteration requests do not require a detailed survey report. We propose that going forward - where a detailed survey report is required - the full cost of the survey is passed to the leaseholder, because a £50 cost would represent an immediate loss of revenue to Barnet Homes. This is an industry-standard practice.
LHS	Alterations request: additional cost for any significant administrative work required to resolve matters arising from a failure by the leaseholder to undertake their responsibilities with regards to the works they carry out.	Ops - LHS	Request for landlord's consent to make alteration to property	hourly	£20.00	£22.00	£2.00	10.0%	s 19 (3) of the Landlord and Tenant Act 1931	Statutory discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Deed of Covenant	Ops - LHS					£0.00	0.0%	N/A	N/A	
LHS	Remortgage administration (not currently)	Ops - LHS			£235.00	£259.00	£24.00	10.2%	s 93 of Local Government Act 2003	Discretionary	An increase of c.10.1% (but rounded to the nearest £) in line with inflation.
LHS	Service charge data - if LH wants to go back more than 12 months - hourly rate	Ops - LHS		hourly	hourly	hourly	n/a	n/a	s 93 of Local Government Act 2003	Discretionary	

Terminology key

Statutory prescribed – legislation provides that the local authority charge for providing a service and either (a) the charge is prescribed (i.e. set eg. £100) or (b) the range is prescribed.

Statutory discretionary (or statutory costs recovery) - legislation provides that you may charge for providing a service but the amount of the charge is discretionary, within the remit of the legislation – the charge may be limited to cost recovery, reasonable cost or based on consideration of prescribed matters eg. consideration of rental value of land for allotments.

Discretionary – here the authority is not obliged to provide the service but if it does so then the charges must be based on costs recovery, based on the statutory power to charge in Local Government Act 2003/Localism Act 2011

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Housing & Growth Committee

16th November 2022

Title	Housing & Growth Forecast Financial Outturn at Month 6 (September 2022)
Report of	Deputy Chief Executive and Executive Director of Strategy & Resources (Section 151 Officer)
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None.
Officer Contact Details	Nick Stylianou, Head of Finance – Business Partnering Nicholas.stylianou@barnet.gov.uk Gary Hussein, Head of Finance – Major Projects Gary.Hussein@barnet.gov.uk
Summary	
This report contains a summary of the revenue and capital forecast outturn for the financial year 2022-23 as at Month 6 (30 September 2022) for the services within the remit of Housing & Growth Committee.	
Recommendations	
That the committee notes: 1. the current forecast financial outturn for 2022-23. 2. the projected use of reserves.	

1 Summary

1.1 This report sets out the forecast outturn position for the 2022-23 financial year as at 30th September 2022 for the services which fall within the Housing & Growth Committee.

1.2 At month 6, the forecast financial outturn is:

- Overall forecast to budget at month 6.
- Forecast net use of reserves of £0.258m.

2 Forecast Position at Month 6

Overview

2.1 As at month 6, the forecast outturn is to budget.

Table 1: Forecast Revenue Outturn at Month 6

Housing & Growth	2022-23 Budget	Month 6 (Forecast outturn before reserves)	Reserves applied	Month 6 Forecast outturn after reserves	Month 6 variance after reserves	Month 4 variance	Change from Month 4
	£m	£m	£m	£m	£m	£m	£m
CSG Managed Budget	4.317	4.536	-	4.536	0.219	-	0.219
Employment Skills & Ec Dev	0.637	0.637	-	0.637	-	-	-
Estates	1.454	1.454	-	1.454	-	-	-
Growth and Housing	0.737	1.342	(0.606)	0.737	-	-	-
Housing Strategy	5.343	5.475	(0.366)	5.109	(0.234)	-	(0.234)
Regeneration	-	0.066	(0.051)	0.015	0.015	-	0.015
Brent Cross Revenue	(2.013)	(2.895)	0.882	(2.013)	-	(0.282)	0.282
Transformation Programme - DCE	-	-	-	-	-	-	-
RE Guaranteed Income	(4.473)	(4.473)	-	(4.473)	-	-	-
Total Housing & Growth Committee	6.002	6.142	(0.141)	6.002	-	(0.282)	0.282

2.2 Table 2 provides a breakdown of the variances as at Month 6 and underlying budget position.

Table 2: Month 6 variance detailed commentary

Service Areas	Month 6 variance after reserves	Commentary
	£m	
CSG Managed Budget	0.219	£0.219m increase in parking leases at North London Business Park and Harrow Depot, due to delays in the Oakleigh Road Depot programme. Other pressures include: £0.293m cost at Oakleigh Road depot (ORD) for extra Parking and Transport services for the depot consolidation. £0.123m Apthorp Lodge security costs These costs have been offset by: £0.123m reduction in Annual Work Plan repairs £0.100m Expected savings in cyclical and planned repairs £0.135m Backdated rent for Biels Bros and Kosher Kitchen £0.025m Reduced rates based on actual costs to date £0.020m Saving on security costs
Housing Strategy	(0.234)	£0.234m reduction in the required Bad Debt Provision needed to mitigate risk of outstanding rental income. This is the result of an extensive ongoing review of debt and the overachievement of expected historical debt recovery. The operational costs for running the Temporary Accommodation and Rough Sleeping services are forecasted to budget. The cost of an additional short-term team to manage expected increases in prevention activities and housing support, is funded through Housing reserves.
Regeneration	0.015	Increased legal expenses across Regeneration schemes
Total Housing & Growth Committee	0.000	

Application of Reserves

- 2.3 The council holds reserves to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g. grant funding). Reserves are divided into 'earmarked' reserves, where the spending objective is known with some clarity, and 'general' reserves, intended to mitigate the impact of wholly unforeseeable costs. The levels of reserves are set out under Section 25 of the Local Government Act 2003 and prudent levels are determined by the Chief Finance Officer (the Executive Director of Strategy & Resources (Section 151 Officer)). Earmarked reserves are usually held by specific services, while general reserves are held corporately.
- 2.4 The use of reserves is not intended to replace savings or income generation opportunities as part of the Medium Term Financial Strategy (MTFS). Reserves can only be used once and then they are gone. Any use of reserves to replace savings or income generation opportunities is a delaying action, storing up pressures into future years. This could be part of investing in transformational service delivery and is the ultimate last resort during budget setting when a gap cannot be bridged despite best efforts.
- 2.5 This report sets out anticipated use of or top-up of earmarked service reserves within the 2022/2023 financial year. The table below provides further detail.

Table 3 Use of or top-up of reserves at Month 6

Service Areas	Forecast (drawdown) / top-up to reserves £m	Commentary
Growth and Housing	(1.140)	£0.366m drawdown of the Flexible Homelessness Support Grant (FHSG) and other grants which were carried forward to fund qualifying expenditure in 2022-23. £0.285m drawdown for One Public Estate Colindale Place-maker works. £0.216m drawdown of Fire safety reserve, to upskill staff to meet additional legal requirements. £0.151m drawdown to help fund the cost of the additional housing licencing scheme. Covid-19: £0.100m drawdown to assist in funding additional staff needed to manage back-log of HMO enforcements (visits restricted due to Covid). This is part of a larger fund of £0.325m from other council reserves. As at August 2022, there are 153 possible HMO service requests requiring visits/enforcements. £0.022m BOOST Employment and Skills
Brent Cross Revenue	0.882	£0.607m Brent Cross Retail Park top-up to the Brent Cross Retail Park reserve in line with the financial model created at the point of the acquisition. The reserve assists with the council's future vacant possessions strategy. An additional £0.275m for the creation of an operating reserve for the Brent Cross West Station which goes live in 2023.
Total Housing & Growth Committee	(0.258)	

Savings

- 2.6 The budget for the services within the remit of the Housing & Growth Committee for 2022-23 includes planned savings of £0.961m. It is currently forecasted that all £0.961m of these savings will be achieved.
- 2.7 However, there is a risk of delivery to the £0.644m savings, relating to Temporary Accommodation cost avoidance.
- 2.8 At month 6, there is a risk of delay on the 500 *Housing Acquisitions Open Door* capital programme.

2.9 A series of external events have led to borrowing rates increasing significantly over recent months. Analysis of the Opendoor Homes business plan identified that a maximum borrowing rate of 4.25% was sustainable. Any funds borrowed above this rate would render the business plan unviable. The Opendoor Homes board approved a loan draw down from the council, sufficient to enable the programme to complete 220 purchases. With Public Works Loan Board (PWLB) rates now exceeding 4%, and therefore, Opendoor Homes borrowing rates exceeding 5.25%, the programme cannot continue beyond 220 homes without intervention from the council. A paper was presented at Housing & Growth Committee on 25th October 2022 which approved the continuation of the programme to 220 purchase this year, and delegated authority to the Chair of the Committee, in consultation with the Deputy Chief Executive, to agree terms for loan drawdowns, to complete the purchase to the 300 homes in 2022-23.

2.10 The Barnet Group and the council are working through potential mitigations, and the conditions required to continue the programme. However, if the planned programme is partly re-profiled into next financial year, there will be fewer affordable homes available to meet homelessness demand. If not fully mitigated, there may be a pressure in 2022-23, although the financial impact will more likely affect future financial years.

Table 4 Savings Delivery 2022-23

Savings Reference	Opportunity By Area	Description of saving	2022-23 Savings	Forecast Achievable	Unachievable	RAG Rating
			£m	£m	£m	
G&CS 22 sav 4	Housing Strategy	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector.	(0.664)	(0.664)	-	Amber
G&CS 22 sav 1	Housing Strategy	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	(0.056)	(0.056)	-	Green
G&CS 22 inc 38	Estates	Additional income from the existing commercial portfolio, including new lettings and rent reviews	(0.050)	(0.050)	-	Green
G&CS 22 inc 39	Estates	Income received from renting floor space in Colindale Office	(0.075)	(0.075)	-	Green
G&CS 22 inc 40	Housing Strategy	Income received as dividends on completed affordable homes delivered by Opendoor Homes	(0.116)	(0.116)	-	Green
			(0.961)	(0.961)	-	

Risks and opportunities

2.11 In preparing the report for month 6, various overall (corporate) and service-specific risks have been identified. These are set out below.

2.12 Risks:

- The Estates service conducts monthly reviews of the outstanding commercial debt. This could lead to subsequent write-offs of income related to prior years. An extensive review of all debt at financial year-end 2021-22, resulted in a £0.392m increase in the bad debt provision, which should mitigate the risk of further write-offs.
- The macro-economic environment is to remain challenging for businesses and personal households. Increases in energy and utilities costs, may cause Temporary Accommodation (TA) demand to rise, if more households are evicted due to inability to pay rents and mortgages.

- Across London, market forces are applying upwards pressure to the costs of TA, making it more difficult for the council to secure affordable, good quality housing. Interest rates are also rising, increasing the cost of borrowing. These increases in capital funding, may cause delays to the Open Door Homes (ODH) acquisitions capital scheme. This may further decrease the availability of affordable homes and mean savings targets linked to TA cost avoidance are not achieved in full. However, the financial impact is more likely to be felt in future financial years.
- The council is in discussion with Catalyst Housing Association, to settle a dilapidations/ reinstatement liability, when surrendering the lease at Apthorp Care Home.
- The risks at Brent Cross West relate to the current economic climate, with the scheme impacted by the rising costs of raw materials and the availability of skilled labour.

2.13 Opportunities:

- Lease extensions and rent reviews of council owned properties; billing of historic rental income related to existing council sites.
- The early termination of existing contracts that the council is leasing from external parties.
- Rates refunds at council libraries.
- Brent Cross West pursuing parallel strands of activity with Government sponsors and our commercial partners to recover costs that have arisen by third parties and outside of council control, for example the week 35 cancellation reported to the committee previously, and cancellations earlier in the station programme.

3 Ringfenced funding

Housing Revenue Account (HRA)

3.1 The HRA budget has been set in line with the 30-year business plan and approved by H&G and P&R committees in February 2022.

3.2 The service-related elements of the HRA are projected to be £0.146m favourable to budget. This will be offset by a decrease of £0.146m in RCCO (Revenue contribution to Capital Outlay). The £0.146m favourable variance is comprised of:

- £0.120m favourable - Overachievement on commercial rent income. Similar number of units are expected to be rented out this year, as last year. The number of units are higher than budgeted.
- £0.115m favourable – Savings on interest costs on HRA debts. This is due to early borrowing that happened last financial year, taking advantage of the lower interest rates which were available at the time.
- £0.141m favourable - Overachievement on income on water rates.
- £0.096m favourable - Overachievement on interest income earned on HRA cash balances. This is due to higher average interest rates expected this financial year.
- £0.261m reduction in the required provision for Bad Debts.

Offset by:

- £0.557m adverse - Overspend due to an increase in Gas & Electricity costs on HRA Estates and Sheltered Housing blocks. The increase in costs is not being passed to tenants nor leaseholders as increases in rent or service charge. The increase in service charges and rent was capped at 4.1%, however the projected increase in gas & electricity is significantly higher. – This is offset by the capitalisation of regeneration staff costs associated with site preparation on various regeneration programmes such as Dollis Valley and Grahame Park.

Table 6: HRA forecast at Month 6

HRA - Revenue	21/22 Outturn	Full year Budget	Month 6 Actuals	Month 6 Forecast	Month6 Budget Variance
	£'000	£'000	£'000	£'000	£'000
Dwelling Rent	(50,397)	(52,333)	(26,141)	(52,333)	-
Non-Dwelling Rent	(1,273)	(1,242)	(586)	(1,362)	(120)
Service & Other Charges	(6,842)	(6,851)	(5,539)	(6,992)	(141)
Other Income	447	-	-	-	-
Housing Management	19,014	19,451	11,269	19,451	-
Other Costs	1,735	1,806	(709)	2,363	557
Internal recharges	2,839	2,868	14	2,868	-
Repairs & Maintenance - Mgt Fee	8,584	10,462	4,865	10,462	-
Repairs & Maintenance - Non Core	975	-	1,802	-	-
Provision for Bad Debt	589	1,261	-	1,000	(261)
Regeneration	168	684	14	714	30
Debt Management Expenses	10,103	10,578	-	10,463	(115)
Interest on Balances	(116)	(9)	(2)	(105)	(96)
HRA Controllable (Surplus)/Deficit	(14,174)	(13,325)	(15,013)	(13,471)	(146)
Depreciation	12,222	12,685	-	12,685	-
RCCO	1,932	536	-	682	146
HRA Capital Charges	14,154	13,221	-	13,367	146
HRA (Surplus)/Deficit	(20)	(104)	(15,013)	(104)	-

3.3 The projected HRA reserve is £4.124m.

Table 7: HRA reserves at month 6

Service Area	B/Fwd	Revenue Movement	Depreciation & RCCO	Forecast Funding for Capex CFR	C/Fwd
	£'000	£'000	£'000	£'000	£'000
HRA Reserve	(4,020)	(13,470)	13,366	-	(4,124)
Major Repairs Reserve	(2,000)	-	(13,366)	13,366	(2,000)
HRA Reserves	(6,020)	(13,470)	-	13,366	(6,124)

4 Capital Programme

4.1 The Housing & Growth Capital Programme includes:

4.1.1 General Fund Capital Programme

- Housing & Growth Capital
- Housing & Growth (Brent Cross)

4.1.2 Housing Revenue Account Programme

- Housing Revenue Account

4.2 Housing & Growth Capital

- 4.2.1 The capital forecast outturn at month 6 for 2022-23 is £128.204m; this represents a £7.421m favourable variance from budget due to re-aligning the programmes into future financial years.

Table 7 Current Financial Year Forecast Capital Outturn at Month 6

Service Area	2022-23 Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	2022-23 Forecast	Variance from Approved Budget	Expenditure to date
	£m	£m	£m	£m	£m	£m
Housing General Fund Capital	56.865	-	-	56.865	-	27.426
Housing & Growth Capital - General	74.708	-	(4.563)	70.145	(4.563)	11.368
Re - (Housing & Growth)	4.052	-	(2.858)	1.194	(2.858)	0.032
Total Housing & Growth Capital	135.625	-	(7.421)	128.204	(7.421)	38.826

4.2.2 General Fund Housing:

- The capital budgets were realigned at September Policy and Resources Committee to reflect the month 4 Forecasts. All Housing General Fund Capital Forecasts are currently to budget.

4.2.3 Housing & Growth – General:

- Family Friendly Hub fit-out - £0.358m re-profiled into next financial year. A review has taken place and identified that some services will be provided at different locations, which are being identified.
- Town Centres - £5.720m re-profiled into next financial year due to delays in Finchley Square starting on site, and changes in the delivery programme to align with the wider development.
- Development Portfolio - project timelines reviewed, with £0.242m re-profiled into next year due to programme delays.
- Hendon Hub - £1.777m acceleration of expenditure in 22-23 due to acquisition opportunities.
- Other minor re-profiling movements of £0.020m across the wider programme.

4.2.4 Re (Housing & Growth): The total Colindale Station works budget £2.858m has been re-profiled into 20223/24 to reflect planned works.

4.3 HRA Capital Investment

4.3.1 The HRA Capital programme budget reflects the most recently approved HRA Business Plan in March 2022.

4.3.2 At month 6, the HRA capital programme is forecasting a £3.617m re-alignment into future financial years

Table 8 Housing Revenue Account Capital Current Financial Year Forecast Outturn at Month 6

Service Area	2022-23 Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	2022-23 Forecast	Variance from Approved Budget	Expenditure to date
	£m	£m	£m	£m	£m	£m
HRA	114.736	-	(3.617)	111.119	(3.617)	37.565
Grand Total	114.736	-	(3.617)	111.119	(3.617)	37.565

4.3.3 HRA capital programmes are mainly on three areas, Investment in current stock (capital repairs or capital enhancements of existing properties), Development of new properties (new builds) and market acquisition of properties.

4.3.4 All Investment programmes and market acquisitions are forecasting to budget after the re-alignment at September Policy and Resources committee.

4.3.5 Development Programmes:

- £3.617m re-profiling on the Small Sites HRA programme into next financial year to match expected project timelines.

5 Brent Cross

5.1 Brent Cross Revenue

5.1.1 Brent Cross Revenue is shown on budget at month 6, this is an adverse movement of £0.282m since month 4.

- Favourable variance on BX Retail Park of £0.461m due to improved lease renewals (two units) and one unit operational for longer than initially modelled. The adverse movement of £0.282m from month 4 relates to the council creating an operating reserve ahead of the Brent Cross West Station opening in 2023.

Offset by:

- £0.169m Programme staff pressures for non-capitalisable staff costs and other programme support costs such as IT licenses and communications activity. The minor movement since month 4 is based on the updated staff resourcing schedule.
- £0.014m BX North expenditure deemed non-recoverable by the Property Development Agreement (PDA) and consequently funded by the Council.
- £0.131m BX Rental Income pressure due to the timing of lease end dates and handover of properties to the Council's Brent Cross Town development partners.
- £0.147m BX South expenditure deemed non-recoverable by the PDA and consequently funded by the Council.

5.2 Housing & Growth - Brent Cross Capital

5.2.1 Brent Cross – The Brent Cross capital programme is currently projecting re-profiling of expenditure of £6.961m at month 6 for 2022-23, this is due to revised programme schedules for the junctions and waste transfer station workstreams. The 5-year programme is forecasting on budget.

Table 9 Brent Cross Capital Current Financial Year Forecast Outturn at Month 6

Service Area	2022-23 Budget	Additions/ (Deletions)	Reprofiling (to)/from future years	2022-23 Forecast	Variance from Approved Budget	Expenditure to date
	£m	£m	£m	£m	£m	£m
Brent Cross	83.305	-	(6.961)	76.344	(6.961)	12.861
Brent Cross	83.305	-	(6.961)	76.344	(6.961)	12.861

Table 10 Brent Cross Capital Current Financial Year Forecast Outturn at Month 6

Housing & Growth - Brent Cross	5-year Programme Budget	5-year Programme Forecast	Additions/ Deletions
	£m	£m	£m
Funding for Land Acquisitions	10.043	10.043	-
Brent Cross West	95.511	95.511	-
Critical Infrastructure	16.290	16.290	-
BXT Land Acquisition	17.496	17.496	-
Total Housing & Growth Committee - Brent Cross	139.340	139.340	-

5.2.2 **BXC – Funding for land acquisitions**

The forecast at month 6 for 2022-23 identifies a need for re-profiling expenditure of £0.022m. This relates to reflecting the latest programme for the station western public realm which is funded by the land budget as agreed at H&G in November 2021.

- The overall financial position is currently forecast on budget. As previously noted to the committee, any surpluses in the interim will fund additional workstreams such as Infrastructure 2, the Station Western Entrance Public Realm and BX master planning.

5.2.3 **BXT Land Acquisitions**

The forecast at month 6 for 2022-23 remains unchanged since month 4. A further review will be undertaken at M7 incorporating any updated Property Cost Estimates (PCE). It is noted that both statutory home loss and disturbance costs have increased for residential properties. The update will be presented to P&R in December.

- The overall forecast remains on budget and is fully funded under the project development agreement.

5.2.4 **Brent Cross West**

The forecast at month 6 for 2022-23 identifies re-profiling expenditure of £6.342m. Station construction is still due to complete in late December 2022.

- The overall programme is forecast to budget although acknowledging potential pressures due to material cost inflation and supply chain issues due to Covid and the current economic climate, in addition to cost associated with cancelled railway possessions leading to prolongation on the construction programme. Availability and cost of materials continues to be an issue even at this late stage.
- Waste Transfer Station and Highways (Geron Way) have both been materially updated to reflect the most up to date programmes. This has resulted in £5.931 re-profiling into 2023-24.
- BXW delivery packages are reflecting re-aligning £0.411m into 2023-24 due to an updated cost report.

5.2.5 **Critical Infrastructure**

The forecast at month 6 for 2022-23 identifies a re-profiling of the budget of £0.587m into 2023/24. The realignment will be presented at M7 December P&R committee.

- The realignment is the net impact of increasing Southern Junctions PCE based on the latest update to include contingency measures and re-profiling into 2023-24 for the Tilling Road & Claremont Junction in line with the latest updated programme.
- The overall programme is currently forecast on budget.

6. **REASONS FOR RECOMMENDATIONS**

- 6.1 This report contains a summary of the forecast revenue and capital outturn for the services within the Housing & Growth Committee, for the financial year 2022-23, as at month 6 (September 2022).

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

- 7.1 None

8. **POST DECISION IMPLEMENTATION**

- 8.1 None

9. **IMPLICATIONS OF DECISION**

9.1 **Corporate Priorities and Performance**

- 9.1.1 This supports the council's corporate priorities as expressed through the Barnet Plan for 2020-25 which sets out our vision and strategy for the next five years. This includes the outcomes we want to achieve for the borough, the priorities we will focus limited resources on, and our approach for how we will deliver this.

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

- 9.2.1 This report considers the forecast position of the services under the remit of the Housing & Growth Committee at the end of the financial year.

9.3 **Legal and Constitutional References**

- 9.3.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their

financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”.

Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

9.3.2 Under Section 25 of the Local Government Act 2003 (the ‘Act’) the Chief Finance Officer (the Executive Director of Strategy & Resources (Section 151 Officer)) of the authority must report to the council on the following financial matters:

- (a) the robustness of the estimates made for the purposes of the calculations, and
- (b) the adequacy of the proposed financial reserves.

9.3.3 Section 28 of the Act imposes a statutory duty on the council to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Sub-section 28(4) of the Act defines whether there is deterioration in an authority’s financial position.

9.3.4 The Financial Regulations in the council’s constitution reflect the responsibility for Theme Committees for the oversight and scrutiny of:

The overall financial performance of the services operating within the remit of the respective Theme Committee.

The council’s current Financial Regulations can be found at:

<https://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD349&ID=349&RPID=638294>

9.4 Insight

9.4.1 Whilst not specifically applicable to this report, insight is used to support the financial position forecasted in this report through activity drivers and place-based understanding.

9.5 Social Value

9.5.1 None applicable to this report.

9.6 Risk Management

9.6.1 Regular monitoring of financial performance is a key part of the overall risk management approach of the Council.

9.7 Equalities and Diversity

9.7.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties, they are not duties to secure a particular outcome. Consideration of these duties should precede the decision. The public sector equality duty is set out at section 149 of the Equality Act 2010 (the ‘EA’) as follows:

· A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are:

- (a) Age
- (b) Disability
- (c) Gender reassignment
- (d) Pregnancy and maternity
- (e) Race
- (f) Religion or belief
- (g) Sex
- (h) Sexual orientation
- (i) Marriage and Civil partnership

9.7.2 The EA is reflected in the council's Equalities Policy together with the strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

9.7.3 Progress against the performance measures used is published on the council's website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

9.8 Corporate Parenting

9.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

9.9 Consultation and Engagement

9.9.1 None in the context of this report

9.10 Environmental Impact

9.10.1 None in the context of this report

10. BACKGROUND PAPERS

10.1 Housing & Growth Committee 5th September 2022 - [M4 HG Forecast Outturn - PUBLIC.pdf \(moderngov.co.uk\)](#)

10.2 Housing & Growth Committee 25th October 2022 - 500 Acquisitions Capital Programme Progress Review - [ODH 200 Home Review - HG Committee 25 October 22.pdf \(moderngov.co.uk\)](#)

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Housing & Growth Committee AGENDA ITEM 10

16 November 2022

Title	Fire Safety Update
Report of	Chair of Housing & Growth Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Fire safety and the council's response to the Grenfell Tower tragedy Appendix B - Barnet Council Fire Safety Action Plan
Officer Contact Details	Alaine Clarke, Head of Programmes, Performance and Risk alaine.clarke@barnet.gov.uk

Summary

This report provides an update on the progress of fire safety works within the borough since the last update to Members of Housing & Growth Committee in September 2022.

Officers Recommendations

That the Committee note the fire safety update.

1. Summary

- 1.1 This report provides an update on the progress of fire safety works within the borough since the last update to Members of Housing & Growth Committee in September 2022.

2. Key local updates

Council Housing

- 2.1 The programme of remedial works planned by the council have been completed for the Category 1 High Priority Works and Category 2 and 3a Additional Fire Safety Works at Longford Court, Norfolk Close and Prospect Ring. Additional ventilation works are being undertaken with specifications and tender packages now being finalised
- 2.2 The installation of sprinklers at Granville Road are complete other than a single non-access property for which Barnet Homes are escalating means of access. The works at Upper Fosters towers are complete. The installation of sprinklers to sheltered housing blocks have been completed other than the Potteries and Hanshawe Drive schemes, which are due to complete in November 2022. Works at the hostels will be fully completed by mid-November – two Finchley Road blocks needed additional flooring repairs which delayed their completion.
- 2.3 Fire safety works at St John’s Close sheltered housing block are almost complete, but ongoing access issues with three flats means that the programmed works are not yet fully complete. All means are being explored to access the remaining flats.
- 2.4 Tetra and WSP are working well on the fire risk assessment survey programme for low and medium rise blocks, with almost all 900+ reports now received. An assessment of future investment need has been developed and budget provision of £29.5m for a 5-year investment programme has been approved. These works will include compartmentation; fire doors to communal areas and flats; fire detection systems; emergency lighting and fire signage.
- 2.5 The programme of fire door replacements has continued with c.3600 door installations now completed, and c.200 doors still needing replacement. The projected contract completion is December 2022. Another 1400 doors are being replaced through separate arrangements, most of which form part of existing fire safety works in programme. Any door replacements outstanding from the main contract will be added to this separate contract post-December 2022.
- 2.6 The High-Pressure Laminate (HPL) cladding systems fitted to the three blocks (Clare, Norden and Whyhcote Point) on the Whitefields Estate has been removed and the original stay-put fire strategy for the block reinstated. No replacement cladding has been installed to these blocks due to impending regeneration.
- 2.7 Risk mitigation measures are progressing well at Stanhope and Holmsdale Large Panel System (LPS) blocks, with the second phase of works now underway. UK Power Networks (UKPN) has submitted a wayleave request for a new sub-station which will enable works to be completed shortly.

Registered Providers

- 2.8 Currently four Registered Providers (RPs) have confirmed ACM (Aluminium Composite Material) or non-ACM (but combustible) cladding on their blocks¹.
- 2.9 One RP has completed all works to the block affected.
- 2.10 A second RP has completed the cladding replacement works with no recharges to leaseholders. Fire stopping behind the cladding has been upgraded to fully comply with current standards. The RP is finalising their claim with the Greater London Authority (GLA) for the cladding replacement. Jointly with the contractor, they plan to instruct a PAS99880 inspection, which will determine if any further remedial work is required.
- 2.11 A third RP, with a block held through a lease, has an up-to-date Fire Risk Assessment (FRA) and the freeholder is responsible for replacing the cladding. They have been awarded funding from the GLA. The freeholder has appointed a contractor and works have commenced but are experiencing delays due to financing of the recladding work. The RP is working with lawyers to understand how best to manage the relationship with the freeholder and get the works required completed.
- 2.12 A fourth RP has several blocks located in three different estates in Barnet that require fire safety work. Works on Estate 1 are complete and EWS1 certificates have been issued or are being sought. Applications for Building Safety Fund (BSF) funding have been made for blocks on Estate 2; however, one application has been rejected, works have been planned and are in various stages of completion. Works to remediate cavity barriers have been completed on Estate 3 and works on further blocks are progressing or due to commence.

Private Sector Buildings

- 2.13 Currently, there are 46 live cases prioritised (considering height, ACM cladding and issues raised by tenants and/or councillors) and 0 cases pending more detailed review. 68 cases have been reviewed and identified as low priority given their construction and/or height. The Fire Safety Risk Assessment will be/is being obtained on these properties for review/action prior to case closure. 16 sites are under construction and as such are being monitored, and 80 cases have been closed following assessment as either works completed or no fire safety works required.
- 2.14 Full inspections have been completed on four ACM clad buildings over 18 metres (727 units) due to the high-risk of the structures. Improvement notices have been served in relation to three of these blocks and notices are due to be served on the fourth following an extended consultation period with the owner and leaseholders, at the end of November 2022.
- 2.15 Appeals to tribunal have been received in relation to one block to date and is set for November 2022. Works are progressing at all three blocks where notices have been served. One block is now free from Category 1 hazards as defined by the Housing Act 2004.
- 2.16 **Full details of the local context are set out in Appendix A, with progress against the defined action plan set out in Appendix B.**

¹ This can change over time with updated government guidelines and monitoring arrangements.

3. Reasons for recommendations

- 3.1 The council needs to ensure the safety of residents living in Barnet by delivering either directly or indirectly the fire safety works programme.

4. Alternative options considered and not recommended

- 4.1 None.

5. Post decision implementation

- 5.1 The council will continue to co-ordinate delivery of the agreed action plan in Appendix B.
- 5.2 Barnet Homes will continue to progress the council's programme of works to improve fire safety within its own stock as set out in Appendix A.
- 5.3 The council will continue to proceed to arrange enforcement action to ensure compliance and remediation where required.

6. Implications of decision

6.1 Corporate Priorities and Performance

- 6.1.1 The Barnet Homes Annual Delivery Plan 2022/23 sets out the framework for the delivery of Housing Management, Homelessness and Development services to be provided by Barnet Homes. It relates to the seventh year of the ten-year Management Agreement with Barnet Homes and commenced on the 1 April 2022. It includes an action to provide additional investment in fire safety measures for council housing.

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

- 6.2.1 £51.9m was allocated for the original 'Phase 1' of fire safety works, which is now 95% expended. £29.5m was approved for 'Phase 2' of the fire safety programme to cover the next 5 years and works have commenced.

6.3 Legal and Constitutional References

- 6.3.1 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing & Growth Committee:

(1) Responsibility for:

- Housing (including housing strategy; homelessness; social housing and housing grants; private sector housing and leasing; housing licensing and enforcement; HRA Revenue Account and Capital Programme)
- Regeneration Strategy and Overseeing Major Regeneration Schemes
- Asset Management
- Development of Council Land
- Fire Safety

- Economic Development including Employment Strategy; Business Support and Engagement; and Town Centres

(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.

(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(4) To receive reports on relevant revenue and capital expenditure, contracts, performance information and risk on the services under the remit of the Committee.

6.3.2 The Housing Act 2004 (sections 3 and 4) require local authorities to keep the housing conditions in their area under review and to inspect the same if it considers a Category 1 or 2 hazard (as defined by the Act) exists and gives powers to intervene where they consider housing conditions to be in breach of the same.

7. Insight

7.1 There is no insight relevant to this report.

8. Social Value

8.1 There are no social value considerations as part of this report.

9. Risk Management

9.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. There is a risk that limited engagement with the housing sector could lead to their lack of compliance with government legislation/regulations resulting in potentially unsafe housing and harm to residents. There are controls/mitigations in place to manage the risk.

10. Equalities and Diversity

10.1 The Equality Act, 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people of different groups.
- Foster good relations between people from different groups.

10.2 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

10.3 There are no implications for Equalities and Diversity in relation to this report.

11. Corporate Parenting

11.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

12. Consultation and Engagement

12.1 There is ongoing engagement with the housing sector to monitor the progress of fire safety works.

13. Environmental Impact

13.1 There are no direct environmental implications in relation to this report.

14. Background papers

14.1 None.

APPENDIX A: Fire safety and the council's response to the Grenfell Tower tragedy (November 2022)

1. Introduction

1.1 This report provides a progress update on fire safety issues in Barnet, including progress on the agreed package of fire safety improvement works for council properties managed by Barnet Homes, as well as activity in relation to relevant Registered Providers (RPs) and Private Sector housing stock.

2. Council Housing

2.1 The fire safety delivery programme for council housing stock continues to progress well:

Item	Cost	Status
Granville Road cladding removal, recladding and associated costs	£5,922,900	Completed
Category 1 High Priority works	£9,220,433	Completed
Additional fire safety works to high rise buildings (Category 2 and 3a works)	£12,656,667	99% complete
Installation of sprinklers to High Rise blocks with 2 stairwells	£3,220,000	Completed
Installation of sprinklers to sheltered housing blocks	£2,330,000	98% complete
Installation of sprinklers to hostels	£150,000	98% complete
Works to low and medium rise blocks (Inc. undertaking of type 3 FRA's and any urgent arising works)	£7,900,000	80% complete
Replacement of composite fire doors	£10,500,000	95% complete
Total	£51,900,000	

2.2 **Granville Road Recladding** - Completed.

2.3 **Category 1 High Priority Works** – Completed.

2.4 **Additional fire safety works (Category 2 and 3a)** - The scheduled works at Longford Court, Norfolk Close and Prospect Ring are complete. Additional ventilation works is being undertaken now.

2.5 **Installation of sprinklers to blocks of flats with 10 or more floors and 2 or more stairwells** – Granville Road fire safety works are complete other than a single non-access property for which Barnet Homes are escalating means of access. The works at Upper Fosters towers are complete.

2.6 **Installation of sprinklers to sheltered housing blocks and hostels** - All works at sheltered blocks are complete other than the Potteries and Hanshawe Drive schemes which are due to complete November 2022. Works at the hostels will be fully completed by mid-November – two Finchley Road blocks needed additional flooring repairs which delayed their completion.

2.7 Fire safety works at St John's Close sheltered housing block are almost complete, but ongoing access issues with three flats means that the programmed works are not yet fully complete. All means are being explored to access the remaining flats.

2.8 **Works to low and medium rise blocks (incl. Type 3 Fire Risk Assessments (FRAs) and any urgent arising works)** - Tetra and WSP are working well on the fire risk

assessment survey programme for low and medium rise blocks, with almost all 900+ reports now received. An assessment of future investment need has been developed and budget provision of £29.5m for a 5-year investment programme has been approved. These works will include compartmentation; fire doors to communal areas and flats; fire detection systems; emergency lighting and fire signage.

- 2.9 **Replacement of composite fire doors** – The programme of fire door replacements has continued with c.3600 door installations now completed, and c.200 doors still needing replacement. The projected contract completion is December 2022. Another 1400 doors are being replaced through separate arrangements, most of which form part of existing fire safety works in programme. Any door replacements outstanding from the main contract will be added to this separate contract post-December 2022.
- 2.10 **Whitefields Estate - tower block cladding system** – The High-Pressure Laminate (HPL) cladding systems fitted to the three blocks (Clare, Norden and Whyhcote Point) on the estate has been removed and the original stay-put fire strategy for the block reinstated. No replacement cladding has been installed to these blocks due to impending regeneration.
- 2.11 **Large Panel System (LPS) buildings** - Risk mitigation measures are progressing well at Stanhope and Holmsdale Large Panel System (LPS) blocks, with the second phase of works now underway. UK Power Networks (UKPN) has submitted a wayleave request for a new sub-station which will enable works to be completed shortly.
- 2.12 **Responding to changing legislation** - Barnet Homes has confirmed that 15 buildings will be considered 'in-scope' of the Building Safety Act within the council stock. Associated resources have been identified and a provision made within the current version of the Housing Revenue Account Business Plan. Further clarity regarding how the duties of the Accountable Person and Responsible Person roles outlined in the Act will be forthcoming now it has received Royal Assent with legal advice on this aspect now received and being evaluated. A report on Accountable Person approach is being considered by Strategic Review Board in early November 2022.

3. Registered Providers (RPs)

- 3.1 Currently four RPs have confirmed ACM (Aluminium Composite Material) or non-ACM (but combustible) cladding on their blocks².
- 3.2 One RP has completed all works to the one block affected. All the properties were rented, and costs were not rechargeable.
- 3.3 A second RP has completed the cladding replacement works with no recharges to leaseholders. Fire stopping behind the cladding has been upgraded to fully comply with current standards. The RP is finalising their claim with the Greater London Authority (GLA) for the cladding replacement. They plan to instruct a PAS99880 inspection, jointly with the contractor. The RP is currently vetting the credentials of the fire engineers proposed by the contractor to carry out these inspections. Once they have been approved, the survey will be instructed, and results will determine if any further remediation works are required. The building remains safe as the cladding has been replaced, and appropriate measures (including alarms) are in place to ensure residents safety.

² This can change over time with updated government guidelines and monitoring arrangements.

- 3.4 A third RP, with a block held through a lease, has an up-to-date Fire Risk Assessment (FRA) and the freeholder is responsible for replacing the cladding. The freehold was sold in September 2020 and received initial funding approval in October 2020. They have been awarded funding from the GLA. The freeholder has appointed a contractor and works have commenced but are experiencing delays due to financing of the recladding work. The RP has now taken legal advice regarding the lack of progress from the freeholder in completing these works and is looking for alternative options to ensure the required works are completed. The RP is currently not passing on service charge costs to leaseholders until the matter is finalised. The block is also being monitored by Building Control and Environmental Health.
- 3.5 A fourth RP has several blocks located in three different estates in Barnet that require fire safety work:
- Estate 1 – Works are now complete and the EWS1 certificate has been issued for one of the properties and a further two EWS1 certificates are being progressed.
 - Estate 2 – The last contract amendments with the developer are being finalised to remediate all the blocks. An application has been made for Building Safety Fund (BSF) funding for two of the blocks in this estate. The developer has agreed to complete the latent defects work on some blocks. A further block has a private owner and this RP is working with them on remediation for this block. A programme of work is being agreed with the contractor for the above mentioned blocks, which is anticipated to take 10 months, and will start in 2023. The RP is also working with consultants on PAS9980 but feel the scope of works will not change. A BSF application has been rejected for a further block and the RP will be liable for costs via service charge as they have the head lease. A residents meeting is held on a monthly basis with no adverse feedback.
 - Estate 3 - Works on two blocks to remediate the cavity barriers are complete. Further works are to be completed on the internal compartmentalisation to the communal areas by December 2022. Once these are complete the EWS1 certificate can be issued. All these works have been funded by the contractor. The scope of works for a further two blocks has been agreed with works due to start by the end of the year. All these works will be funded by the contractor. The RP will cover a third of the costs of a further block, the contract for works has been drafted and waiting for approval. The final block will be funded by the RP, the contract for works has been prepared and due to be signed shortly. The RP has recognised that some residents are dissatisfied and are holding resident meetings with the estate teams and senior management team.
- 3.6 All large RPs in the borough remain in regular communication over the fire safety of their affordable housing. A survey has recently been sent out to all RPs requesting data on all blocks between 11-18 metres in height. The results are being recorded and will be reported accordingly.

4. Private Sector buildings (residential)

- 4.1 Currently, there are 46 live cases prioritised (considering height, ACM cladding and issues raised by tenants and/or councillors) and 0 cases pending more detailed review. 68 cases have been reviewed and identified as low priority given their construction and/or height. The Fire Safety Risk Assessment will be/is being obtained on these properties for review/action prior to case closure. 16 sites are under construction and as such are being

monitored, and 80 cases have been closed following assessment as either works completed or no fire safety works required.

- 4.2 Full inspections have been completed on four ACM clad buildings over 18 metres (727 units) due to the high-risk of the structures. Improvement notices have been served in relation to three of these blocks and notices are due to be served on the fourth following an extended consultation period with the owner and leaseholders, at the end of November 2022.
- 4.3 Appeals to tribunal have been received in relation to one block to date and is set for November 2022. Works are progressing at all three blocks where notices have been served. One block is now free from Category 1 hazards as defined by the Housing Act 2004.
- 4.4 There are now 1.5 FTE Enforcement Officers and a Technical Support Officer working on the project with another Enforcement Officer due to start in December 2022. Work continues on reviewing cases on the database, obtaining and assessing any linked Fire Risk Assessments, EWS1 and other fire safety documentation, and trying to obtain alignment between the DLUHC data management system and the council's data management systems.
- 4.5 The team continues to work with the Fire Authority in relation to this area to try and ensure a uniform approach to enforcement. A monthly meeting is now undertaken with Fire Authority colleagues. There are also regular meetings to report progress to the Department for Levelling Up, Housing and Communities.
- 4.6 The teams procedures and the risk assessment tool used to assess risk in tower blocks have been reviewed and the revised process implemented.

Appendix B: Barnet Council Fire Safety Action Plan (November 2022)

1.1 The table below captures only actions that remain ongoing at the time fire safety was last reported to the Housing & Growth Committee, together with any new actions that have arisen.

Action	Status	Notes
Undertake high priority works identified in surveys	Completed	High priority works have been completed.
Work with government and RPs to ensure actions to address any fire safety concerns are addressed	Ongoing	<p>One RP has completed all works to the one block affected.</p> <p>A second RP has completed the cladding replacement works. Fire stopping behind the cladding has been upgraded to fully comply with current standards. The RP is finalising their claim with the GLA for the cladding replacement. They plan to instruct a PAS99880 inspection, which will determine if any further remedial work is required. The credentials of the fire engineers proposed by the contractor to carry out these inspections are being vetted. Once approved, the survey will be instructed and results will determine if any further remediation works are required.</p> <p>A third RP, with a block held through a lease, has an up-to-date FRA and the freeholder is responsible for replacing the cladding. They have been awarded funding from the GLA. The freeholder has appointed a contractor and works have commenced but are experiencing delays due to financing of the recladding work. The RP has now taken legal advice regarding the lack of progress from the freeholder in completing these works and is looking for alternative options to ensure the required works are completed. The RP is currently not passing on service charge costs to leaseholders until the matter is finalised.</p> <p>A fourth RP has several blocks in three different estates that require fire safety work.</p> <ul style="list-style-type: none"> • Works on Estate 1 are complete and EWS1 certificates have been issued or are being sought. • The last contract amendments with the developer are being finalised to remediate all the blocks on Estate 2. An application has been made for BSF funding for two blocks in this estate. The developer has agreed to complete the latent defects work on some blocks. A further block has a private owner and the RP is working with them on remediation for this block. A programme of work is being agreed with the contractor to start in 2023. The RP is also working with consultants on PAS9980. A BSF application has been rejected for a further block and the RP will be liable for costs via service charge as they have the head lease.

Action	Status	Notes
		<ul style="list-style-type: none"> Works on two blocks to remediate cavity barriers have been completed on Estate 3 and further works are to be completed on the internal compartmentalisation to the communal areas by December 2022. Once complete the EWS1 certificate can be issued. All works have been funded by the contractor. The scope of works for a further two blocks has been agreed with works due to start by the end of the year. These works will be funded by the contractor. The RP will cover a third of the costs of a further block, the contract for works has been drafted and waiting for approval. The final block will be funded by the RP, the contract for works has been prepared and is due to be signed shortly.
Liaison with owners of blocks with failed ACM cladding	Ongoing	<p>There are 46 live cases prioritised (considering height, ACM cladding and issues raised by tenants and/or councillors) and 0 cases pending more detailed review. 68 cases have been reviewed and identified as low priority given their construction and/or height. The Fire Safety Risk Assessment will be/is being obtained on these properties for review/action prior to case closure. 16 sites are under construction and as such are being monitored, and 80 cases have been closed following assessment as either works completed or no fire safety works required.</p> <p>Full inspections have been completed on four ACM clad buildings over 18 metres (727 units) due to the high-risk of the structures. Improvement notices have been served in relation to three of these blocks and notices are due to be served on the fourth following an extended consultation period with the owner and leaseholders, at the end of November 2022.</p> <p>Appeals to tribunal have been received in relation to one block to date and is set for November 2022. Works are progressing at all three blocks where notices have been served. One block is now free from Category 1 hazards as defined by the Housing Act 2004.</p>
Actions from Fire Risk Assessments for commercial units beneath residential	Ongoing	<p>The request for FRA data from the commercially let estate has been completed. Of the high-risk properties identified during the original exercise in 2020, two have failed to submit the required update still.</p> <p>These properties have been visited; access could not be gained to the first which has been escalated to the Property Services team to obtain access, and the remaining property was due a second visit on 28 October to enforce requirement and escalate. If this is unsuccessful, we will recommend serving notice.</p>

Action	Status	Notes
Implement the requirements of the Fire Safety and Building Safety Acts	Ongoing	Barnet Homes has confirmed that 15 buildings will be considered 'in-scope' of the Building Safety Act within the council stock. Associated resources have been identified and a provision made within the current version of the Housing Revenue Account Business Plan. Further clarity regarding how the duties of the Accountable Person and Responsible Person roles outlined in the Act will be forthcoming now it has received Royal Assent with legal advice on this aspect now received and being evaluated. A report on the Accountable Person role was presented to Strategic Review Board in early November 2022.

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Housing & Growth Committee

16 November 2022

Title	Q2 2022/23 Contracts Performance Report
Report of	Chair of Housing & Growth Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Tim Campbell, Interim Assistant Director Commercial and Procurement tim.campbell@barnet.gov.uk</p> <p>Alaine Clarke, Head of Programmes, Performance & Risk alaine.clarke@barnet.gov.uk</p>

Summary

This report provides an overview of Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group) that fall under the remit of this committee.

Overall, performance is going well, with the most KPIs achieving their targets. The council continues to work with its contracted partners to address areas of concern, particularly on ensuring that progress is being made where backlogs have occurred due to the impact of the Covid-19 pandemic.

Officers Recommendations

The Committee is asked to note the Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group) that fall under the remit of this committee.

1. PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group) that fall under the remit of this committee (listed in alphabetical order):

Regional Enterprise (Re)

- Private Sector Housing (Enforcement)
- Private Sector Housing (Grants)
- Regeneration

Barnet Homes

- Homelessness
- Quality Housing
- Safe and Secure Homes

- 1.2 The report does not include budget information, which is provided separately to Policy and Resources Committee.

Overview

- 1.3 Re services have performed well in Q2, with all KPIs but one for Housing Enforcement, Housing Grants and Regeneration achieving target. The KPI that did not meet target continued to be affected by the backlogs created by Covid-19 restrictions.
- 1.4 Barnet Homes performance was mixed, with four of the nine KPIs not achieving target in Q2. This was attributed to two major factors: firstly, procuring affordable private rented properties has become increasingly challenging within London, with demand far outstripping supply; and secondly, the fact that the expected increase in homelessness demand from families in the private rented sector (due to Covid-19 and the ongoing cost of living crisis) did not materialise. However, the overall number of households in temporary accommodation (TA) reduced by a further 18 households since the previous quarter and 127 since Q2 2021/22, representing the lowest figure for over a decade.

Notes on tables

- 1.4 The targets listed for Re are both for the year 2022/23 and the current reporting period, Q2 2022/23. Several KPIs are reported annually but monitored on a quarterly basis; for this reason they are included in the performance tables but are not given a RAG rating until the end of the year.
- 1.5 The targets for Barnet Homes are cumulative unless otherwise stated and so both the annual targets and incremental targets for the current period have been included in the performance tables.
- 1.6 Performance is shown for the current reporting period, Q2 2022/23 and the same period last year, Q2 2021/22, along with the Direction of Travel (DoT).

2. REGIONAL ENTERPRISE

Private Sector Housing (Enforcement)

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Number of empty properties brought back into residential use	Bigger is Better	Number	125	5	8	Worsened
Number of private tenanted properties with Category 1 hazards reduced (to Category 2 hazards)	Bigger is Better	Number	200	15	25	Worsened
Compliance with Environmental Health Service standards (Priority 1 incidents and service requests)	Bigger is Better	%	100	100	100	Same
Compliance with Environmental Health Service standards (Priority 2 incidents and service requests)	Bigger is Better	%	95	95.8	96.4	Worsened
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards	Bigger is Better	%	72	70.2	64.5	Improved

- 2.1 There are five KPIs for Private Sector Housing (Enforcement). Two achieved the Q2 target and one narrowly missed the Q2 target but achieved an improvement when compared to the same time last year. Two are 'monitor only' for the quarter but performance has worsened when compared to the same time last year.
- 2.2 Performance on empty properties and private tenanted properties with Category 1 hazards has been affected by vacancies / recruitment difficulties and the legacy of Covid-19.
- 2.3 Empty property surveys have been undertaken in Q2 to maximise officer time on site to try and catch up on some of the time lost through Covid-19: 310 inspections were completed in the August survey and another 50 inspections are due to be completed in the Empty Property Week in October, along with additional publicity. Performance has also been affected by the fact that a lot of the worst cases that the team dealt with for years have now been brought back into use and improved, leaving better quality properties remaining empty. Whilst this is positive overall, it reduces the enforcement options available to officers to force owners to bring them back into use, making it harder to obtain traction with these owners.
- 2.4 The number of private tenanted properties with Category 1 hazards reduced has been significantly affected by the lack of staff this year in Housing Enforcement and HMO Licensing. The majority of HMO Enforcement staff were dedicated to the Homes for Ukraine project and two thirds of the Housing Enforcement team left over the same period. A new officer has been recruited to cover the Homes for Ukraine work but since then another officer has left the HMO Licensing Team. Recruitment is ongoing and is expected to improve this area of performance in the second half of the year.
- 2.5 During Q2, the team took urgent enforcement action to protect local people from harm in two housing cases. Emergency prohibition orders were served against two properties where there were electrical hazards, damp and mould structural collapse and a mouse infestation in one and in another overcrowding, inadequate lighting, excess heat and fire safety issues.

2.6 In Q2, in collaboration with Barnet Homes, the team also secured the rehousing of a family from a property with a serious leak, damaged electrics resulting in electric shocks and risk of structural collapse of the ceiling. The work has been completed and the family returned home.

Risks

2.7 There was one high-level (scoring 15+) joint risk related to Private Sector Housing (Enforcement) in Q2, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
Unsafe/unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project could lead to identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions.	16	Approval was gained in October for additional resource to work on the backlog. Recruitment continues with three out of four posts in the main HMO team filled and an officer being onboarded to fill one out of the two additional posts. Finding suitably qualified staff with acceptable salary expectations remains a challenge, and different mechanisms for recruitment are being explored to help address this challenge.

Private Sector Housing (Grants)

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Reduction of unit costs of disabled adaptations	Smaller is Better	£	£12,500	£9,489	£10,194	Improved

2.8 There is one KPI for Private Sector Housing (Grants) and this achieved the Q2 target.

2.9 During Q2, the service continued to work with the council to develop the draft Housing Financial Assistance Policy, intended to come to committee for approval in early 2023. The new policy aims to update the sums permitted in the current Private Sector Housing Assistance Strategy and ensure the policy remains fit for purpose considering the present market and economy.

Regeneration

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Delivery of affordable housing completions	Bigger is Better	Number	370	154	101	Not comparable
Regeneration budgetary and financial controls (% of invoices sent within timescales)	Bigger is Better	%	85	100	100	Same
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits	Bigger is Better	%	90	100	133.3	Worsened

- 2.10 There are three KPIs for Regeneration. Two achieved the Q2 target and one is 'monitor only' for the quarter. *(The delivery of affordable housing completions is an annual KPI reported quarterly. As the programme changes year-on-year, comparative data is provided for information only).*
- 2.11 Significant progress has been made by the service, together with Harrow and Barnet Public Law (HBPL), on the regeneration at Dollis Valley, Granville Road and Grahame Park. Both the compulsory purchase order at Dollis Valley and a resolution to the substation leases at Granville Road completed in September following lengthy negotiations.
- 2.12 The current market conditions do not appear to have impacted sales at West Hendon, with the developer stating that in August sales at West Hendon outperformed other schemes within the West London Portfolio.
- 2.13 During Q2 the Transport team have responded to Inspector queries at the Local Plan Inquiry and progressed the Orbital bus study in collaboration with Transport for London (TfL).

3. THE BARNET GROUP

- 3.1 The Annual Delivery Plan sets out the framework for the delivery of housing services provided by Barnet Homes, including for the following strategic priorities:
- Tackling and preventing homelessness and rough sleeping
 - Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
 - Safe and secure homes.

Homelessness (Tackling and preventing homelessness and rough sleeping)

Indicator ¹	Polarity	Unit	Annual Target	Year to Date Target	Year to Date Actual	Actual for Same Period Last Year	DoT on Last Year
Number of homelessness preventions	Bigger is Better	Number	1450	720	545	632	Worsened
Number of households in Temporary Accommodation	Smaller is Better	Number	2400	2300	2076	2203	Improved
Households placed directly into the private sector by Barnet Homes	Bigger is Better	Number	615	305	191	300	Worsened
Rough sleeper count (every other month)	Smaller is Better	Number	N/a – snapshot	20	14	15	Improved

- 3.1 There are four KPIs for the Homelessness service. Two achieved the Q2 target and two did not.
- 3.2 Targets for homelessness for 2022/23 were based on projections of significant increased demand but so far, these have not materialised. In addition many landlords have exited the private rented sector (PRS), and those landlords remaining have been less receptive to previously successful negotiation and mediation strategies in order to sustain tenancies. As a result, the number of homelessness preventions has remained

¹ These indicators are reported on a cumulative basis – ie year to date

below target for Q2; although the service achieved a further 250 preventions in Q2, bringing the year to date total to 545.

- 3.3 The number of households in temporary accommodation reduced in Q2 (2076), from 2094 in Q1, and 2203 in Q2 last year., continuing the positive trend in this area. However, with a cost-of-living crisis being faced by many households and the lack of affordable housing supply to facilitate placements into the private rented sector, it is expected that there will be significantly increased demand for the remainder of the year.
- 3.4 82 households were placed directly into the private rented sector by Barnet Homes in Q2, bringing the year to date total to 191 against the target of 305. This represents a challenging first half of the year for Barnet Homes with mainly external factors contributing: procuring private rented properties has become increasingly challenging with demand across the market far outstripping supply and landlords therefore having a greater pool of potential tenants to choose from.
- 3.5 Far fewer affordable properties have been coming on to the market, with recent research conducted by Savills (for July 2021 to June 2022) indicating only 9% of properties advertised were at Local Housing Allowance levels and a reported 35% drop in supply compared to 12 months ago. Consequently, landlord incentive rates are being reviewed to ensure that they are aligned with wider London Local Authority offers and this is expected to be completed in Q3.
- 3.6 Rough sleeper numbers have increased to 14 from 11 in Q1 but remain below the target. Across London in the same period, the latest figures available show that numbers have increased from 687 in June to 781 in August.

Risks

- 3.7 There was one high-level (scoring 15+) joint risk related to Homelessness in Q2, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	16	Overall numbers in temporary accommodation continued to reduce in Q2, reaching the new lowest level in over a decade of 2076. Whilst positive, there are a number of factors which put this area at risk: large reductions in Private Rental Sector (PRS) properties available to rent, rental inflation in the PRS; increased likely demand linked to the cost of living/inflationary pressures on household finances; and slowing of acquisition activities due to market challenges and interest rate increases.

Quality Housing (Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents)

Indicator ²	Polarity	Unit	Annual Target	Year to Date Target	Year to Date Actual	Actual for Same Period Last Year	DoT on Last Year
Number of homes purchased for use as affordable accommodation	Bigger is Better	Number	125	55	61	48	Improved
Supply a range of housing available for care leavers, in particular for those ready to move into independent living	Bigger is Better	Number	62	30	21	43	Worsened
Affordable housing delivered on council owned land (TBG schemes)	Bigger is Better	Number	45	24	21	56	Worsened

3.8 There are three KPIs for Quality Housing. One achieved the Q2 target and two did not.

3.9 Q2 saw the completion of a further 36 properties for use as affordable accommodation, through a combination of 17 Housing Rent Account acquisitions and 19 purchases by Open Door Homes. This, added to the 25 completions for Q1 brought the total to 61 units, exceeding the year to date target of 55 units has been exceeded.

3.10 Nine care leavers were housed in Q2 bringing the year to date total to 21, which is below the target of 30. This has been impacted by the reduced supply of 1 bedroom properties this year (75, compared to 99 in the same period last year). Of these, only 28 have been suitable to offer care leavers, as the remainder have been either adapted with level access showers or offered to highest need housing applicants in band 1. A project group has been set up to explore options for increasing the supply to care leavers. The position will be closely monitored for the remainder of the year, along with the number of naturally occurring voids becoming available within the Barnet Homes and Registered Provider stock.

3.11 In Q2, 11 new homes at Friern Court have completed, bringing the total affordable homes delivered on council land to 21, slightly below the target of 24. A further 29 homes at Summers Lane and Hermitage Lane have completed in October 2022. These are not included in the Q2 figures above as they were completed outside the Q2 reporting period – and will be included in Q3 figures/reporting). They were delayed from Q2 mainly due to issues with connections by statutory utility companies. With further completions due in January 2023, it is expected that this KPI will meet target by the end of the year.

3.12 Overall, the acquisitions and development programmes has remained subject to increasingly adverse market conditions, particularly build cost inflation and increasing interest rates. This is particularly relevant to the Open Door Homes acquisitions programme which is at risk of needing to pause as a result of higher interest rates on future loan drawdowns; however the rest of the development programme looks set to achieve target and will continue to be monitored on a monthly basis.

² These indicators are reported on a cumulative basis – ie year to date

Risks

- 3.13 There was one high-level (scoring 15+) joint risk related to Quality Housing in Q2, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
Viability of the Housing Revenue Account business plan	External pressures such as above projected interest rates, changes in legislation and carbon neutrality on the Housing Revenue Account (HRA) could lead to the HRA business plan becoming economically unviable resulting in a reduction in service provision to residents or the general fund needing to support the HRA.	16	An element of this risk has now materialised and is being managed as an issue: a response has been sent to central Government on the recent rent consultation and next steps / their response is anticipated in Q3 so that an updated paper can be taken to Housing and Growth committee in January 2023 to agree the new rent levels for 2023/24. Lobbying alongside London Councils is taking place to ensure Government are aware of the potential impact. There remain other elements of this risk in terms of inflation, cost increases and changes in legislation hence keeping this risk open.

Safe and Secure homes

Indicator ³	Polarity	Unit	Annual Target	Current Period Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Scheduled fire risk assessments completed (council housing) on time	Bigger is Better	%	100	100	100	100	Same
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	%	92.5	92.5	100	96	Improved

- 3.14 There are two KPIs for Safe and Secure Homes. Both achieved the Q2 target.
- 3.15 Performance in relation to the completion of fire risk assessments at council housing blocks within the specified target timescale has remained strong in Q2, in line with historical performance. Similarly, the completion of high priority actions resulting from fire risk assessments within target timescales has continued to remain above the 92.5% target. Close monitoring of risk assessments and resultant actions have continued to ensure lead-in timescales for ordering relevant building components has been actioned as early as possible.
- 3.16 More generally, during Q2 good progress has been made with the delivery of the fire safety investment programme to high priority homes. The recently approved programme to low and medium rise blocks will commence in Q3 this year.

Risks

- 3.17 There was one high-level (scoring 15+) joint risk related to Safe and Secure Homes in Q2, which is being managed in accordance with the council's risk management framework.

³ These indicators are reported on a quarterly basis

Title	Description	Score	Review Summary
Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in death to residents, staff and public, legal challenges and financial costs.	15	Good progress on delivery of the £52m fire safety programme continued during Q2, with the programme remaining on track for completion on time. Risk mitigation works at LPS blocks Stanhope and Holmsdale in N11 are due to complete in Q3. Lead member briefings in respect of redevelopment proposals for LPS blocks were delivered in Q2, with recommendations scheduled to be presented to the Housing and Growth Committee in November 2022.

4. REASONS FOR RECOMMENDATIONS

4.1 This report provides an overview of Quarter 2 (Q2) 2022/23 performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group) that fall under the remit of this committee

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5.1 None

6. POST DECISION IMPLEMENTATION

6.1 None.

7. IMPLICATIONS OF DECISION

7.1 None.

8. Corporate Priorities and Performance

8.1 Performance monitoring is essential to ensure robust management of the council's strategic contracts and supports commercial discussion and decision-making. It also ensures resources are adequately and appropriately directed to support delivery and achievement of corporate priorities.

8.2 Relevant council strategies and policies include the following:

- Re Contract
- Barnet Homes Management Agreement and Annual Delivery Plan

9. Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

9.1 The report does not include budget information, which is provided separately to Policy and Resources Committee.

10. Legal and Constitutional References

10.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to

section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions. Robust contract management assists with ensuring the proper administration of the council's financial affairs.

10.2 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing and Growth Committee.

(1) Responsibility for:

- Housing (including housing strategy; homelessness; social housing and housing grants; private sector housing and leasing; housing licensing and enforcement; HRA Revenue Account and Capital Programme);
- Regeneration Strategy and Overseeing Major Regeneration Schemes
- Asset Management
- Development of Council Land
- Fire Safety
- Economic Development including Employment Strategy; Business Support and Engagement; and Town Centres

(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.

(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(4) To receive reports on relevant revenue and capital expenditure, contracts, performance information and risk on the services under the remit of the Committee.

11. Insight

11.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 2 (Q2) 2022/23. The report covers delivery from Regional Enterprise (Capita) and Barnet Homes (The Barnet Group).

12. Social Value

12.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a

contractor to deliver activities in line with Social Value will be monitored through the contract management process.

13. Risk Management

13.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level (scoring 15+) joint risks with strategic contractors are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

14. Equalities and Diversity

14.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

14.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation; marriage and civil partnership.

14.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

14.4 This is set out in the council's Equalities Policy, which can be found on the website at:

<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

15. Corporate Parenting

15.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

16. Consultation and Engagement

16.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement.

17. Environmental Impact

17.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

18. BACKGROUND PAPERS

18.1 None

Housing and Growth Committee

16 November 2022



Title	Housing Revenue Account (HRA) Business Plan
Report of	Chair of Housing and Growth Committee
Wards	All
Status	Public
Urgent	N/A
Key	Yes
Enclosures	Appendix 1- Housing Revenue Account Business Plan
Officer Contact Details	Stephen McDonald, Stephen.mcdonald@barnet.gov.uk , 020 8359 2172 Shaun McLean, Group Director Resources, The Barnet Group, shaun.mclean@barnethomes.org

Summary

The Housing Revenue Account (HRA) is a ring-fenced budget that is used to manage income and costs associated with managing the council's Housing Stock and related assets including shops and garages on council housing estates. This report provides an update of the 30-year HRA Business Plan since it was last reported to the Housing and Growth Committee in February 2022.

There have been various impacts on the business plan due to wider economic issues; the 3 key aspects are i) increased interest rates, ii) rent 'cap' consultation and iii) increased utility costs, mainly for communal heating systems

Officers Recommendations

1. That Housing and Growth Committee approve the updated Housing Revenue Account Business Plan as attached in Appendix 1.

1. Why this report is needed

- 1.1 Expenditure and income relating to property and income listed in section 74 of the Local Government and Housing Act 1989 which includes housing held under Part II of the Housing Act 1985 must be accounted for in the Housing Revenue Account (HRA). The HRA is a ring-fenced budget.
- 1.2 From 2012, a national subsidy system for council housing was replaced with self-financing giving local authorities direct control over the income and expenditure associated with council housing. This settlement saw Barnet move away from having to pay circa. £11m of council rents it collected to the Treasury to a position whereby the HRA is self-sufficient and able to meet the on-going investment needs of council homes.
- 1.3 In addition, the settlement included a debt cap of £240m which provided the council with the opportunity to borrow an additional £38m from headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.
- 1.4 In October 2018, the government removed the debt cap and the HRA is now subject to the prudential borrowing rules, similar to those for the General Fund with the primary difference being the absence of a statutory minimum revenue provision in the HRA.
- 1.5 The removal of the debt cap provides an opportunity to increase the supply of affordable homes and significant investment in the existing stock in the borough, as it means that the council can borrow more within a prudent limit to support the acquisition or building of new homes.
- 1.6 There have been recent changes to how Right to Buy receipts may be used, i.e., more of the receipt can be used for development, the period over which it must be used has been extended from 3 years to 5 years; both these changes come with a clear priority of new development, not acquisition.
- 1.7 The 30-year HRA Business Plan, attached at Appendix A, has been updated to reflect the current year forecast. It continues to reflect the previously approved basis of how the council will manage and maintain the housing stock and priorities for investment going forward, including investment in fire safety improvements, compliance with new legislation for 'Building a Safer Future' and new affordable homes for rent.

2. Reasons for recommendations

- 2.1 The HRA Business Plan provides an important mechanism for ensuring that the council's housing stock is well managed and maintained, and that investment is made to ensure the safety of residents.

The HRA should be self-funding and continuous review of the position of the HRA is required to ensure this. This is particularly relevant in the current market conditions, particularly significantly higher interest rates currently and forecast has materially impacted the long-term position of the HRA. The recent consultation on a rent 'cap' for social housing will also impact the HRA business plan negatively. The Council response to the rent consultation was for a 7% rent 'cap' for 2023/24 and then no further cap. The business plan has been modelled with a 5% 'cap' for 2 years, the first year is as per the indicated preference of the consultation. Anything less than 5% will have a material impact on the business plan and require service provision review and/or review of charges from the General Fund.

3. Alternative options considered and not recommended

- 3.1 The HRA Business Plan has been developed to support the priorities outlined in the council's Housing Strategy and Growth Strategy, and no other options were considered as these would have to mean a reduced level of service or quality of home for residents.

4. Post decision implementation

- 4.1 Proposals for building additional affordable homes for rent funded through the HRA will be developed as part of the council's development programme and be submitted to the Housing & Growth Committee for consideration.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces

- 5.1.2 In addition, the council agreed a new Housing Strategy in April 2019 which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

- 5.1.3 A new Housing Strategy is currently being prepared and the draft will be submitted to Housing and Growth Committee in January 2023. The HRA Business Plan will continue to contribute to the Housing Strategy in several ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective

- 5.1.4 Barnet's Joint Strategic Needs Assessment highlights the fact that there is a long-term

shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply. Over three-quarters of older adults in Barnet are homeowners, indicating that a substantial majority of this age group are living in their own homes in the community, against a background of limiting long term illness and possible social isolation. The HRA Business Plan aims to increase the housing supply including the provision of specialist housing for vulnerable people.

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

- 5.2.1 The HRA Business Plan seeks to provide assurance that there is a viable plan in place for managing and investing the resources available to the council in the form of council rents and income from other HRA assets such as shops and garages.
- 5.2.2 New affordable homes built or acquired through the HRA will help to reduce costs to the council's general fund by providing an alternative to short term temporary accommodation, which falls outside Part II of the 1985 Act, and which has a net cost to the council in excess of £3,400 a year per unit.
- 5.2.3 The delivery of extra care housing and wheelchair adapted homes will help the council to meet savings targets for social care budgets by providing a more affordable alternative to residential care as a well as delivering a better outcome for vulnerable residents.
- 5.2.4 The HRA Business Plan historically had been modelled that rents for existing council homes will increase by Consumer Price Index (CPI) +1% a year until March 2025 in line with current Government Policy and from 2025/26 that they will then increase by CPI only. Given the high rate of CPI (10.1% for September 2022), central Government recently had a consultation regarding a rent 'cap' for 2023/24 and possibly the following year. The results of the consultation are not yet known, but even without central legislation it was considered unlikely that local members would have approved a rent increase of this quantum (11.1%). As such, the business plan has been modelled using a maximum rent increase of 5% each year for the next 2 years (when forecasts are CPI to be close to 10% in both years) and then CPI+1% for 5 years then CPI only. For new council homes, it is assumed that affordable rents of 65% of local market rents or local housing allowance whichever is lower will be charged, in line with the councils rent policy. Whilst it is known that the administration is seeking new properties to be let at social rents, this could not be accommodated within the business plan without lower interest rates or substantial additional grant.
- 5.2.5 The HRA Business plan has been detailed in Appendix 1 to show the 2022/23 forecasted position along with the following five financial years concerning both revenue and capital. The main changes since the February 2022 update relates to updated CPI assumptions, updated interest rate assumptions, new Committee approved development schemes included and amended rent increases as described in 5.2.4. No major policy (only process) changes have been included as they are currently not affordable and there are no material budget changes expected over the forward-looking reported period. This updated forecast has been prepared collaboratively between the council and The Barnet Group.

5.3 Legal and Constitutional References

- 5.3.1 The Localism Act 2011 reformed the way that council housing is financed in England and Wales. The national HRA subsidy system ended in April 2012 and was replaced with self-financing.
- 5.3.2 Under the Local Government & Housing Act 1989, a local housing authority has a duty to keep a Housing Revenue Account (which is ring-fenced) and to formulate and implement proposals to ensure that for each financial year it does not show a debit balance. These proposals need to be considered regularly, and adjusted as needed.
- 5.3.3 Article 2 of the council's Constitution defines a 'key decision' as 'one which will result in the council incurring expenditure or savings of £500,000 or more or is significant in terms of its effects on communities living or working in an area comprising two or more Wards'. Key decisions are to be taken by the relevant Committee unless reserved to full Council (Article 10.3).
- 5.3.4 Article 7 of the council's Constitution states the Housing and Growth Committee's functions include responsibility for:

(1)

- Housing (including: housing strategy; homelessness; social housing and housing grants; private sector housing and leasing; housing licensing and enforcement; ; HRA Revenue Account and Capital Programme);
- Regeneration Strategy and Overseeing Major Regeneration Schemes
- Asset Management
- Development of Council Land
- Fire Safety
- Economic Development including: Employment Strategy; Business Support and Engagement; and Town Centres

(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.

(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(4) To receive reports on relevant revenue and capital expenditure, contracts, performance information performance) and risk on the services under the remit of the Committee.

5.4 Insight

5.4.1 No specific insight data has been used in the updating of the HRA Business Plan.

5.5 Social Value

5.5.1 Social value considerations will be considered in the individual investment decisions.

5.6 Risk Management

5.6.1 There is a risk that costs assumed in the HRA Business Plan will be higher than anticipated, particularly wage inflation which is subject to national negotiations. Further amendments to the Rent Standard could impact income negatively. A 5% rent increase has been assumed for each of the next 2 years. Changes to interest rates also have a material impact on the HRA. Mitigations will be sought but the adverse changes in the last 6 months (interest rates and rent 'cap') mean that there is very limited resilience in the business plan.

5.6.2 The HRA has over £400m of debt, just under 50% of this needs to be refinanced within the 30-year business plan. Projected interest rates at the time of refinancing (approx. 2040 onwards) are significantly higher than previously anticipated and if they are (as treasury advisors have forecast) at 5.5% this would lead to the Minimum Reserves Policy being breached. Mitigating actions will be considered closer to the refinancing periods.

5.6.3 The macro-economic environment is creating cost pressure for all households, especially our residents. The uncertainty as to how benefits might rise next year (and if sufficient to pay higher rents) is adding to the uncertainty and thus our potential to collect rents from tenants. This will likely lead to increased arrears and possibly bad debts.

5.6.4 The additional investment in Grahame Park, fire safety and improvements to the quality of the council social housing has meant that the HRA has significant debt meaning that delivery of EPC B targets by 2030 and 'net zero' by 2050 will require significant levels of government support via grants, low interest loan or other similar support; these cannot be funded from the HRA alone.

5.7 Equalities and Diversity

5.7.1 Under s.149 of the Equality Act 2010, the council must, in the exercise of its functions have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) foster good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.7.2 Investment in existing council housing stock will impact positively on existing council tenants who are generally more diverse than the population of the borough as a whole. New family sized housing that is being delivered through the HRA Business Plan will be

available to households in need, including homeless applicants who are likely to be more ethnically diverse and younger than existing council tenants. The HRA will also be used to support vulnerable older people and wheelchair users. The council will have proper regard to any Equality Act issues arising from any proposals coming forward.

5.8 Corporate Parenting

5.8.1 In line with Children and Social Work Act 2017, the Council has a duty to consider Corporate Parenting Principles in decision-making across the council. The HRA Business Plan proposals will ensure that existing council properties in the HRA, some of which are used to provide housing for foster parents and care leavers are managed and maintained. In addition, the HRA Business Plan supports an increase in the supply of affordable housing, including larger properties, some of which will provide housing suitable for foster parents and care leavers.

5.9 Consultation and Engagement

5.9.1 The council consults with tenants, residents, and stakeholders on the Housing Strategy. This document has informed the HRA Business Plan to ensure that the available resources are used to help the council achieve its housing priorities.

5.10 Environmental Impact

5.10.1 The Business Plan as presented will ensure Council homes meet EPC C legal requirements by 2030 and there is some spending towards 'net zero'. Barnet Homes has already secured grant funding for stock retrofitting works, are awaiting the outcome of a bid to wave one of the Social Housing Decarbonisation Fund and plan to submit further bids in subsequent waves. The council have set very ambitious targets for the decarbonisation of the council housing stock, including achieving an average rating of EPC B by 2030 and net zero as soon as possible following that. To understand the work required to deliver these targets, it is first necessary to develop a detailed understanding of the stock. Barnet Homes are currently in the process of completing the second tranche of stock condition surveys and energy assessments, which will provide high quality data for 40% of the current stock. This will in turn, allow 3rd party experts to undertake an analysis of costed options to achieve the targets set. An accelerated survey and assessment process for a further 40% of the stock will take place in 2022/23, further enhancing the ability to progress this agenda most prudently.

6. Background papers

Meeting	Decision	Link
Housing & Growth Committee 17 February 2022	Approval of HRA Business Plan	Agenda for Housing and Growth Committee on Thursday 17th February, 2022, 7.00 pm (moderngov.co.uk) Item 13
Housing & Growth Committee 13 September 2021	Approval of HRA Business Plan	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=696&MIId=10846&Ver=4

		Item 16
Housing & Growth Committee 14 June 2021	Approval of HRA Business Plan	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10845&Ver=4
		Item 9
Housing & Growth Committee 27 January 2020	Approval of HRA Business Plan	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9931&Ver=4
Housing Committee 14 January 2019	Approval of HRA Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4
Housing Committee 10 October 2018	Approval of draft Housing Strategy and Homelessness and Rough Sleeping Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9487&Ver=4
Housing Committee 23 October 2017	Approval of HRA Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9237&Ver=4
Council 20 October 2015	Approval of Housing Strategy and Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4
Housing Committee 19 October 2015	Approval of HRA Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4

Appendix A - HRA Business Plan – November 2022

1. Introduction

The council's Housing Revenue Account (HRA) is funded through rents and service charges received from council tenants and leaseholders, it meets the costs associated with maintaining and managing the council's housing stock and can also be used for funding the development or acquisition of new council homes and other related capital projects.

Since 2012, the HRA has been self-financing, although there have been restrictions on both the amount the HRA can borrow and the rents that can be charged.

The government removed the borrowing cap in October 2018 and borrowing in the HRA is now subject to the similar prudential guidelines as the General Fund, providing opportunities for increasing affordable housing supply supported by the HRA.

Recent changes in Right to Buy receipts has meant that receipts now have 5 years to be utilised for the provision of replacement homes, rather than the 3 years in the past and the amount that can be used has increased from 30% to 40% of the development spend.

The HRA Business Plan has been updated with support from housing consultants Savills and in partnership with Barnet Homes.

2. Executive Summary

Good progress has been made since 2015 on delivering the HRA business plan. Headlines include; the completion of 43 new council homes for rent, a 53-unit extra care housing scheme at Ansell Court in Mill Hill and the acquisition of over 125 properties in London to let at affordable rents to homeless applicants. Grant has been secured from the Greater London Authority under the Building Council Homes for Londoners Programme to support the building of 78 new council homes in Barnet, for the HRA 250 home programme which includes a scheme at The Grange estate in East Finchley and for the acquisition of up to 60 ex-Right to Buy homes.

The council and Barnet Homes have always taken fire safety very seriously and ensuring the safety of residents was already a top priority for our investment programme. Following the Grenfell Tower fire in 2017, the council has committed to going beyond its statutory obligations to meet best practise in fire safety measures, and a priority for the HRA business plan going forward will be to deliver this commitment through an investment programme totalling £51.9m, of which £50m has been spent to date. A five year £29m programme to medium and low rise (lower risk) properties has commenced this year.

The council has continued to invest in existing council homes which continue to be maintained to at least the Decent Homes standard.

Other projects to be supported by the HRA Business Plan include two additional extra care schemes, providing 126 new homes.

This updated plan identifies provision for building a further 250 new homes for rent in the borough, and investment of £32 million in properties that continue to be occupied on our regeneration estates at Grahame Park and Dollis Valley. Savills were commissioned to carry out a stock condition survey; which included estimating costs to achieve the EPC C requirement to retained council homes by 2030 and also the Government Clean Growth Strategy. Savills are currently carrying out further stock condition surveys which will also provide greater clarity on the potential costs of achieving EPC B SAP ratings of retained council homes by 2030.

The current year plan has also made provision for £12.9m of new spend for environmental works to shared and communal spaces as well as an initial £38m towards achieving carbon neutrality across the stock by 2050. The estimated costs for achieving carbon neutral by 2050 is estimated by Savills to be significantly higher than the initial £38m capital allocation, however there are numerous unknown factors which will impact the total cost over time, including technology options and grant funding from the Government.

National Policy Framework

From 2012 HRAs became self- financing with a restriction placed on their external borrowing. In October 2018, the government removed the debt cap and HRA borrowing is now subject to the similar prudential borrowing guidelines as the General Fund. The removal of the borrowing cap means that council has an opportunity to invest more in increasing the supply of affordable housing, but it needs to ensure it can meet the cost of the borrowing.

The Welfare Reform and Work Act 2016 introduced a 4-year requirement for social landlords to reduce their rents by 1% each year from April 2016. This requirement reduced the revenue available to the HRA. In October 2017, the government announced its intention to allow registered providers and local authorities to increase rents by the Consumer Price Index (CPI) plus 1% for at least five years from April 2020. The recent 'spike' in CPI has meant that central Government recently had a consultation on setting a rent 'cap' for 2023/24 (and possibly the following year). The consultation asked for inputs around different levels of maximum rent increases (3%, 5% or 7%). The Business Plan assumes that rents will increase 5% for the next 2 years (when CPI is expected to be around 10%) and then by CPI+1% for 5 years and then CPI only thereafter. The Council has responded to the consultation suggesting a 7% rent increase for 2023/24 and a return to CPI+1% thereafter. If the Council response level is achieved, this would equate to an additional £4.2m, £10.0m and £39.4m of revenue over the next 5,10 and 30 years respectively

The roll out of Universal Credit for new applicants and where there is a change in circumstances for existing claims is now well underway in Barnet. The impact of this on rent collection and associated bad debt is being closely monitored, with no specific trends to note this far.

Corporate Priorities

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

In April 2019 the council agreed a new Housing Strategy which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

The HRA Business Plan complements the Housing Strategy in a number of ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective.

3. Maintaining the quality and safety of the existing supply of council housing

The council's housing stock is managed and maintained by Barnet Homes, an Arm's Length Management Organisation (ALMO) which was established in 2004 to improve services and deliver a programme of investment to bring the stock up to the Decent Homes standard.

Barnet Homes completed the Decent Homes programme in 2011, and now has a 30-year Asset Management Strategy in place which provides a framework for the effective

and efficient management of the Barnet Homes housing stock, over the next five years, with particular emphasis on the following themes:

- Understanding our housing property assets
- Continue to maintain homes to ensure they are safe, energy efficient and provide a healthy and fit-for-purpose living environment for our customers
- Improving estates to make them places our customers want to live in

The Asset Management Strategy was developed using stock condition data from Savills (80% of retained properties) and will ensure the properties are maintained to legal standards as a minimum. The business plan also makes provision for further stock condition surveys to be carried out in future years to ensure 100% coverage of all stock on a continuous basis and the most efficient use of capital programme resources.

Costs to achieve either Carbon Neutrality or the Council target of EPC B by 2030 are not yet known. Initial estimates are that this will be more than £180m; which cannot be met within the current HRA. Significant levels of grant or other central Government support will be required to achieve these targets and currently efforts are being focussed on securing funding through grant programmes where available.

Building and Fire safety

Following the Grenfell Tower disaster in June 2017, the council responded by developing a £51.9 million investment programme to improve fire safety in its housing stock, including the replacement of Aluminium Composite Material (ACM) on blocks at Granville Road (completed 2018), and the installation of sprinklers in high rise blocks (10 storeys and over). £50m of this investment programme has been spent to date.

'Building a Safer Future' (BSF) is a government-led initiative in response to the Grenfell Tower tragedy. It is a framework within which the shortcomings identified in the post-Grenfell review of Building Regulation and Fire Safety can be addressed. These shortcomings include the way high-rise residential buildings are built and managed. BSF is also intended to deal with situations where residents may raise concerns about the safety of their buildings, which they may feel are not taken seriously by their landlord.

Two key pieces of legislation support this initiative – the Building Safety Act and the Fire Safety Act. The Fire Safety Act received royal assent in April 2021, although is not yet in force. The Building Safety Bill received royal assent in July 2022 and does not come into force until 2023. The new Building Safety Regulator, working under the responsibility of the Health and Safety Executive and with responsibility for 'high risk' / 'in-scope' buildings (e.g. residential blocks over 18 metres, but other criteria may be

defined through subsequent statutory instruments) is unlikely to be fully operational until 2023/24.

Following formal introduction of the Acts it is inevitable that there will be additional requirements for other enhanced aspects of building and fire safety and ongoing management of our buildings and the wider housing stock within the borough. An additional £0.85m per annum has therefore been included as revenue expenditure within the plan to deliver the requirements of ‘Building a Safer future’ and associated legislation.

Estate Regeneration

The council recognises that its ambitious programme to regenerate its four largest council estates has taken much longer to deliver than originally envisaged. In view of this, significant investment is required by the council in properties at **Grahame Park** over the next 2 years. The council will ensure that homes at Grahame Park programmed to be occupied until 2024 remain compliant with statutory landlord health and safety compliance obligations. Properties due to remain occupied beyond 2024 will be improved to meet the Decent Homes standard. These works are summarised below:

Table 1 – Approach to investment in homes at Grahame Park Estate	
Homes to continue in occupation to 2024	Compliance works, Electrical Rising Main, Electrical Testing and Rewires, Fire enhancement works, partial window replacements, ASB works such as external perimeter lighting, entry phones/renewal of entrance doors and Housing Health and Safety Rating System works.
Homes to continue in occupation beyond 2024	As above and including repair/renewal of bathrooms and kitchens, roof and windows replacement.

The council is exploring with Barnet Homes options for accelerating the regeneration in the North of Grahame Park.

Significant regeneration has taken place at Dollis Valley. The remaining council homes at **Dollis Valley** are due to be vacated between 2022 and 2025.. These properties were built using the large panel system (LPS) method and in view of recent concerns raised about this type of construction and following discussions with Cadent Gas, Barnet Homes have replaced the gas fuel heating and hot water systems to homes in blocks of 5 storey and above with all-electric systems. Subsequently, piped gas

systems have been disconnected. As running costs associated with the electric systems will be higher than gas, the council will need to compensate residents for any additional cost and adequate provision has been made in the plan for this.

The following table shows the total investment plans for the council's housing stock through to 2027 (at current values, no inflation):

Financial £'000	Year	2022.23 Fcst	2023.24 Budget	2024.25 Budget	2025.26 Budget	2026.27 Budget	Total
STOCK CAPITAL INVESTMENT							
Major Works		£14,378	£14,378	£14,378	£16,958	£16,958	£77,050
M&E/ GAS		£6,566	£956	£566	£2,114	£2,114	£12,316
Adaptations (voids)		£1,162	£1,162	£1,162	£1,200	£1,200	£5,886
Fire safety programme		£11,576	£5,900	£5,900	£5,900	£5,900	£35,176
Additional Regeneration		£17,683	£3,803	£2,652	£2,286	£1,452	£27,876
Neighbourhood works		£563	£2,063	£2,063	£1,641	£1,641	£7,971
Carbon Neutral works		£500	£3,759	£3,759	£4,638	£4,638	£17,294
Totals		£52,428	£32,021	£30,480	£34,737	£33,903	£ 183,569

4. Investment in the delivery of new affordable homes for rent

New Build Programme

The council's Housing Strategy 2019-2024 sets out the need for more affordable homes in the borough. In order to deliver on this, local authority land, including land held in the HRA, can be made available to provide sites for new housing, either at affordable rent or for low-cost home ownership.

Barnet Homes completed the first tranche of 43 new council homes by Summer 2016 and in Autumn 2018 a GLA grant of £7.8m was secured for a further 78 new homes. Plans for the delivery of these properties are progressing.

Barnet Homes have established a Registered Provider (RP), Opendoor Homes, which is delivering 341 new affordable homes for rent on council land, primarily in the HRA. 294 of these have been completed and are now occupied.

This approach means that whilst the HRA supports the developments by providing land at nil cost, the development costs of the new homes are funded by a loan to Opendoor Homes from the council. The council retains 100% nomination rights to the properties that are built. Additionally, Opendoor Homes has delivered a policy

compliant mixed tenure scheme at Hermitage Lane which produced a further 21 affordable homes.

Further work has been carried out on the capacity of HRA sites to deliver additional homes, and several sites have been identified which are expected to provide approximately 250 new council homes for affordable rent over the next five years.

The council will continue to work with Opendoor Homes, with a focus on mixed tenure developments outside of the HRA. However, the council will consider transferring HRA land to the RP where there is a good case for doing so, for example where the HRA does not have the capacity to fund a development or where it is more suitable for mixed tenure scheme.

Acquisitions Programme

To make effective use of the council's Right- to-Buy receipts, HRA funding has already been used to support the purchase 84 properties across London which have been let at affordable rents via the council's Housing Allocations Scheme.

The council's Housing Strategy has identified the need to maintain a supply of larger affordable units and will ensure that some of the units acquired have three or more bedrooms.

A new acquisition program for up to 120 units was approved at the November 2021 Housing & Growth Committee meeting. This is made up of 60 units of ex- Right to Buy units, whereby grant of £65k per unit has been secured. The other 60 units will be funded using RTB receipts. This program will primarily focus on larger units as there is significant demand for these types of units in the Borough.

5. Increasing the supply of housing to help tackle homelessness

The delivery of new affordable homes for rent, as described above, will help to reduce homelessness by providing an alternative to expensive temporary accommodation and offer households in this position a better outcome.

At present the average net annual cost of providing temporary accommodation is an estimated £3,400 per household, and this cost is set to increase due to continuing inflationary pressures in the housing market associated with population growth and a limited supply of housing.

This means that for every 100-additional new affordable homes built or acquired, the council will save approximately £0.340m in temporary accommodation costs within in the General Fund.

6. Investment in new homes for vulnerable people

The council has identified a need for additional extra care housing for older people and homes for wheelchair users. As a result, investment is being targeted in two particular areas set out below.

Extra Care housing

As well as providing better outcomes for users, additional supported housing will provide a more cost-effective alternative to expensive residential care. It is estimated that around 35% of people admitted to residential accommodation by the council would have a better quality of life if there was availability within extra care housing. This equates to approximately 90 households every year.

Each client placed in extra care housing provides a saving of £10,000 a year compared to the cost of residential care. The first extra care scheme completed during 2019 at the 53-home extra care sheltered housing scheme at Ansell Court.

The council and Barnet Homes are progressing well with the next 51 home extra care scheme at Stag House in Burnt Oak and another 75-home scheme as part of community led development plans for the Upper and Lower Fosters estate in Hendon which started on site in March 2021. Both schemes will be funded through the HRA and with grant from the GLA.

Wheelchair housing

The council has identified a number of people currently in residential care, who would benefit from wheelchair adapted housing. It is estimated that for each person rehoused a saving of up to £50,000 will be generated in the General Fund. Barnet Homes has already built 29 wheelchair adapted homes as part of the 40 new council homes completed in 2016. Additional wheelchair adapted homes will be provided as part of the on-going programme of building affordable homes described in section six above. This complies with the local plan requirement that at least 10% of new homes should be wheelchair accessible or easily adapted for wheelchair users.

7. Efficient and Effective Services

The majority of services funded from the HRA are provided by the council's ALMO, Barnet Homes, including the management and maintenance of council housing and the provision of housing needs service, which is responsible for the assessment of eligibility for rehousing against the council's Housing Allocations Scheme.

During 2015, the council reviewed the services provided by Barnet Homes through a series of challenge sessions to ensure that the services were of a satisfactory standard

and provided good value for money. This led to the development of a new ten-year management agreement, effective from 1st April 2016 and secured savings worth £2.15m over the first five years of the agreement. This sum is equivalent to a 10% budget reduction and has had minimal impact on the effectiveness of services, whilst freeing up HRA resources for investment in further new homes.

8. Right to Buy Receipts

The Right-to-Buy scheme was reinvigorated in 2012 through the introduction of more generous discounts for tenants wishing to buy their council property. As part of this, local authorities have been permitted to keep a larger proportion of the receipts generated from Right-to-Buy sales on condition that these are spent on providing new affordable homes within 3 years. The council has so far made use of Right-to-Buy receipts to support the building and acquisitions programme described in section six above. A recent announcement by Ministry of Housing, Communities & Local Government (MHCLG) regarding Right to Buy receipts has meant that receipts now have 5 years to be utilised for the provision of replacement homes, rather than the 3 years in the past and the amount that can be used has increased from 30% to 40% of the development spend.

9. HRA 30 Year Business Plan

The council uses a spreadsheet model provided by Savills to project the HRA position over a 30-year period, considering changes in stock, capital programme requirements, and anticipated policy changes.

A baseline position has been established which takes account of the current capital programme, the loss of stock expected through estate regeneration and sales, and the latest government advice on rent setting. The baseline capital programme also includes: an agreed £52m investment in fire safety, £28m of investment in homes at Dollis Valley and Grahame Park, building of 337 new homes supported by the GLA grant and the acquisition of 171 properties for affordable rent.

It is recommended that the council proceeds with developing plans for implementing the programme described above. This will see an increase in borrowing from £360m currently to £815m at the end of the 30-year plan. This increase in borrowings means that the primary sensitivity to the business plan is interest rates.

A summary of the proposed Capital programme is included at Appendix A and the updated HRA forecast for 2022/23 is included at Appendix B.

Appendix A- Proposed HRA Capital Programme to 2027 (at current values, no inflation):

Financial Year £'000	2022.23	2023.24	2024.25	2025.26	2026.27	Total
STOCK CAPITAL INVESTMENT						
Major Works	£14,378	£14,378	£14,378	£16,958	£16,958	£77,050
M&E/ GAS	£6,566	£956	£566	£2,114	£2,114	£12,316
Adaptations (voids)	£1,162	£1,162	£1,162	£1,200	£1,200	£5,886
Fire safety programme	£11,576	£5,900	£5,900	£5,900	£5,900	£35,176
Regeneration	£17,683	£3,803	£2,652	£2,286	£1,452	£27,876
Neighbourhood works	£563	£2,063	£2,063	£1,641	£1,641	£7,971
Carbon Neutral works	£500	£3,759	£3,759	£4,638	£4,638	£17,294
Total Investment in Stock	£52,428	£32,021	£30,480	£34,737	£33,903	£ 183,569
INVESTMENT IN NEW SUPPLY						
Cheshir House – Extra Care*	£ 7,577	£ 14,849	£ 964	£ -	£ 727	£ 24,117
Stag House – Extra Care*	£ 6,174	£ 1,100	£ 226	£ -	£ -	£ 7,500
GLA Funded Programme	£ 3,936	£ 26,427	£ 5,153	£ 1,853	£ -	£ 37,369
New Build - 228 units*	£ 400	£ 3,862	£ 28,287	£ 22,793	£ 12,144	£ 67,486
The Grange	£ 1,472	£ 4,415	£ 2,943	£ 1,464	£ -	£ 10,294
120 acquisition program	£ 31,951	£ 13,802	£ -	£ -	£ -	£ 45,753
Small sites modular	£ 904	£ 3,617	£ -	£ -	£ -	£ 4,521
Moxon & Whiting	£ 1,000	£ 400	£ -	£ -	£ -	£ 1,400
Grahame Park NE*	£ 1,500	£ 2,000	£ -	£ -	£ -	£ 3,500
Dollis Valley Shared Equity	£ 2,700	£ -	£ -	£ -	£ -	£ 2,700
Total Investment in New Supply	£ 57,614	£ 70,472	£ 37,573	£ 26,110	£ 12,871	£ 204,640
Total Capital Programme	£ 110,042	£ 102,493	£ 68,053	£ 60,847	£ 46,774	£ 388,209

*Subject to capital bids

Appendix B –HRA Forecast 2022/23 and Business Plan to 2026/27

HOUSING REVENUE ACCOUNT	2022/23	2023/24	2024/25	2025/26	2026/27
	Forecast	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000
Income					
Dwelling rents	(51,916)	(54,275)	(57,031)	(60,746)	(61,888)
Non-dwelling rents	(1,155)	(987)	(898)	(854)	(808)
Service Charges for services and facilities	(6,992)	(7,772)	(8,662)	(8,913)	(9,148)
Other Income	(206)	(227)	-	-	-
Total Income	(60,269)	(63,261)	(66,591)	(70,513)	(71,844)
Expenditure					
Repairs and Maintenance	9,799	10,475	11,465	11,726	11,936
'Building Safer Future' funding	850	935	1,029	1,049	1,070
General	24,200	24,343	25,458	26,016	26,364
Special	1,074	1,348	1,276	1,389	1,458
Depreciation and impairment of fixed assets	12,683	12,719	12,908	13,210	13,418
Debt Management Expenses	10,463	11,568	12,856	14,702	16,538
Revenue Contribution to Capital	182	352	118	1,382	82
Increase in bad debt provision	997	1,169	1,096	1,020	957
Total Expenditure	60,248	62,909	66,206	70,492	71,823
Net (surplus)/deficit of HRA Services	(21)	(352)	(385)	(21)	(21)
Interest and investment income	(105)	(62)	(72)	(79)	(81)
(Surplus) or deficit	(126)	(414)	(457)	(100)	(102)
Accumulated Reserve (Surplus)	(4,146)	(4,560)	(5,017)	(5,117)	(5,219)

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Housing and Growth Committee

AGENDA ITEM 13

16th November 2022

<p>Title</p>	<p>Full Business Cases for GLA ‘Building Council Homes for Londoners’ funded housing schemes:</p> <ul style="list-style-type: none"> ● Broadfields, HA8 ● Coppetts Rd, N10 ● The Grange, N2
<p>Report of</p>	<p>Chair of Housing & Growth Committee</p>
<p>Wards</p>	<p>Edgware (Broadfields Estate) Coppetts (Coppetts Road) East Finchley (The Grange)</p>
<p>Status</p>	<p>Public with accompanying exempt report :</p> <p>(i) Exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information</p> <p>(ii) Exempt from publication in accordance with paragraph 5 of Schedule 12A of the Local Government Act 1972 - information in respect of which professional legal privilege could be maintained in legal proceedings.</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Key</p>
<p>Enclosures</p>	<ul style="list-style-type: none"> ● Broadfields FBC (1.1) ● Broadfields existing red line site plan (1.2) ● Broadfields red line proposed site plan (1.3) ● Broadfields Equalities Impact Assessment (1.4) ● Coppetts Rd FBC (2.1) ● Coppetts Rd existing red line site plan (2.2) ● Coppetts Rd red line proposed site plan (2.3) ● Coppetts Rd Equalities Impact Assessment (2.4)

	<ul style="list-style-type: none"> • The Grange FBC (3.1) • The Grange existing red line site plan (3.2) • The Grange red line proposed site plan (3.3) • The Grange Equalities Impact Assessment (3.4)
Officer Contact Details	<p>Derek Rust, Director of Growth and Development, Barnet Homes, derek.rust@barnethomes.org</p> <p>Susan Curran, Head of Housing and Regeneration, London Borough of Barnet, susan.curran@barnet.gov.uk</p>

Summary

In 2019 Barnet Homes, acting as development agent for Barnet Council, secured Outline Business Case (OBC) approval for two build programmes that would deliver 337 homes for the council. The new homes were spread across a number of sites and were to stay in the council's ownership, with rental income to the council's Housing Revenue Account (HRA). The two programmes were to be funded by a combination of grant from the 'Building Council Homes for Londoners' programme managed by the Greater London Authority (GLA) and internal funding from the council's HRA:

1. GLA 87 – Little Strand, Broadfields, Coppetts Rd sites
2. HRA 250 – The Grange (identified) and other prospective sites

Since 2019, the sites progressed at different speeds. Little Strand is the most advanced; securing planning approval in 2021, Full Business Case (FBC) approval in February 2022 and entering into build contract in July 2022. Planning permissions for Coppetts Rd, Broadfields and The Grange were approved over summer 2022. All three schemes are currently going through a procurement process, with the intention of appointing build contractors in December 2022, following Full Business Case approval and subsequent budget approval at Policy & Resources Committee in December 2022.

The final prospective schemes on the HRA 250 programme are still within the pre-planning stages and will not be ready for an FBC for 1-2 years. As such, this paper requests to seek approval of the three GLA funded schemes that are now at FBC stage: Broadfields, Coppetts Rd (funded from GLA 87 Capital programme) and The Grange (funded under the HRA 250 Capital programme).

Broadfields, Coppetts Rd and The Grange deliver homes set at the GLA's London Affordable Rent levels, are on complex infill sites within existing estates and provide a mix of flats, houses and wheelchair accessible accommodation. They present an opportunity to improve the street scene of their locations; with enhanced passive surveillance, better organised car parking etc. They will also renew public highways and create new amenity space for existing and new residents to enjoy. The new homes would be owned by the London Borough of Barnet and managed by Barnet Homes.

Since 2019, extra funding streams have been secured, in addition to £0.1m per unit from the GLA:

1. Alternative grant of £1.599m has been approved for Broadfields and The Grange.

2. Internal S106 contributions of £2.645m in total has been secured from the council for Broadfields and Coppetts Rd.

Both the GLA and alternative grant require a physical start on site by March 2023 to satisfy their funding conditions. In order for contractors to achieve this, they must be appointed no later than December 2022, to allow them time to discharge pre-commencement planning conditions. As such, it should be noted that whilst the budgets being presented in the FBC's are informed by tender returns, they will only be finalised when presented to Policy & Resources Committee in December 2022. All tenders have been returned, but the clarification process is ongoing; and should conclude by mid November 2022.

It is currently foreseen that the GLA 87 programme budget will need to be extended by approximately £11.3m to cover the increased costs associated with Broadfields and Coppetts Rd from the original estimates in the 2019 OBC. Some of this additional cost is expected be covered by grant funding. The costs for The Grange can currently be contained within the programme budget for the HRA 250 programme.

Subject to the approval of the respective Full Business Cases, followed by subsequent approval of the budgets at Policy and Resources Committee on 13th December, Barnet Homes will be able to progress awarding the building contracts by December 2022 and thus enable start on site by March 2023, with the aim of completions in winter 2024 / spring 2025.

Officers Recommendations

1. **That the Housing and Growth Committee notes and approves the Full Business Case for the Broadfields HA8 (GLA87), project.**
2. **That the Housing and Growth Committee delegates authority to the Director of Growth to agree the appointment of the preferred contractor at Broadfields once they are identified. This is dependent on the final contract value sitting within the approved budget and satisfactory financial due diligence checks being undertaken.**
3. **That the Housing and Growth Committee notes and approves the Full Business Case for the Coppetts Rd, N10 (GLA 87)project.**
4. **That the Housing and Growth Committee delegates authority to the Director of Growth to agree the appointment of the preferred contractor at Coppetts Rd once they are identified. This is dependent on the final contract value sitting within the approved budget and satisfactory financial due diligence checks being undertaken.**
5. **That the Housing and Growth Committee notes and approves the Full Business Case for The Grange, N2 (HRA 250) project.**
6. **That the Housing and Growth Committee delegates authority to the Director of Growth to agree the appointment of the preferred contractor at The Grange once they are identified. This is dependent on the final contract value sitting within the approved budget and satisfactory financial due diligence checks being undertaken.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Barnet Homes has been commissioned to act as development agent on behalf of Barnet Council to develop a pipeline of affordable housing as part of the two programmes known as the “GLA 87” and “HRA 250”. The Outline Business Cases for the Broadfields and Coppett’s Rd sites were approved in April 2020 by the Urgency Committee and for The Grange by the Housing & Growth Committee in February 2022. These approvals enabled Barnet Homes to secure planning permission and undertake the contractor procurement exercise for each scheme.
- 1.2 The projects will deliver 559 new homes for London Affordable Rent with parking provision, as well as make improvements to the public realm. See summary below (full details can be found in the respective FBC’s).

	Broadfields	Coppetts Rd	The Grange
Flats	28	6	16
Houses		9	
Wheelchair units	3	2	3

- 1.3 The approval of the Full Business Cases is required in order to proceed with the projects and enable entering into a build contract to deliver the schemes.
- 1.4 The current OBC budgets for the GLA 87 and HRA 250 schemes were approved at Policy & Resources Committee in June 2019 and February 2020 respectively. An updated budget approval that reflects the FBC position of each scheme and respective programme updates will take place at Policy & Resources Committee on 13th December 2022, which will be the final governance milestone prior to letting the respective build contracts.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The three infill sites will involve demolition of garages and pramstores plus the use of informal parking areas to provide 59 new homes, 8 of which are fully accessible wheelchair homes and 6 of which are larger 4 bed family homes. These are some of the most in-demand property types within the Borough.
- 2.2 No ongoing concerns have been raised with regards to land title. A small amount of stopping up of Highways land prior to scheme completion will be required at Coppetts Rd and The Grange, but the likelihood of this being refused is viewed as low risk and in any event could be designed out in conjunction with liaison from the Local Planning Authority.
- 2.3 The estimated combined total revenue benefit inclusive of savings to Barnet Council is **£354,023** per annum. See table below for summary (further details can be found in the respective FBC’s).

Scheme	Number of units	Wheelchair home provision cost avoidance p/a	Temporary Accommodation cost avoidance p/a	Assumed Council Tax income p/a	Total LBB revenue benefit p/a
Broadfields	28	£49,482	£68,020	£34,067.85	£151,570
Coppetts Road	15	£32,988	£38,847	£22,902	£94,737
The Grange	16	£49,482	£38,234	£20,000	£107,716

- 2.4 Approximately £3.1m will be spent on the public realm, including new pocket parks, children’s play parks, extensive highways and footways renewal, new street lighting etc.
- 2.5 The delivering more quality affordable homes in the borough is a key priority for the council and is recognised in the Housing Strategy 2019-2024, the Growth Strategy and is a key theme of the emerging Corporate Plan. Barnet has the second largest population of any London Borough with 389,300 residents. The figure is expected to grow to 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough. To deliver an increase in housing completions to meet housing need the council and wider public sector needs to increase its own pipeline of housing delivery. To that end the council is reviewing its assets to consider all suitable sites for redevelopment potential.
- 2.6 The Draft Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Regeneration Strategy builds on this, articulating the council’s approach to delivering growth and focusing on the places that need intervention.
- 2.7 These schemes would count towards the 1000 homes at London Affordable Rent that the Administration pledged as part of their Manifesto in May 2022.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Option 1 – Do not proceed with some / all of these developments

An alternative option is to **do nothing**, but it would limit the council’s ability to deliver much-needed affordable housing. There would be reputational damage with the GLA and the return of up to £5.9m of grant. The same would apply with the £1.599m of alternative grant. Abortive costs of up to c£1.9m across all three schemes would also be incurred.

3.2 Option 2 – Develop some / all three projects through on-lending to Opendoor Homes

The schemes could be completed at nil cost to Barnet Council, with financial benefits including the homeless dividend. The schemes would not be viable unless a number of market sales units were introduced into the schemes, with a higher level of rent being charged on the remaining properties, likely at 65% of market rent. GLA grant per property may reduce or be unavailable. In this option, the homes would not sit in the HRA.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to approval of the Full Business Cases by Housing and Growth Committee, and the budget by Policy and Resources Committee, Barnet Homes will continue to work with our Employers Agent – Potter Raper Partnership – to identify and appoint the proposed contractor.
- 4.2 The remaining projects that form the HRA 250 programme will be subject to separate approval of their respective Business Cases.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy 2019-2024 and the Growth Strategy. Since May 2022 this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years. These schemes will deliver 59 homes to wards this target.
- 5.1.2 The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.

5.1.3 Emerging Corporate Plan

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

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

Broadfields, Coppetts Rd (GLA 87)

- 5.2.1 The approval of FBC's for Broadfields and Coppetts Rd will conclude all the FBC's for the GLA 87 programme. A sum of £27.625m was originally allocated to the council's Housing Revenue Account budget for the GLA 87 capital programme, funded partially by £8.7m GLA grant funding. This was approved by Policy & Resources Committee in June 2019. There has been spend to date against the programme with £26.140m remaining at 1 April 2022. The estimated budget to complete Little Strand, Broadfields and Coppetts Rd from 22/23 is £37.369m, which includes construction and project on costs. The total expected programme cost (historic and future) is £38.853m.

5.2.3 Across the GLA 87 programme, this is an £11.228m budget increase since June 2019, albeit an additional £3.507m of grant was secured in the same period. The increase in budget requested to be approved is £11.228m, however this will only require an increase in borrowing of £8.120m as the other costs will be covered by additional S106 funding and other contributions secured for this programme.

5.2.4 This additional budget has been modelled through the HRA business plan and is still viable.

5.2.5 Rising costs are a combination of finalising the scheme designs from the early indicative layouts that were contained within the OBC and also changing market conditions within the construction sector and national economy as a whole. The construction sector has experienced significant cost inflation in the last 12 months, a result of the exit from the European Union, the Covid19 pandemic and the invasion of the Ukraine by Russia. This includes:

- Consumer Price Inflation (CPI) rose by 10.1% in the 12 months to July 2022
- Building Cost Information Service (BCIS) Materials Cost Index rose by 22% in the 12 months to Q2 2022
- There has been the highest rate of materials inflation since 1980
- The BCIS General Building Cost Index rose by 14% in the 12 months to Q2 2022

5.2.5 Change in GLA 87 programme budget and funding summary;

	Current budget remaining (Sept 22 P&R)	New budget requested
	26,140,908	37,368,589
Grant	8,770,000	7,800,000
Alternative grant		1,231,715
s106		2,845,276
Borrowing	17,370,908	25,491,598
	26,140,908	37,368,589

5.2.6 In the course of gaining planning approval, unit numbers across the programme have fallen from 87 originally envisaged at OBC stage to 78 under the current planning approvals. GLA grant was awarded at £0.1m per unit, therefore the programme wide grant for the GLA 87 has fallen from £8.7m to £7.8m. However, in the same period, a further £1.232m has been secured from the alternative grant source, plus £2.645m of S106 commuted sums.

5.2.7 The scheme by scheme breakdown is below:

GLA 87 - total costs	35	15	28	78
	Little Strand	Coppetts Rd	Broadfields	Total
Construction costs estimate	12,000,000	8,164,896	11,615,000	31,779,896
Development Fee (TBG) - 3.5%	420,000	218,686	1,765,121	2,403,807
Professional fees/ Legal	1,402,662	567,804	406,525	2,376,991
Contingency	900,000	447,569	871,125	2,218,694
Site decant	73,500	0	0	73,500
	14,796,162	9,398,955	14,657,771	38,852,888

Total programme Funding				
s106	200,000	645,276	2,000,000	2,845,276
Alternative grant fund	270,000		961,715	1,231,715
GLA grant	3,500,000	1,500,000	2,800,000	7,800,000
Borrowing				26,975,897
				38,852,888

The Grange (HRA 250)

5.2.8 A sum of £81.034m was allocated to the Council's Housing Revenue Account budget for the HRA 250 programme, funded partially by £1.6m GLA grant funding across the programme. This was approved by Policy & Resources Committee in February 2020. There has been spend to date against the programme; with £79m remaining at 1 April 2022.

5.2.9 The estimated budget to complete The Grange from 22/23 equals £9.877m, which includes construction and project on costs. GLA grant of £1.6m has been awarded plus a further £0.637m has from the alternative grant source. The Grange scheme budget will be updated to Policy & Resources committee in December 2022 but ultimately falls within the existing approved programme wide budget. The programme budget will then be reviewed at the point that the remaining projects within the programme (Coppies Rd and Silk House & Shoelands) reach FBC stage.

5.2.10 The estimated total revenue benefit inclusive of savings to Barnet Council across Broadfields, Coppets Rd and The Grange is **£354,023** per annum. This is made up of a combination of wheelchair home cost avoidance, temporary social accommodation cost avoidance and council tax receipts. See table in section 2.3 for more details. A separate cashable benefit to the HRA is the rental income for each scheme (see FBC's for individual breakdowns).

5.2.11 However, within the build costs, there is also an estimated £3.1m of public realm enhancement works, including new children's play space, pocket parks, landscaping and re-wilding, new footways, roadways and street lighting.

5.2.12 Barnet Homes has an established Development Team with the required experience to deliver this project. Barnet Homes manages the existing estate on behalf of London Borough of Barnet. They have successfully delivered works projects within occupied social housing settings and engaged with residents and leaseholders before, during and after the works are completed.

5.2.13 Barnet Homes will manage the project in accordance with the LBB Project Management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

5.3 Social Value

5.3.1 Expected social value from this project will be:

- The opportunity to improve the public realm of the estates, to benefit residents existing and new.
- Contributing to the housing needs of residents within London Borough of Barnet.
- Making savings in temporary accommodation costs through the ability to allocate to new homes for affordable homes.
- Helping to address the shortfall of available accommodation within the Borough.
- New affordable homes which will provide a higher quality of accommodation and greater level of security for households currently living in temporary accommodation and/or in poor private rented sector accommodation.
- Net increase in Council tax revenues.
- Much-improved street scenes with high-quality designs.

5.3.2 Additionally, the main contractors will be required to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate. Where the contract value exceeds £0.25m, Barnet Homes ensures that, via their Employer's Requirements, the Contractor includes within their price for employment and training of local labour which represents 20% of the total number of person-weeks required on site. It also requires as part of the 20% target that: 25% shall be from black and ethnic minorities, 25% will be employed trainees or placements from a local training provider and 10% shall be female. Such employees shall be engaged on an hourly wage, no less than the London Living Wage.

5.3.3 The Contractor will also include for the selection and employment of apprentices from suitable London based training establishments and manage the process from securing apprenticeship training to enrolments. These targets are all reported and monitored at monthly progress meetings.

5.4 Legal and Constitutional References

5.4.1 Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, employment strategy business support and engagement.

- 5.4.2 The Council Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising all acquisitions and disposals over £0.5m.
- 5.4.3 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions, subject to any specific restrictions contained in legislation.
- 5.4.4 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of notices where such contracts are not drawn down from a compliant framework. Any procurement activity undertaken must also be in accordance with the Council's Contract Procedure Rules.
- 5.4.5 Where the Council accesses an existing Framework Agreement, the Framework Agreement terms and conditions of contract must be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.
- 5.4.6 In the event the delivery option for the proposed development is with the assistance of a loan/grant then the Council must note that under Subsidy Control rules (formerly State Aid rules), in order to avoid the distortion of competition and trade within the European Union, no advantage should result from funding that is granted by public authorities on a selective basis to any organisations. It is essential that all legislation concerning Subsidy Control (formerly State Aid) is met, in particular such loans should be at normal commercial rates.
- 5.4.7 The Public Services (Social Value) Act 2012 requires If a relevant authority proposes to procure or make arrangements for procuring the provision of services, it must consider—
- (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
 - (b) how, in conducting the process of procurement, it might act with a view to securing that improvement;
- and it must consider whether to undertake any consultation in relation to such matters.

5.5 Risk Management

- 5.5.1 The main business and service risks associated with the potential scope for this project are noted below.

Financial

- 5.5.2 The construction sector is currently suffering from shortages of both labour and materials, which in turn is causing price fluctuations for contractors and making accurate cost estimation difficult. It is likely that all tender returns will include fluctuation clauses that

readjust the contract price at the end of the project to account for inflation fluctuation. In addition, cost pressure on the contractors will increase the likelihood of them submitting loss & expense claims for unforeseen delay that are caused by third parties. We will monitor closely and have included a larger than normal contingency on each project to cover such eventualities.

Delivery

5.5.3 A number of tasks are required that involve the consent of third parties (stopping up of Highways land, addition of an electrical substation, diversion of drainage etc). Whilst early dialog has been positive, an element of risk remains. Specialist transport and utility consultants will be employed by the contractor and progress against programme will be monitored closely.

5.6 Equalities and Diversity

5.6.1 Under the Equality Act 2010, the council must have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- b) advance equality of opportunity between those with a protected characteristic and those without.
- c) promote good relations between those with a protected characteristic and those without.

The 'protected characteristics' referred to are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.6.2 The council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.

5.6.3 Broadfields, Coppetts Rd and The Grange will make a contribution to the provision of additional high quality affordable rented housing in the Borough, as well as the promotion of construction jobs in the borough.

For each project, Barnet Homes have completed an Equalities Impact Assessment (EIA), reviewing the impact of the project delivery on the existing residents.

5.6.4 The EIA assessment identified that a few groups are impacted negatively by the delivery of the project, primarily due to disruption during the construction period. However, it is assessed that these are short term impacts only and that they are outweighed by the longer-term benefits of the project.

5.6.5 There are clear mitigations for the short-term negative impacts, including a communications plan and appointment of a Resident Liaison Officer, which in the medium-term will help to establish good relationships and build trust with the community. Regular engagement will continue with the local community for the duration of the project and the contractor will be subject to audits from appointed third parties to ensure they are undertaking all works appropriately.

5.6.6 At this stage, the proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation.

5.7 Corporate Parenting

5.7.1 Barnet Council have a small number of care leavers in temporary accommodation. Increasing the supply of affordable housing is therefore a corporate parenting issue.

5.8 Consultation and Engagement

5.8.1 Consultation has taken place each scheme as part of the design and planning process. Concerns were largely similar, focusing on the loss of estate greenspace, informal parking and the disruption caused during the construction process. Following consultation, key changes were made to Broadfields and The Grange, in terms of the removal of more contentious blocks to lower the loss of estate greenspace. This was most notable at The Grange, where unit numbers fell from 43 to 16. The Grange is an example of the more intensive community consultation that will be employed on future schemes going forwards. Early engagement included the appointment of a resident engagement advisor, a Resident Interest Group established, ongoing liaison with ward members and three consultation events which were attended by up to 82 attendees on occasion.

5.8.2 Once the successful tenderer is awarded the build contract, the Contractor will communicate with residents on their proposed site logistics, which will relate to parking, refuse collection and ingress and egress of cars and pedestrians. Engagement will continue through the life of each scheme with a dedicated resident communications strategy that will typically include: Resident Liaison Officers, monthly newsletters, third party schemes such as 'considerate contractors' to monitor site and allow independent feedback from residents etc.

5.9 Insight

5.9.1 The Council's Housing Strategy and Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery.

5.9.2 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. There are currently more than 2,700 households living in temporary accommodation which presents significant budgetary pressures for the council.

5.9.3 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.10 Environmental Impact

5.10.1 Over the three schemes, Barnet Homes is aiming to meet the zero-carbon targets as set out by council's emerging sustainability strategy, whilst maintaining affordability and being practical to operate and maintain. The strategy adopted is based upon the application of an energy hierarchy. This method deals first with passively reducing the requirement for energy, then actively using efficient energy systems, and finally, the integration of low or zero carbon technologies. This approach inherently offers best value for money against carbon savings.

- Electric vehicle charging points will be installed on each site
- Air source heat pumps for hot water and panel heating to the flats.
- Photovoltaics on the roofs of the flats and houses
- Water management through the construction of water attenuation tanks where possible
- Triple Glazing if required
- Site wide measures also include increasing the biodiversity of the estate and borough through new green spaces and new trees as well as wild meadow planting.

6 BACKGROUND PAPERS

Urgency Committee, 27 April 2020, Approval of Emergency Decisions and Delegations to Chief Officers, Appendix E: Housing and Growth Committee:

<https://barnet.moderngov.co.uk/documents/s58621/Appendix%20E%20-%20Housing%20Growth%20Committee.pdf>

Policy and Resources Committee, 17 June 2019, Business Planning 2020-24 and Budget Management 2019/20:

<https://barnet.moderngov.co.uk/documents/s52996/Business%20Planning%202020-24%20and%20Budget%20Management%20201920.pdf>

Policy and Resources Committee, 19 February 2020, Business Planning - Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21:

[\(Public Pack\)Agenda Document for Policy and Resources Committee, 19/02/2020 19:00 \(moderngov.co.uk\)](#)

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Full Business Case (FBC): Broadfields Estate Project (part of GLA 87 programme) – Public

Author:	Marian Helcke, Senior Project Manager, Barnet Homes
Date:	31 st October 2022
Service /	Barnet Homes
Dept:	New Build Team

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1. Introduction

The scheme at Broadfields is part of a wider programme of housing delivery to deliver 87 new homes across three sites, known to the council as “GLA 87”. The programme was intended to be funded in part by GLA grant, with the balance from the council’s Housing Revenue Account (HRA). As the programme developed, constraints within the design and planning process has led to a reduction in units, with 78 units currently predicted across the three sites.

Broadfields is a development of two blocks of flats on the existing estate opposite Kenilworth Road blocks. The development consists of demolishing 37 garages and 12 pramstores in order to provide 28 new homes with the re-provision of the 12 pramstores as appropriate. 3 of the new homes will be built to M4(3) standards meaning they fully accommodate wheelchair users. There are a further 36 pramstores that will be refurbished throughout the estate as part of the wider public realm works.

Planning approval for the scheme was secured on the 7th September, with the Unilateral Undertaking anticipated to complete mid November 2022. Tenders were received on the 24th October and are undergoing analysis by the Employer’s Agent with the tender period concluded late November 2022.

The project presents an opportunity to improve underused garage space on the Broadfields estate, provide safer, delineated car parking, renews public highways and footpaths and create new amenity space for existing and new residents to enjoy.

The new homes would be owned by the London Borough of Barnet and managed by Barnet Homes.

Subject to the approval of the Full Business Case, Barnet Homes will be able to progress the awarding of the building contract by the end of this financial year, thus securing the GLA grant and enabling start on site by spring 2023, with the aim of completion in spring 2025.

2. Project Definition

2.1 Overview

Barnet Homes has been commissioned as development agent to deliver a programme of new affordable housing to meet housing need. Barnet Homes will manage the development process on behalf of Barnet Council.

2.2 The Site

Broadfields is an existing estate off Kenilworth Road and Bushfield Road and this is located in the Edgwarebury Ward. The development proposes to demolish the 37 garages and 12 pramstores to build two blocks of flats, which will provide 28 new homes, 3 of which are fully wheelchairs accessible. Upon approval of the FBC, Barnet Homes will secure vacant possession of both the garages and 12 pramstores.

The existing site as indicated by the red line plan (**Appendix 1.2**), encompasses the whole

estate and will therefore involve extensive public realm works including the diversion of some utilities, a new substation and reprovision of a new road layout for emergency access and works relating to S278 Highway related works. **Appendix 1.3** identifies the proposed scheme.

- Block B6 will consist of a four storey block of 20 no one and two bedroom flats. This includes 1 wheelchair accessible flat on the ground floor.
- Block B7 will consist of a three storey block of 8 no. one and two bedroom flats, which includes 2 wheelchair accessible flats on the ground floor.

Both blocks face the existing Kenilworth Road blocks on the estate. There is a comprehensive landscaping plan for the whole estate which also caters for two children's play areas (one Under 4s and one from 5 to 11 years old). There are also additional demarcated parking spaces with an introduction of a new highway drop down kerb to the north of the estate.

2.3 Unit Mix

Barnet Homes have assembled an experienced design team who have led the scheme through a two-year design process to secure planning, taking on board feedback consultation with the public and statutory third parties such as the Environment Agency, Planners etc.

The consented scheme was less than our original estimate of 47 units as a result of this consultation, but the scheme remains value for money and its current budget has been recently tested against the current HRA business plan as part of a wider review of the impact of the updated GLA 87.

The table below identifies the scheme mix

Block	Dwelling No	Dwelling Type	Notes
B7 – 3 storey			
	4	1b2p flats	
	2	2b4p flats	
	1	2b3p flat	
8	1	1b2p w/c flat	M4(3) wheelchair compliant
B6 – 4 storey			
	11	1b 2p flats	
	2	1b2p w/c flats	M4(3) wheelchair compliant
	3	2b3p flats	
20	4	2b4p flats	
Total	28		

:

Barnet Homes successfully secured planning approval, with the unilateral undertaking expected to complete by mid November 2022. A team of specialist consultants were engaged to develop the scheme up to RIBA stage 2 and this included Potter Raper (Employers Agent) and RCKA (Architects).

Barnet Homes, on behalf of the council, originally secured a £8.7m grant from the Greater London Authority through their Building Council Homes for Londoners programme to deliver 87 homes across three sites. This was on the basis of £100,000 per unit. The grant requires a start on site by March 2023 (extended by the GLA from the previous deadline to March 2022 to account for the delaying effects of Covid on the planning process etc) and the new homes must be let at London Affordable Rent.

2.4 Environmental impact and sustainability

At Broadfields, Barnet Homes is aiming to meet the zero-carbon targets as set out by Council's sustainability strategy, whilst maintaining affordability. A stage 2 energy statement conducted by the Employer's Agent, sets out the intention via initial design to:

- Achieve above ECP B rating to A.
- Introduce electric vehicle charging points
- Introduce a central heating plant room in the block of flats that includes Air source heat pumps.
- Introduce photovoltaics on the roofs of the flats.
- Water management through the construction of SUDS principles
- Increase the biodiversity of the estate and borough through new green spaces and new trees. This includes the retention of two large trees and the planting of several other trees.

In terms of oversight and quality assurance, Barnet Homes will employ not only an Employers Agent (who administers the contract) but also a Clerk of Works who will undertake quality checks and also specialist Fire and Mechanical & Electrical consultants who will visit at key stages to witness installation and commissioning etc. Most of the above consultants have already been appointed and have assisted with the design development to date.

The new homes will be constructed in line with current and expected building regulations, including changes implemented following the Grenfell Tower tragedy. This includes the use of non-combustible materials

3. Rationale

This FBC has been prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, comprising the following:

- the strategic case
- the economic case

- the commercial case
- the financial case
- the management case

3.1. Strategic case

The Strategic Case sets out the rationale, business needs and constraints for development of new homes on Housing Revenue Account (HRA) land.

The strategic external and internal drivers for this investment and associated strategies, programmes and plans are as follows:

The delivering more quality affordable homes in the borough is a key priority for the council and is recognised in the Housing Strategy 2019-2024, the Growth Strategy and is a key theme of the emerging Corporate Plan. Barnet has the second largest population of any London Borough with 389,3400 residents. The figure is expected to grow to 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough. To deliver an increase in housing completions to meet housing need, the council and wider public sector needs to increase its own pipeline of housing delivery. To that end the council is reviewing its assets to consider all suitable sites for redevelopment potential.

The Draft Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Regeneration Strategy builds on this, articulating the council's approach to delivering growth and focusing on the places that need intervention.

These schemes would count towards the 1000 homes at London Affordable Rent that the Administration pledged as part of their Manifesto in May 2022.

Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy 2019-2024 and the Growth Strategy. Since May 2022 this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years. This scheme will deliver 28 homes towards this target.

The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.

3.1.1. Emerging Corporate Plan

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29th September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

3.1.2 Investment objectives

The investment objectives for this project are as follows:

1. Increase the supply of social housing provision within the Borough through the HRA.
2. Improve the existing estate and street scene appearance through the sensitive addition of new homes whilst bringing improvements to the existing estate and public realm.
3. Provide secure homes on flexible tenancies and mitigate costs to the general fund in providing temporary accommodation.

3.2 Economic case

3.2.1 Critical Success Factors

The Economic case sets out the critical success factors (CSF) for the business case, appraising various options and indicating which is preferred. The CSF for the preferred design solution has been drafted taking into account:

- The constraints of the existing building and estate
- The views of LBB's Planners through pre-application meetings
- The views of Barnet Homes' Housing Options team on the types of homes which are in greatest need and that can be successfully incorporated

The following CSFs have been established:

1. **CSF1: community needs** – current and future community needs are met by the final preferred solution
2. **CSF2: strategic fit** – the final preferred solution contributes to the London Plan, LBB Corporate Plan and LBB Housing Strategy targets
3. **CSF3: benefits optimisation** – the final preferred solution optimises the potential return on expenditure and improves the overall value for money
4. **CSF4: potential achievability** – the final preferred solution enables successful and timely achievement based on strong community engagement

The preferred option for progression is Option 2 – *Develop these homes, funded by the HRA and GLA*. This is the option that fully meets all the identified CSFs. The option delivers new affordable homes thus meeting CSF1 and CSF2. This option produces revenue benefits as identified later in this section, thus meeting CSF3. There has been extensive community engagement and funding is in place ready to progress with this option subject to the approval of the FBC by Housing and Growth Committee, thus CSF4 is met. The following two options were discounted:

Option 1 - *Do not proceed with the development of these new homes*, does not meet any of the above CSFs as it does not provide any additional homes or benefits.

Option 3 - *Develop these homes, through on-lending to Opendoor Homes*, could potentially meet some of the above CSFs but it is not as closely aligned as Option 2. Option 3 would result in higher rents which does not fully meet CSF1 or CSF2. It is also likely to be slower to deliver as no alternative funding arrangement is in place, therefore does not meet CSF4.

Further detail on the options identified is contained within section 4 of this report.

Barnet Homes is the preferred vehicle for delivery as it meets all the CSFs:

- Barnet Homes has experience of managing affordable housing projects and knows its customer base well.
- Barnet Homes is delivering high quality affordable homes elsewhere in the Borough.
- Barnet Homes will procure the works in accordance with its contract procedure rules and in compliance with UK public procurement legislation requirements as necessary.

The economic benefits of the business case are set out in the table below.

Scheme	Number of units	Wheelchair home provision cost avoidance p/a	Temporary Accommodation cost avoidance p/a	Assumed Council Tax income p/a	Total LBB revenue benefit p/a
Broadfields	28	£49,482	£68,020	£34067.85	£151,570

The temporary accommodation cost avoidance per annum is calculated at £2,572 and £2,944, per unit for non-accessible units with 1 and 2 bedrooms respectively.

Council tax per unit has been estimated at £1,200 and £1,300. This equates with Barnet Council's revenue earned from a valuation band, between C for the one and two beds and D for the wheelchair units at 2022/23 rates.

Savings for providing wheelchair accessible homes are calculated at £49,482 per annum.

The estimated total revenue benefit inclusive of savings to Barnet Council is **£151,570** per annum.

It is estimated that the public realm contribution equates to £1.915m of the works on this project.

3.3 Commercial case

3.3.1 Land

The site is owned by the London Borough of Barnet. Barnet Homes would act as development agent through the ALMO's management agreement. When the 28 homes are completed, they will be managed and maintained by Barnet Homes on behalf of the council under the existing management agreement.

3.3.2 Procurement

A single-stage tender exercise has been undertaken, calling off contractors from the Hyde framework, to ensure OJEU compliancy. It was undertaken on an established 60:40 quality to price basis, following Barnet Homes procurement rules

3.4 Financial case

The Financial case considers the budgetary, financial and affordability impacts of this approach.

Broadfields is funded through a combination of grant from the GLA and grant from other sources. The balance is funded via HRA borrowing. The HRA borrowing is serviced through rental income from the new homes delivered in the project.

The project is providing 100% of units for London Affordable Rent, including 3 wheelchair accessible homes. Approximately £1.915m of the project will be spent on public realm enhancements including new landscaping, two playparks, new lighting, roadways and footpaths. The project also offers operational value for money, whereby the construction of energy efficient and high-quality housing will reduce maintenance costs for Barnet Council and energy bills for residents.

The Barnet Homes contractor tender process requires that contracts are awarded on the basis of 40% Cost: 60% Quality. This ensures a high-quality service and product, offering good value for money.

This project, as part of a wider programme, has been included in the HRA Business Plan. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation

3.5 Management

The management case provides the outline plan for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery. The project will follow the corporate project management guidelines, specifically around governance, reporting and risk management.

A Barnet Homes Project Manager will oversee the project and be responsible for the day to day running of the project. The project manager will report to the Development Manager and will act as the client for the purpose of the build contract.

Barnet Homes has significant experience of successfully delivering works projects within occupied social housing settings and engaging with tenants and leaseholders before, during and after the works are completed. Such engagement requires cross-team working within the organization. The processes developed to support such works will be used and refined as required to support the delivery of this project.

Project delivery will be reported at the Affordable Housing Board attended by representatives of LBB and Barnet Homes. Barnet Council as provider of land and project capital will receive regular financial and project monitoring information and more regular exception reporting should this be necessary.

Reporting to the Council will include:

- Overall progress against programme
- Financial progress against programme
 - Quarterly cost update
 - Cash flow
 - Cost variations
- Risk profile updates

4. Options

Due to the project objective, limited options were considered due to the desired outcomes from the Commissioning client.

There are three principal options available which are explored in further detail below.

- **Option 1** – Do not proceed with the development of these new homes.
- **Option 2** - Develop these homes, purely funded by the HRA
- **Option 3** – Develop these homes, through on-lending to Opendoor Homes.

Option 1 – Do not proceed with the development of these new homes

Advantages	Disadvantages
<ul style="list-style-type: none"> • Local community not impacted by short-term construction period • 'Informal' car parking on the estate retained (verges, pavement on roadsides etc) 	<ul style="list-style-type: none"> • The expected project benefits will not be delivered. • Do not deliver much needed homes, including wheelchair homes

Option 2 – Develop these homes, funded by the HRA

This option will ensure that the new homes remain in the ownership of Barnet Council and in the event that they are sold through the Right to Buy provisions there is a direct link between the long term tenant (leaseholder) and Barnet Council. The Council will benefit from the rent and service charges from these properties.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Additional social housing units created and owned by Barnet Council. • Management of the existing homes and new homes on the estate remains with one party (Barnet Homes). • The project benefits will be realised. • Provision of 3 new wheelchair accessible family homes 	<ul style="list-style-type: none"> • Initial up-front cost borne by the HRA.

Option 3– Develop these homes, through on-lending to Opendoor Homes

Advantages	Disadvantages
<ul style="list-style-type: none"> • Scheme could be completed at nil cost to Barnet Council, with financial benefits including the homeless dividend. • Barnet Homes would still act as the development agent. • A higher level of rent could be charged, i.e., Barnet affordable rent, at 65% of market rent, albeit without GLA funding. 	<ul style="list-style-type: none"> • Any delay in entering into contract December 2022 could cause tendered prices to elapse / increase, causing the project to be more expensive and potentially less viable. • Higher rents may not be affordable to all Homelessness customers. • Units would not count towards the Administrations target for 1000 new homes at social rent • ODH could not viably deliver the project without some form of subsidy, probably via sales resulting in a loss of business case benefits

It is on this basis that Barnet Homes recommend Option 2 is progressed as part of this Full Business Case.

5 .Expected Benefits

5.1 Summary overleaf

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Benefit 1: Financial cashable Cost avoidance	A financial saving will be made through avoided costs, where Temporary Accommodation is not required for 28 households.	Council	£68,020 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 2: Financial cashable Council tax revenue	Council tax revenue from the 28 new dwellings.	Council	£34,068 per annum	2024/25 onwards	Council	Calculated on an annual basis using Council tax rates	Using Council tax rates 2022/23 rates
Benefit 3: Financial cashable Wheelchair cost avoidance savings	A financial saving will be made through avoided costs, where Temporary Accommodation for Wheelchair Users is not required for 3 families.	Council	£49,482 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 4: Financial cashable Rental Income from units	Rental income which enters HRA stream	Council	£250,596 per annum	2024/25 onwards	HRA	Calculated on an annual basis	London Affordable rents 2022/23 increased by 1 % per annum.
Benefit 4: Non-financial Strategic objective	Maintain the supply of social housing provision within the borough through leveraging in public subsidy in the form of GLA grant of £100,000 per home - £2.8m	Council / those in housing need	Provides occupation for 28 households	2024/25 onwards	HRA	Measure occupancy rates	N/A
Benefit 5: Non-financial Strategic objective	Improvements to the existing estate's public realm	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 6: Non-financial Strategic objective	Integrate the proposed additional homes into the existing community through the use of shared estate facilities	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 7: Non-financial Strategic objective	Improved sustainability of homes	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A

5.2 Social Value

Barnet Homes actively encourages its development partners to contribute through leaving a legacy within the communities we serve through social value. Whilst a key objective is to ensure our customers have homes that they feel safe in, we encourage developers to provide support and investment into communities in other ways.

The Barnet Homes Community Engagement team were involved in the drafting of the quality questions that the contractors answered as part of the tender process. As a result of this a question was included asking potential contractors to answer:

“How the service provider/contractor will support our customers and service users into career opportunities that may include paid employment, apprenticeships (if contract value is in excess of £1m), work experience, bursaries, attendance at employment events and skills training.”

This question was marked as part of the quality submission tender evaluation and scored in accordance with the scoring system. Contractors were also asked to elaborate on this further as part of the tender interview process.

As the build contract is expected to exceed £250,000, Barnet Homes will ensure that the contractor includes within their price employment and training of local labour which represents 20% of the total number of person-weeks required on site. It also requires as part of the 20% target that:

- 25% shall be from black and ethnic minorities
- 25% will be employed trainees or placements from a local training provider
- 10% shall be female

Such employees shall be engaged on an hourly wage, no less than the London Living Wage.

The Contractor will also include for the selection and employment of apprentices from suitable London based training establishments and manage the process from securing apprenticeship training to enrolments. These targets are all reported and monitored at monthly progress meetings.

In addition, the Contractor provides additional social value to the project via contributions to either community events, local charities or schools. This forms part of their Considerate Contractor status that is required for each project.

6. Risks

7. Financial Appraisal

7.1 HRA modelling

The draft expected total costs and the increased level of borrowing has been tested against the current HRA Business plan to stress test the scenario. All costs have been included in the updated HRA Business Plan which is also being presented to Housing & Growth Committee in November 2022.

This project, as part of a wider programme, has been included in the HRA Business Plan. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation.

7.3 Funding route

A sum of £27,625,000 has been allocated to the Council's Housing Revenue Account budget for the GLA 87 programme, including £8.7m of GLA grant funding. Following the change in programme unit numbers to 78, the budget will be updated at the Polciy & Resources Committee taking place 13th December 2022. This will account for a reduction in GLA funding across the programme (due to programme unit numbers falling from 87 to 78) but an increase in other funding streams and any funding gap that will require additional monies from the HRA.

8. Project Approach

8.1 Project approach

The project will be managed by Barnet Homes in accordance with the Barnet Council project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

8.2 Project controls

The Affordable Housing Board consists of Council Commissioners and the senior members of the Barnet Homes Development Team. The project board has responsibility for:

- Sign-off at gateway reviews
- Monitoring the project programme

- Monitoring the project budget
- Reporting and reviewing progress
- Delivering project outputs and benefits

The project will also be reported on a monthly basis to the Affordable Housing Board, which is jointly held between Barnet Homes and LB Barnet. The Board will hear about the scheme's progress on site and handover and will monitor how the project is being managed.

The project team will be responsible for engaging with key stakeholders to ensure that all deliverables are delivered in line with service requirements and that the required quality standards are met.

Financial performance is monitored monthly by Capital Monitoring reports from Barnet Homes to Barnet Council. This is further analysed by the Finance business partner at the Affordable Housing Project Board.

8.3 Project plan and milestones

Stage	Planning Committee	Main contractor tendering	Full Business Case	Main contractor appointed	Main contractor starts on site	Practical completion
Key dates	Sept/Nov 2022	July 22-Dec 2022	Feb 2023	Dec 2022	March 2023	March 2025
Milestones	<ul style="list-style-type: none"> Planning approved at committee Sept 2022 Unilateral undertaking is ongoing and expected before the end of Nov 2022. 	<ul style="list-style-type: none"> Contractor's Tender returns Oct 22 and being reviewed and analysed before end of Dec 2022. Stakeholder consultation throughout 	FBC to be approved by H&G committee on November 2022.	<ul style="list-style-type: none"> Main contractor begin design work and technical surveys 	<ul style="list-style-type: none"> Awarding of contract with start of detailed design including discharge of planning conditions Complete S278 agreement with Highways Actual start on site for March 23 with demolition of garages and pramstores 	<ul style="list-style-type: none"> Scheme handed over on time and on budget New homes let with minimal void period Lessons learnt review undertaken

9. Project Assurance

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Construction of 28 new homes	Meets London space standards and local Planning criteria	Council / Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Improved estate environment for existing residents	Improvements made to parking, refuse areas, and new play areas	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Integrated communities	New dwellings accessed by thoroughfares, improvements to public realm	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team

10. Dependencies

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Scheme dependencies are summarised in the table below.

Dependent on	Nature of dependency
Government funding	Funding is mixture of GLA grant funding, which subsidises the new homes, S106 funding which subsidises the public realm and other funding) contributions from the authority's Housing Revenue Account (HRA).
New substation	Reliance on reaching agreement for an additional substation to service the new blocks
S 278 agreement with Highways department	Reliance on securing a successful technical agreement . An in principle agreement on areas are within the Unilateral undertaking following dialogue with the Highways department.
Diversion of utilities	Reliance on agreement with utility companies re diversion of any existing services.

11. Approach to Consultation

Barnet Homes has consulted with internal stakeholders throughout the design development process.

The neighbourhood management team and other departments have been consulted, with their comments considered within the proposals at an early stage. This has added value to the proposals specifically in relation to refuse arrangements and grounds maintenance proposals.

Broadfields public resident consultation took place on the 26th May 2022 with local residents invited. The main concerns were around lack of parking, loss of light and the location of 4 townhouses on estate greenspace to the north of the site. The four houses were removed following consultation with residents and planners and the remaining matters addressed through the Planning process, which was secured in September 2022.

Once the successful tenderer is awarded the contract, the Contractor will communicate with residents on their proposed site logistics, which will relate to parking, refuse collection and ingress and egress of cars and pedestrians. This engagement process will last for the duration of the works and will include, notice boards, monthly newsletters, resident liaison officers etc.

Prior to works commencing, Barnet Homes will also contact the Edgwarebury ward members in early spring 2023 to notify them of the proposed construction logistics. In addition, residents on the Broadfields Estate will be reminded of the forthcoming development once a Contractor is appointed and details around the commencement of works are developed.

The main areas of concern for residents include:

Key theme	How it is being addressed in the proposal
Concern regarding the existing parking arrangement and future demand for spaces	<ul style="list-style-type: none"> • Parking is currently informal and the proposed 31 maximum parking bays will now be delineated making it safer. • Demarcated 3 parking bays for wheelchair users. • Introduction of new access to north of estate to accommodate additional parking..
Concern regarding impact to residents during the construction period	<ul style="list-style-type: none"> • Barnet Homes will ensure that a construction management and health and safety plan is in place. This will detail how the contractor manages the site to minimise the impact on residents as well as how they manage noise, dust and security. • We will also require the contractor to register with the Considerate Constructors Scheme. This means they must adhere to several guidelines including the protection of the environment and safety for workers and residents. • Specific consideration will be given to ingress and egress of vehicles and pedestrians given the complexity of the public realm works especially Highways related.
General support for improvements to the public realm and the provision of high-quality green spaces	The proposal for a high quality, shared, green space to act as the centre of the community, for new and existing residents.. In particular, the resurfacing of the roads and pavements with improved lighting will add to the quality of this residential living environment.
Removal of 4 no houses	Following consultation, four houses were removed from the final planning submission.

12. Equality Impact Analysis (EIA)

An Equality Impact Analysis (EIA) (**Appendix 1.4**) has been prepared to accompany the Full Business Case. The purpose of this tool is to analyse, from the perspective of existing Resident and Service users, the likely effect of the proposal to build new homes at Broadfields Estate, in terms of equality duties the Council is required to promote.

These include documenting the effect on the equality strands: age, disability, gender, race / ethnicity, religion or belief, sexual orientation, or gender reassignment. In this way a systematic approach is taken to ensuring there is no potential for discrimination or adverse impact. Furthermore, all opportunities to promote equality have been taken.

The EIA assessment identified that a few groups are impacted negatively by the delivery of the project, primarily due to disruption during the construction period. However, it is assessed that these are short term impacts only and that they are outweighed by the longer-term benefits of the project.

There are clear mitigations for the short-term negative impacts, including a communications plan and appointment of a Resident Liaison Officer, which in the longer-term will help to establish good relationships and build trust with the community

Document Control

Record the information relevant to this document in this section

File path	
Reference	
Version	
Date created	
Status	

Document History

If the document has been altered or amended, please track the versions and changes in this section

Date	Version	Reason for change	Changes made by
16.10.22	1	Report prepared	Marian Helcke
25.10.22	1	Report prepared	Marian Helcke
31.10.22	3	Report prepared	Marian Helcke

Distribution List:

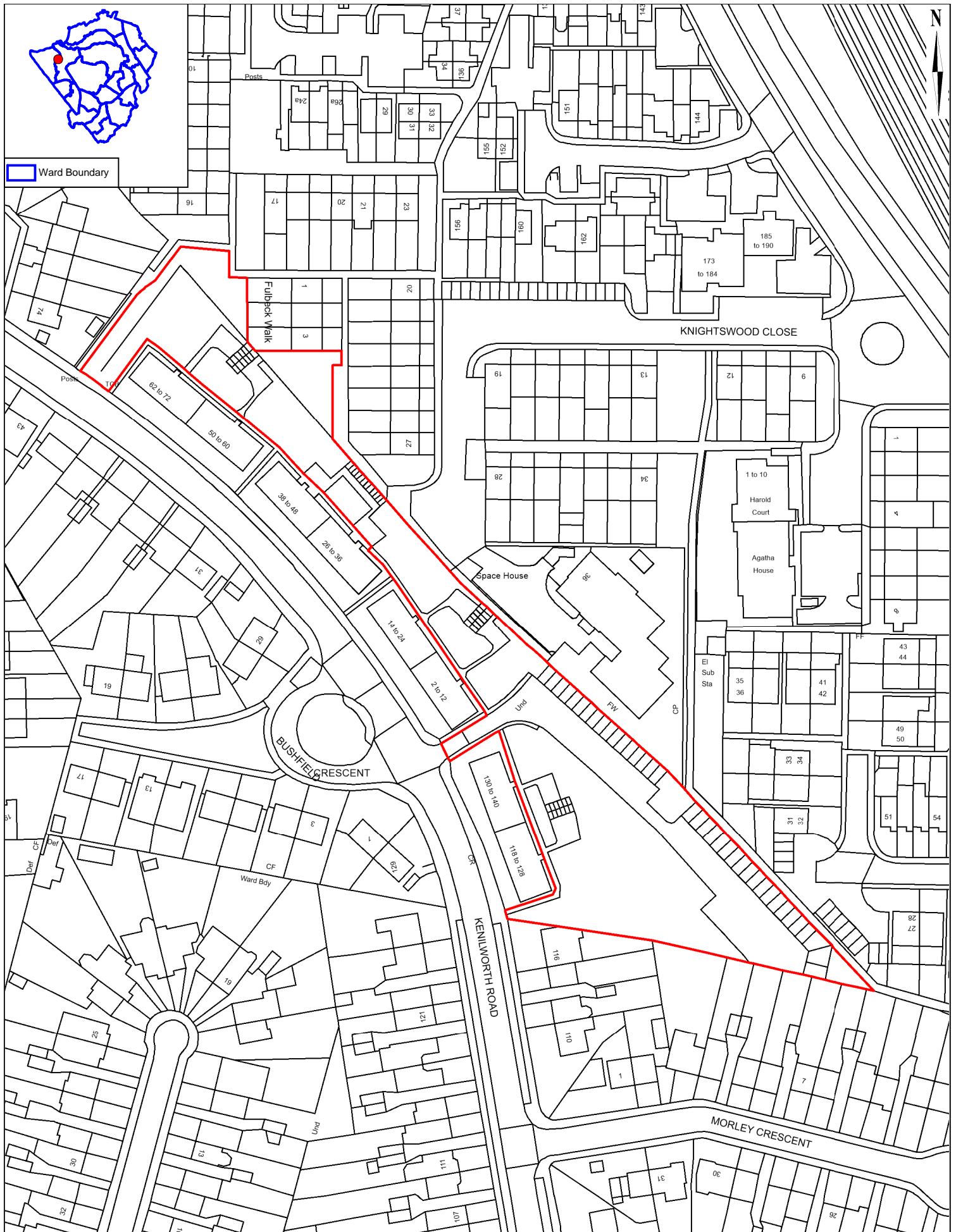
Name	Role	
Derek Rust	Director of Growth & Development, Barnet Homes	21/10/22
Meera Bedi	Head of Development, Barnet Homes	28/10/22

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for Broadfields Estate project and confirm their acceptance of the completed document.

Name	Role	Signature		Version
Susan Curran	Head of Housing & Regeneration, LBB		16/10/22	V3
Sangita Mistry	Finance Manager for Housing, LBB		25/10/22	V3
Louise Middleton	Senior Property Lawyer, HBPL		31/10/22	V3

You should speak to your Head of Finance about any capital project you are proposing to undertake. They will help you to complete certain sections of the business case.



Drawing Title:
Red Line Plan
Broadfields Large Scale Plan, HA8 8XF

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Legend / Description:

Ward: Hale
 Drawing No:
 Date: 04/05/22
 Revision: 0 Draft

Scale: 1:1,250	Size: A4
Drawn: SA	Checked: MH
Approved: JE	

re London Borough of Barnet,
 2 Bristol Avenue,
 Colindale, London, NW9 4AB **169**

BARNET
 LONDON BOROUGH

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EXTERIOR ARCHITECTURE

LONDON
Unit 17.1, The Leather Market, 11-13 Weston Street, London, SE1 3ER

MANCHESTER
Studio 537, The Royal Exchange, St Anns Square, Manchester, M2 7DH

E-MAIL office@exteriorarchitecture.com
WEB www.exteriorarchitecture.com

Client
BARNET HOMES

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Rev	Description	Date
P01	ISSUE FOR PLANNING	20.07.2022
Rev		

Project title
Broadfields Infill Estate

Drawing title
Ground Floor Reference Plan

Issued By	London	T: 020 7978 2101
Scale	1:500 @ A1	Drawn ExA
Status	FOR PLANNING	Checked VK
Date	20.07.2022	Approved LP
Drawing number	2003-EXA-ZZ-00-DR-L-00001	Revision
		P01

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Equalities Impact Assessment (EqIA)

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff¹. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010². They help us make good decisions and evidence how we have reached them.³

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA⁴.

Other key points to note:

- Full guidance notes to help you are embedded in this form – see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqIA

Title of proposal ⁵	Broadfields Estate
Name and job title of completing officer	Marian Helcke, Senior Project Manager
Head of service area responsible	Meera Bedi, Head of New Build Development
Equalities Champion supporting the EqIA	Rosie Evangelou
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
Representative (s) from external stakeholders	Deborah Beckford

2. Description of proposal

Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service <input type="checkbox"/>	Review of Policy /strategy / function / procedure / service <input type="checkbox"/>
Budget Saving <input checked="" type="checkbox"/>	Other <input checked="" type="checkbox"/>
If budget saving, please specify value below: The estimated total revenue benefit inclusive of savings to Barnet Council is £151,570 per annum. This is due to temporary accommodation cost avoidance, council tax revenue and cost saving to providing fully wheelchair accessible homes.	If other please specify below: New Build development project on behalf of the London Borough of Barnet.

Please outline in no more than 3 paragraphs⁶:

Barnet Homes has identified a potential residential development at Broadfields, HA8 that will deliver up to 28 new affordable homes at London Affordable Rent.

This site is within the Broadfields Estate, Edgware. The development area covers an area to the south of Broadfields Estate and is accessed via Kenilworth Road. Nearby schools include the Broadfields Primary school, Holland House preparatory school, Rosh Pinah Primary School and Woodcroft Primary school which are all within 3miles. The estate and surrounding area consist of a mix of residential houses and flats.

The two proposed blocks straddle several garages, tarmacked area and some green area. Through detailed design, the limited constraints of the site meant that two blocks B6 and B7 could be accommodated in this area. Both blocks contain 28 flats: 20 flats in Block B6 and 8 flats in Block B7. This consists of mainly 1 and 2 bed flats including 3 fully wheelchair accessible flats. The location of the blocks meant that a fire tender access had to be incorporated.

All existing parking is very informal, and the proposal is to provide 31 delineated parking spaces, which includes 3 disabled parking bays as approved by planning.

All these new homes are surrounded by local amenities and public transport.

3. Supporting evidence

What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis

Protected group	What does the data tell you⁷? <i>Provide a summary of any relevant demographic data about the borough's population from the <u>Joint Strategic Needs Assessment</u>, or data about the council's workforce</i>	What do people tell you⁸? <i>Provide a summary of relevant consultation and engagement including surveys and other research with stakeholders, newspaper articles correspondence etc.</i>
------------------------	---	--

Age ⁹	<p>Site logistics may affect elderly people and those with reduced mobility.</p> <p>The population is ethnically diverse and between 2018 and 2030, the population of Barnet is set to become more ethnically diverse. The table below shows that in 2018, the largest ethnic category in Barnet is White British, accounting for 40% of the borough population</p> <table border="1" data-bbox="584 499 1099 1185"> <thead> <tr> <th>Age group</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr><td>0-4</td><td>12,800</td><td>12,700</td></tr> <tr><td>5-9</td><td>13,800</td><td>13,500</td></tr> <tr><td>10-14</td><td>12,800</td><td>12,100</td></tr> <tr><td>15-19</td><td>10,900</td><td>10,200</td></tr> <tr><td>20-24</td><td>12,200</td><td>11,300</td></tr> <tr><td>25-29</td><td>15,600</td><td>14,700</td></tr> <tr><td>30-34</td><td>16,600</td><td>16,000</td></tr> <tr><td>35-39</td><td>16,200</td><td>15,900</td></tr> <tr><td>40-44</td><td>14,200</td><td>14,200</td></tr> <tr><td>45-49</td><td>13,500</td><td>13,800</td></tr> <tr><td>50-54</td><td>12,400</td><td>13,100</td></tr> <tr><td>55-59</td><td>10,500</td><td>11,200</td></tr> <tr><td>60-64</td><td>8,700</td><td>9,200</td></tr> <tr><td>65-69</td><td>7,400</td><td>8,300</td></tr> <tr><td>70-74</td><td>6,600</td><td>7,600</td></tr> <tr><td>75-79</td><td>4,300</td><td>5,500</td></tr> <tr><td>80-84</td><td>3,500</td><td>4,400</td></tr> <tr><td>85-89</td><td>2,100</td><td>3,200</td></tr> <tr><td>90+</td><td>1,200</td><td>2,300</td></tr> <tr><td>Total</td><td>195,300</td><td>199,100</td></tr> </tbody> </table>	Age group	Male	Female	0-4	12,800	12,700	5-9	13,800	13,500	10-14	12,800	12,100	15-19	10,900	10,200	20-24	12,200	11,300	25-29	15,600	14,700	30-34	16,600	16,000	35-39	16,200	15,900	40-44	14,200	14,200	45-49	13,500	13,800	50-54	12,400	13,100	55-59	10,500	11,200	60-64	8,700	9,200	65-69	7,400	8,300	70-74	6,600	7,600	75-79	4,300	5,500	80-84	3,500	4,400	85-89	2,100	3,200	90+	1,200	2,300	Total	195,300	199,100	<p>Consultation took place on 26th May 2022 and residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified.</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters
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Disability ¹⁰	<p>Site logistics may affect elderly people and those with reduced mobility.</p>	<p>Consultation took place on 26th May 2022 and residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the</p>																																																															

	There are a small number of residents with a learning disability (7,276 in 2018) and a significant number with a physical disability (23,735 in 2018).	<p>area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters
Gender reassignment¹¹	No foreseen impacts.	No concerns raised by stakeholders
Marriage and Civil Partnership¹²	No foreseen impacts.	No concerns raised by stakeholders
Pregnancy and Maternity¹³	Site logistics may affect mobility around the estate or to clear exit routes	Consultation took place on 26 th May 2022 and residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations measures to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified

**Race/
Ethnicity¹⁴**

May be affected in terms of communications and language barrier.
The population is ethnically diverse and between 2018 and 2030, the population of Barnet is set to become more ethnically diverse. The table below shows that in 2018, the largest ethnic category in Barnet is White British, accounting for 40% of the borough population.

Ethnic Group	No. of persons (2018)	% of population (2018)
White British	158,900	40.0%
Other White	72,300	18.2%
Other Asian	30,500	7.7%
Indian	30,200	7.6%
Black African	23,200	5.9%
Other Ethnic Group	16,100	4.1%
Chinese	10,500	2.6%
White Irish	8,900	2.2%
White & Asian	7,100	1.8%
Arab	7,000	1.8%
Other Mixed	6,700	1.7%
Pakistani	6,400	1.6%
Black Caribbean	4,900	1.2%
Other Black	4,500	1.1%
White & Black African	3,900	1.0%
White & Black Caribbean	3,500	0.9%
Bangladeshi	2,500	0.6%

None identified at consultation. However, this is to be surveyed once by the Resident Liaison Officer once the Contractor takes possession of the site.

As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.

Likely activities include:

- Named RLO
- Door knocking
- Meet the contractor events
- Community days
- Newsletters

Religion or belief¹⁵

No foreseen impacts.
There is a range of beliefs among the population, with the largest groups being Christian (38.6%), Jewish (22.6%) and No Religion (20.5%). The chart below shows the different beliefs in Barnet by percentage in 2017.

No concerns raised by stakeholders

	<p>A pie chart illustrating the religious distribution of respondents. The largest segment is Christian at 38.6%, followed by Jewish at 22.6%, No Religion at 20.5%, Muslim at 8.1%, Hindu at 4.8%, Any Other Religion at 3.2%, Sikh at 1.2%, and Buddhist at 1.1%.</p>	
<p>Sex¹⁶</p>	<p>No foreseen impacts.</p> <p>There is a marginally higher female population (50.5%) than male population (49.5%).</p>	<p>No concerns raised by stakeholders</p>
<p>Sexual Orientation¹⁷</p>	<p>No foreseen impacts.</p> <p><u>Ward respondent lives in:</u></p> <p>The table below shows the estimated ward populations in Barnet for 2018. The wards are ranked according to population size, with Colindale (27,000) accounting for 6.8% of the total borough population. In contrast, High Barnet with an estimated population of 15,900 represents only 4.0% of the Barnet population, in 2018.</p>	<p>No concerns raised by stakeholders</p>

Other relevant groups¹⁸

Ward name	Ward population	% of borough population
Colindale	27000	6.8%
Childs Hill	22200	5.6%
Mill Hill	21200	5.4%
Golders Green	20600	5.2%
Edgware	20400	5.2%
Burnt Oak	20000	5.1%
West Hendon	20000	5.1%
Hendon	20000	5.1%
Woodhouse	18800	4.8%
Hale	18400	4.7%
Coppetts	17900	4.5%
West Finchley	17600	4.5%
East Finchley	17200	4.4%
Finchley Church End	17100	4.3%
East Barnet	16900	4.3%
Oakleigh	16900	4.3%
Brunswick Park	16800	4.3%
Garden Suburb	16700	4.2%
Totteridge	16500	4.2%
Underhill	16400	4.2%
High Barnet	15900	4.0%

Housing tenure:

The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation. Over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households.

Receipt of benefits:

No data available. Expected to have an adverse disproportionate effect.

Consultation took place on 26th May 2022 and residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified.

As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.

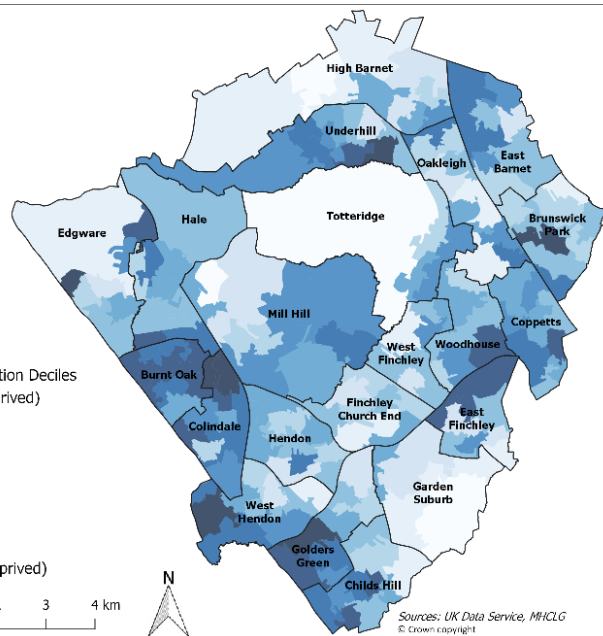
Likely activities include:

- Named RLO
- Door knocking
- Meet the contractor events
- Community days
- Newsletters

Employment status:

For the year to June 2018, the employment rate for working age people in Barnet (aged 16-64 years) was 71.4%, which was the 10th lowest of the London boroughs, but similar to both London (74.2%) and England (75.2%).

The figure below shows the wards localized in the west and south of the borough with a greater overall deprivation have this mirrored by increased levels of income deprivation (shown on the map as darker patches). However, wards such as Brunswick Park, with less deprivation overall, also have small areas within them where income deprivation is pronounced.



4. Assessing impact

What does the evidence tell you about the impact your proposal may have on groups with protected characteristics ¹⁹?

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction? Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	

<p>Age</p>	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents.</p> <p>In the short term, the impact is minor due to the construction works but in the long term, the impact will be positive due to safe access into existing and new homes.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Disability</p>	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents</p> <p>In the short term, the impact is minor due to the construction works but in the long term, the impact will be positive due to safe access into existing and new homes. In addition, the provision of Category M4(3) fully wheelchair units in the new projects will have added benefit for those with disability.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Gender reassignment</p>	<p>None identified</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Marriage and Civil Partnership</p>	<p>None identified</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Pregnancy and Maternity</p>	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents.</p> <p>In the short term, the impact is minor due to the construction works but in the long term, the impact will be positive due to safe access into existing and new homes.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Race/ Ethnicity	The Contractor will survey residents for language preferences at start of project to ensure translations are provided where necessary. This will be reflected in regular monthly newsletters and notices on site boards. In the short term, the impact is minor due to the construction works	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	St Augustine's Church, The Apostolic Church and the Faith House Church been identified near the site so no impact envisaged due to mainly Sunday worshipping and no works will happen on a Sunday.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	None identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	None identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5. Other key groups Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i>	Positive impact	Negative impact		No impact
		Minor	Major	

Key groups	Site logistics may affect access into homes.				
	Site logistics may be noisy and cause distress for some vulnerable residents. Pedestrian ways are maintained for ingress and egress into the estate and individual homes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	In the short term, the impact is minor due to the construction works but in the long term, the impact will be positive due to safe access into existing and new homes.				

6. Cumulative impact²⁰

Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures ²¹ <i>If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.</i>	Monitoring ²² <i>How will you assess whether these measures are successfully mitigating the impact?</i>	Deadline date	Lead Officer
Age, disability, race	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents .</p>	<p>This will be addressed in the contractor’s risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p> <p>The contractor will provide safe temporary paths and access ways to ensure ingress and egress for pedestrians on the Little Strand and nearby residents on the Grahame Park Estate where required.</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p> <p>A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.</p>	<p>Monthly progress meetings with fixed agenda items including Health and Safety and resident’s matters.</p>	<p>Ongoing during construction</p>	<p>Project Manager</p>

8. Outcome of the Equalities Impact Assessment (EqIA)²³

Please select one of the following four outcomes

Proceed with no changes

The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Proceed with adjustments

Adjustments are required to remove/mitigate negative impacts identified by the assessment

Negative impact but proceed anyway

This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below

Do not proceed

This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below

Reasons for decision

All items with short term impacts identified, can be mitigated. The long-term impact and benefits of the new build development at Little Strand are positive for all the identified groups.

Sign-off

9. Sign off and approval by Head of Service / Strategic lead ²⁴	
Name	Job title
<input type="checkbox"/> Tick this box to indicate that you have approved this EqIA	Date of approval:
<input type="checkbox"/> Tick this box to indicate if EqIA has been published Date EqIA was published: Embed link to published EqIA:	Date of next review:

Footnotes: guidance for completing the EqIA template

¹ The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- **Timeliness:** the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- **Review:** the equality duty is a continuing duty – it continues after proposals are implemented/reviewed.
- **Proper Record Keeping:** we must keep records of the process and the impacts identified.

² Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give ‘due regard’ (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact:** if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- **Promote equality of opportunity:** by
 - Removing or minimising disadvantages suffered by people with a protected characteristic
 - Taking steps to meet the needs of these groups
 - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who don’t:** e.g. by promoting understanding.

³ EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact – e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

⁴ When to complete an EqIA:

- When developing a new policy, strategy, or service

-
- When reviewing an existing service, policy or strategy
 - When making changes that will affect front-line services
 - When amending budgets which may affect front-line services
 - When changing the way services are funded and this may impact the quality of the service and who can access it
 - When making a decision that could have a different impact on different groups of people
 - When making staff redundant or changing their roles

Wherever possible, build the EqlA into your usual planning and review processes.

Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide not to complete an EqlA you should document your reasons why.

⁵ **Title of EqlA:** This should clearly explain what service / policy / strategy / change you are assessing.

⁶ **Focus of EqlA:** A member of the public should have a good understanding of the proposals being assessed by the EqlA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqlA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason for the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

⁷ **Data & Information:** Your EqlA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqlA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.

-
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?
 - Is the service having a positive or negative effect on particular people or groups in the community?

⁸ What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB [Consultation and Engagement toolkit](#) for full advice or contact the Consultation and Research Manager, rosie.evangelou@barnet.gov.uk for further advice

⁹ Age: People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.

¹⁰ Disability: When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.

¹¹ Gender Reassignment: In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.

¹² Marriage and Civil Partnership: consider married people and civil partners.

¹³ Pregnancy and Maternity: When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.

¹⁴ Race/Ethnicity: Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.

¹⁵ Religion and Belief: Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.

¹⁶ Sex/Gender: Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.

¹⁷ Sexual Orientation: The Act protects bisexual, heterosexual, gay and lesbian people.

¹⁸ Other relevant groups: You should consider the impact on our service users in other related areas.

¹⁹ Impact: Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:

- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.
- Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
 - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
 - Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
 - Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
 - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
 - If there is negative differential impact, how can you minimise that while taking into account your overall aims?
- Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
- Does it relate to an area where equality objectives have been set by LBB in our [Barnet 2024 Plan](#) and our [Strategic Equality Objective](#)?

²⁰ **Cumulative Impact**

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

²¹ **Mitigating actions**

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

²² **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

²³ **Outcome:**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

²⁴ **Sign off:** You will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.

Full Business Case (FBC): Coppetts Road Project (part of GLA 87 programme) Public

Author:	Philip Goldstone, Senior Project Manager, Barnet Homes
Date:	31 October 2022
Service	Barnet Homes
Dept:	New Build Team

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1. Introduction

This Final Business Case (FBC) seeks approval to progress to the construction phase and enter into a building contract with a main contractor, for an affordable housing development, on land owned by the council, at Coppetts Road, N10.

The site was previously included on the council's Tranche 1 mixed tenure programme when it was proposed that 12 new homes would be constructed. The planning application was not completed; however, it did have officer support. The direction of travel for that programme has changed with each site being delivered independently as part of disposals or other programmes. For Coppetts Road, it was proposed that a refreshed approach be taken to bringing forward the site for development with increased density if possible.

Barnet Homes, acting as development agent for Barnet Council, has identified a potential residential development at Coppetts Road that will deliver 15 new affordable homes for London Affordable Rent. The development proposes the demolition of 19 garages to provide the new homes. Eight of the homes will be 3 and 4-bed properties, providing accommodation for larger families. Two of the family homes will be built to M4(3) standards meaning they fully accommodate wheelchair users.

The scheme at Coppetts Road is part of a wider programme of housing delivery to deliver 87 new homes across three sites, known to the council as "GLA 87". The programme will be funded in part by GLA grant, with the balance from the council's Housing Revenue Account (HRA).

The remaining homes that make up the wider programme of 81 homes (down from 87), are subject to separate Final Business Cases.

The ability to construct new homes will help the council to mitigate further pressures on the General Fund in meeting increasing temporary accommodation costs and to maximise value of existing assets. The ability to construct new homes will also enable those who require housing within the Borough to be housed in accommodation which is of a high quality and meets all contemporary regulatory standards.

It is proposed that the scheme is funded through the Housing Revenue Account. A sum of £27.625m was originally allocated to the GLA 87 programme in September 2019. From the start of this financial year 2021/22, the remaining budget is £26.889m, of which £8.1m is expected to be funded from the GLA grant and the remaining costs through HRA borrowing.

The total estimated budget for the Coppetts Road project is £9.4m, which includes construction and project on costs.

The planning application 22/1308/FUL was granted approval on 16 June 2022 at LBB's Strategic Planning Committee, subject to Conditions and S106 Agreement. This S106 Unilateral Undertaking is currently being finalised.

The procurement of main contractor is currently in the tender evaluation phase and yet to be determined. As such, Barnet Homes seek approval of the FBC on a 'maximum price' basis. It is noted that Barnet Homes have a strong working relationship with the tendering contractors and because the quality of tender returns was high, Barnet Homes are comfortable appointing the eventual successful bidder once the final build cost has been determined. This is subject to

the final identified price being within the maximum price set out in this FBC.

Subject to the approval of the Full Business Case, Barnet Homes will be able to progress the awarding of the building contract enabling a start on site by March 2023, thus securing the GLA grant. Completion is expected by Winter 2024.

2. Project Definition

Barnet Homes has been commissioned as development agent to deliver a programme of new affordable housing. Barnet Homes will manage the development process on behalf of Barnet Council, working closely with the Commissioners.

Barnet Homes has identified a potential residential development at Coppetts Road, N10 that will deliver up to 15 new affordable homes for London Affordable Rent. The remaining homes that make up the wider programme of jhu81 homes are subject to separate FBCs.

Barnet Homes appointed RCKa Ltd for architecture and landscape design services to RIBA stage 3. Potter Raper Ltd were appointed as construction consultants. Both parties have significant experience in designing and delivering residential housing developments, particularly affordable housing and working in the Borough of Barnet.

Barnet Homes, on behalf of the council, has successfully secured grant from the Greater London Authority (GLA) through their Building Council Homes for Londoners programme for £100,000 per new home. The grant requires a start on site by March 2023 and the new homes must be let at London Affordable Rent.

2.1 The site

This site is located in an established suburban area in north of the Borough in the Friern Barnet Ward and on the boundary with the London Borough of Haringey. It situated on the eastern side of Coppetts Road and is approximately 100 metres south of the intersection with Trott Road and approximately 500m south of the North Circular Road (A406).

The site currently consists of an underutilised, hand-standing surface of previously developed land, partially occupied by garages and an open bin store. The concrete hard standing was previously the site of a community centre used by the Somali Bravenese Welfare Association. This use ceased in June 2014 when the centre was razed as a result of an arson attack. A community centre has now been provided elsewhere in the Borough. Low quality boundary treatments and poor visual amenity characterise the site. Vehicular access is from Martins Walk to the South; however, informal parking does occur on the site, with a secondary vehicular access via Coppetts Wood Primary School. The existing plan is contained in **Appendix 2.2**.

The proposed development consists of 15 new homes that facilitates the creation of a community within the new scheme. It is landscape-led and consists of a simple two 'block' strategy, set within a shared community green space. The proposed plan is contained in **Appendix 2.3**.

2.2 Unit mix to be delivered

Block A consists of two maisonettes for families, each with their own front doors at ground level, and seven additional flats, which are entered into through a shared central core.

Block B is a row of six terraced houses for families. These are arranged to be primarily front-facing, towards the central green space. A small private courtyard garden is available to the rear. Each terrace also has a piece of defensible space to provide a threshold between the public and private space. Two of these family homes will be built to M4(3) standards meaning they fully accommodate wheelchair users. Such homes are much needed in the Borough. See accommodation schedule below:

Block	Dwelling No.	Dwelling Type	Notes
Block A	3	1b2p flats	
	4	2b3p flats	
	2	3b5p maisonettes	Accessed independently
Block B	4	4b6p houses	
	2	4b6p houses	M4(3) wheelchair compliant
Total	15		

2.3 Landscape and public realm

A communal green space forms the heart of the development, providing a central hub of pedestrian activity to the new community. This central garden also acts as a continuation of the greenery between Martins Walk and the Halliwick Allotments.

The central green space provides two areas dedicated to different outdoor activities. The quiet garden, as a space to rest and relax, and the playful garden dedicated to younger children.

Space to the southern end of the site has been allocated to parking, vehicle access and a unified bin store to allow for the most efficient access to the site and further encourage activation of the central green space. The larger wheelchair accessible homes will be adjacent to their car parking spaces which will be marked as disabled spaces.

The wall to the western edge of the site, across the green space from the terraced houses, is to be populated with bike storage and raised planters to encourage all dwellings to engage with the central space, encouraging an extension of ownership to include the communal areas.

A pedestrian route will allow access to the site from Coppetts Road for residents of Block A.

2.4 Environmental impact and sustainability

Barnet Homes' new build developments embrace sustainable design and contribute to the Barnet Council's emerging Sustainability Strategy. The aspiration of Barnet's Sustainability Strategy is to build new social housing to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

The Sustainability Strategy identifies that 58% of emission within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock will be the key challenge in the borough.

Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.

These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

Barnet Homes closely monitors the evolving building regulations, in particular, the recently introduced Future Homes Standard, ensuring its Employer's Requirements are kept up-to-date to address developments including, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

A key objective for the Coppetts Road development is to provide energy efficient homes with low carbon emissions, whilst being affordable and practical to operate and maintain. The strategy adopted is based upon the application of an energy hierarchy. This method deals first with passively reducing the requirement for energy, then actively using efficient energy systems, and finally, the integration of low or zero carbon technologies. This approach inherently offers best value for money against carbon savings.

The project energy consultants proposed space heating is provided by electric panel heaters with air source heat pumps (ASHP) for hot water. Also recommended is the targeting of a thermal bridge free construction and triple glazing. Photovoltaics are also included to further reduce emissions, and target net zero carbon.

2.5 Ensuring quality

It is highly important to Barnet Homes that a high-quality housing scheme is delivered. A number of checks and balances are in place to ensure this happens. This includes a highly experienced and skilled precontract design team, who have ensured that the 'golden thread' of design integrity starts at the beginning of the project. Diligent selection of the main contractor during the procurement tender evaluation process is equally integral to ensuring quality is maintained during the build, aligning with design intent.

The design is compliant with grant requirements and meets all contemporary standards and ensures that a robust set of employer's requirements has been prepared, which is what the build contractors will use as a minimum standard. The contractor tender process ensures an emphasis on quality, with the tenders analysed on a cost:quality ratio of 40:60. During the

build process, Barnet Homes will appoint a Clerk of Works to carry out weekly site inspections; this acts as another layer of quality control for the latter stages of the project.

The new homes will be constructed in line with current and expected building regulations, including changes implemented following the Grenfell Tower tragedy. This includes the use of non-combustible materials and sprinkler systems in all units.

3. Rationale

This FBC has been prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, comprising the following:

- the strategic case
- the economic case
- the commercial case
- the financial case
- the management case

3.1 Strategic case

The Strategic Case sets out the rationale, business needs and constraints for development of new homes on Housing Revenue Account (HRA) land.

The strategic external and internal drivers for this investment and associated strategies, programmes and plans are as follows:

The delivering more quality affordable homes in the borough is a key priority for the council and is recognised in the Housing Strategy 2019-2024, the Growth Strategy and is a key theme of the emerging Corporate Plan. Barnet has the second largest population of any London Borough with 389,300 residents. The figure is expected to grow to 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough. To deliver an increase in housing completions to meet housing need the council and wider public sector needs to increase its own pipeline of housing delivery. To that end the council is reviewing its assets to consider all suitable sites for redevelopment potential.

The Draft Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Regeneration Strategy builds on this, articulating the council's approach to delivering growth and focusing on the places that need intervention.

These schemes would count towards the 1000 homes at London Affordable Rent that the Administration pledged as part of their Manifesto in May 2022.

Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy 2019-2024 and the Growth Strategy. Since May 2022 this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years. These schemes will deliver 59 homes to wards this target.

The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.

Emerging Corporate Plan

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

It should be noted that this scheme provides a high percentage of larger family homes plus two family homes with wheelchair access, and in doing so explicitly meets some of the most in demand property types within the borough.

3.1.1 Investment objectives

The investment objectives for this project are as follows:

1. Increase the supply of social housing provision within the Borough through the HRA.
2. Improve the existing estate and street scene appearance through the sensitive addition of new homes whilst bringing improvements to the existing estate and public realm.
3. Integrate the proposed additional homes into the existing community through the use of shared estate facilities.
4. Provide secure homes on flexible tenancies and mitigate costs to the general fund in providing temporary accommodation.

3.2 Economic case

3.2.1 Critical Success Factors

The Economic case sets out the critical success factors (CSF) for the business case, appraising various options and indicating which is preferred. The CSF for the preferred design solution have been drafted taking into account:

- The constraints of the existing building and estate
- The views of LBB's Planners through pre-application meetings
- The views of Barnet Homes' Housing Options team on the types of homes which are in greatest need and that can be successfully incorporated

The following CSFs have been established:

1. **CSF1: community needs** – current and future community needs are met by the final preferred solution
2. **CSF2: strategic fit** – the final preferred solution contributes to the London Plan, LBB Corporate Plan and LBB Housing Strategy targets
3. **CSF3: benefits optimisation** – the final preferred solution optimises the potential return on expenditure and improves the overall value for money
4. **CSF4: potential achievability** – the final preferred solution enables successful and timely achievement based on strong community engagement

Barnet Homes is the preferred vehicle for delivery as it meets all the CSFs:

- Barnet Homes has experience of managing affordable housing projects and knows its customer base well.
- Barnet Homes is delivering high quality affordable homes elsewhere in the Borough.
- Barnet Homes will procure the works in accordance with its contract procedure rules and in compliance with UK public procurement legislation requirements as necessary.

The economic benefits of the business case are set out in the table below.

The preferred option for progression is Option 2 – *Develop these homes, funded by the HRA*. This is the option that fully meets all the identified CSFs. The option delivers new affordable homes thus meeting CSF1 and CSF2. This option produces revenue benefits as identified later in this section, thus meeting CSF3. There has been extensive community engagement and funding is in place ready to progress with this option subject to the approval of the FBC by Housing and Growth Committee, thus CSF4 is met.

Option 1 - *Do not proceed with the development of these new homes*, does not meet any of the above CSFs as it does not provide any additional homes or benefits.

Option 3 - *Develop these homes, through on-lending to Opendoor Homes*, could potentially meet some of the above CSFs but it is not as closely aligned as Option 2. Option 3 would result in higher rents which does not fully meet CSF1 or CSF2. It is also likely to be slower to deliver as no alternative funding arrangement is in place, therefore does not meet CSF4.

Further detail on the options identified is contained within section 4 of this report.

Scheme	Number of units	Wheelchair home provision cost avoidance p/a	Temporary Accommodation cost avoidance p/a	Assumed Council Tax income p/a	Total LBB revenue benefit p/a
Coppetts Road	15	£32,988	£38,847	£22,902	£94,737

The temporary accommodation cost avoidance per annum is calculated at £2,572, £2,944, £3,064 and £3,308 per unit for non-accessible units with 1, 2, 3 and 4 bedrooms respectively.

Council tax per unit has been estimated at £1,500. This equates with Barnet Council's revenue earned from a mid-range valuation band, between D to E bands at 2022/23 rates.

Wheelchair savings are calculated at £16,494 per annum per dwelling.

The estimated total revenue benefit inclusive of savings to Barnet Council is **£94,737** per annum.

It is estimated that the public realm contribution equates to £50,000 of the works on Coppetts Road.

3.2.2 Value for money

The construction sector is currently experiencing high cost inflation due to materials and labour shortages. This is pushing up the price of tender returns to prices not previously seen.

However, it is still felt that this project delivers value for money. Typically, Barnet Homes have developed a majority of 2-bed accommodation, yet this project is delivering 3 and 4-bed family homes, for affordable rent, which are in acute need across the borough.

The Barnet Homes contractor tender process requires that contracts are awarded on the basis of 40% Cost : 60% Quality. This ensures a high-quality service and product, offering good value for money.

The public realm works are being delivered for the benefit of existing and new residents, which would otherwise not be delivered. This has a positive impact on the environment and health of local residents.

The project also offers operational value for money, whereby the construction of energy efficient and high-quality housing will reduce maintenance costs for Barnet Council and energy bills for residents.

3.3 Commercial case

3.3.1 Land

The site is owned by the London Borough of Barnet. Barnet Homes would act as development agent, through the ALMO's management agreement. Barnet Homes will manage and maintain the homes, once complete, on behalf of the council.

3.3.2 Procurement

Procurement for the main building contractor has been carried out in accordance with applicable contract procedure rules with tenders being sought. The tenders are evaluated on the basis of cost and quality. Barnet Homes have procured the building contractor via a framework, A mini-competition has been held with suitable contractors invited to tender.

The contractors bid demonstrates experience of delivering estate infill development projects as well as have a robust resident liaison service to support the local communities throughout the works, especially the specific requirements of working adjacent to a primary school. These were key quality questions in the tender, to ensure that the appointed contractor has a demonstrable track-record and is able to deliver a project with such complexities.

The contract will be delivered through a JCT Design & Build contract.

The total budget is deemed sufficient to deliver the scheme, accounting for known and unknown risks.

3.4 Financial case

The Financial case considers the budgetary, financial and affordability impacts of this approach.

The Coppetts Road project is funded through a combination of grant from the GLA and grant from the borough's S106 contributions. The balance is funded via HRA borrowing. The HRA borrowing is serviced through rental income from the new homes delivered in the project.

A sum of £27.625m was originally allocated to the GLA 87 programme in September 2019. From the start of this financial year 2021/22, the remaining budget is £26.889m, of which £7.8m (previously £8.7m) is expected to be funded from the GLA grant, One Public Estate grant, borough S106 grant and the remaining costs through HRA borrowing.

Barnet Homes has successfully secured grant up to £7.8m from the Greater London Authority (GLA), based on £100,000 per new home, through the Building Council Homes for Londoners programme. The grant requires a start on site by March 2023 and the new homes must be let at London affordable rents. It is expected that the Coppetts Road project will be on site by then and will secure £1.5m of this grant allocation. See section 8.3 for the project plan.

3.5 Management case

The management case provides the outline plan for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery. The project will follow the corporate project management guidelines, specifically around governance, reporting and risk management.

A Barnet Homes Project Manager has and will continue to oversee the project and be responsible for the day to day running of the project, supported in this role by the Employer's Agent and client consultant team. The project manager will report to the Development Manager who will act as the client for the purpose of the build contract.

The Project Manager is responsible for liaising between relevant parties, managing communications with residents. The main contractor is tasked to lead on resident communication during the construction phase, with monitoring taking place by Barnet Homes Project Manager. Furthermore, the Project Manager will liaise with other departments within Barnet Homes and LBB as applicable to ensure the correct resource is available at the required timeframes.

Barnet Homes has significant experience of successfully delivering works projects within occupied social housing settings and engaging with tenants and leaseholders before, during and after the works are completed. Such engagement requires cross-team working within the organization. The processes developed to support such works will be used and refined as required to support the delivery of this project.

Project delivery will be reported at the Affordable Housing Board attended by representatives of LBB and Barnet Homes. Barnet Council as provider of land and project capital will receive regular financial and project monitoring information and more regular exception reporting should this be necessary.

Reporting to the council will include:

- Overall progress against programme
- Financial progress against programme
 - Quarterly cost update
 - Cash flow
 - Cost variations
- Risk profile updates

4. Options

Due to the project objective, limited options were considered due to the desired outcomes from the Commissioning client. These were presented at the time of the Outline Business Case and repeated again below for completeness.

There are three principle options available which are explored in further detail below.

- **Option 1** – Do not proceed with the development of these new homes.
- **Option 2** – Develop these homes, funded by the HRA and grant.
- **Option 3** – Develop these homes, through on-lending to Opendoor Homes.

Option 1 – Do not proceed with the development of these new homes

Advantages	Disadvantages
<ul style="list-style-type: none"> • Primary school continues to make use of 'temporary' car park • Local community is not impacted by construction period • Status quo of estate maintained, in terms of number of homes and public realm. 	<ul style="list-style-type: none"> • Will not contribute towards the Labour manifesto of 1,000 new social rent homes • Social housing stock within the borough continues to decline through RTB sales without replacement homes being constructed. • The expected project benefits will not be delivered. • Site continues to be underutilised and an eye sore •

Option 2 – Develop these homes, funded by the HRA

This option will ensure that the new homes remain in the ownership of Barnet Council and in the event that they are sold through the Right to Buy provisions there is a direct link between the long term tenant (leaseholder) and Barnet Council. The council will benefit from the rent and service charges from these properties.

Advantages	Disadvantages
<ul style="list-style-type: none"> Additional social housing units created and owned by Barnet Council. Management of the existing homes and new homes on the estate remains with one party (Barnet Homes). The project benefits will be realised. Provision of X2 new wheelchair accessible family homes 	<ul style="list-style-type: none"> Initial up-front cost borne by the HRA. Loss of ‘temporary’ staff car park to neighbouring primary school.

Option 3 – Develop these homes, through on-lending to Opendoor Homes

Advantages	Disadvantages
<ul style="list-style-type: none"> Scheme could be completed at nil cost to Barnet Council, with financial benefits including the homeless dividend. Barnet Homes would still act as the development agent. A higher level of rent could be charged, i.e. Barnet affordable rent, at 65% of market rent. 	<ul style="list-style-type: none"> Will not contribute towards the Labour manifesto of 1,000 new social rent homes Level of GLA grant would reduce. Higher rents may not be affordable to all Homelessness customers. ODH could not viably deliver the project without some form of subsidy, such as gifted Right to Buy receipts.

It is on this basis that Barnet Homes recommend Option 2 be progressed at the Outline Business Case gateway in January 2022.

5 Expected Benefits

5.1 Benefits table

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Benefit 1: Financial cashable Cost avoidance	A financial saving will be made through avoided costs, where Temporary Accommod	Council	£41,418 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21

	ation is not required for 15 households.						
Benefit 2: Financial cashable Council tax revenue	Council tax revenue from the 15 new dwellings.	Council	£24,000 per annum	2024/25 onwards	Council	Calculated on an annual basis using Council tax rates	Using Council tax rates 2022/23 rates
Benefit 3: Financial cashable Wheelchair cost avoidance savings	A financial saving will be made through avoided costs, where Temporary Accommodation for Wheelchair Users is not required for 2 families.	Council	£32,998	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 4: Non-financial Strategic objective	Maintain the supply of social housing provision within the borough through levering in public subsidy in the form of GLA grant of £100,000 per home	Council / those in housing need	Provides occupation for 15 households	2024/25 onwards	HRA	Measure occupancy rates	N/A
Benefit 5: Non-financial Strategic objective	Improvements to the existing estate's public realm	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 6: Non-financial Strategic objective	Integrate the proposed additional homes into the existing community through the use of shared estate facilities	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A

Benefit 7: Non-financial Strategic objective	Social value required through the build contract	Residents / local community	Expected increase in customer satisfaction, employability, health and wellbeing	2023 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 8: Financial cashable Strategic objective	Rental income for 15 new homes at London Affordable Rent	Council	£120,848 per annum	2025/26 onwards	HRA	Gross rent calculated on an annual basis using London Affordable Rent	London Affordable Rent

5.2 Social Value

Barnet Homes actively encourages its development partners to contribute in leaving a legacy within the communities we serve through social value. Whilst a key objective is to ensure our customers have homes that they feel safe in, we encourage developers to provide support and investment into communities in other ways.

Barnet Homes requires that the contractor endeavours to target the employment and training of local labour, represents 20% of the total number of person-weeks required on site. It also requires as part of the 20% target that: 25% shall be from black and ethnic minorities; 25% will be employed trainees or placements from a local training provider; and 10% shall be female. Such employees shall be engaged on an hourly wage, no less than the London Living Wage.

The Contractor will also include for the selection and employment of apprentices from suitable London based training establishments and manage the process from securing apprenticeship training to enrolments. These targets are all reported and monitored at monthly progress meetings.

In addition, the Contractor provides additional social value to the project via contributions to either community events, local charities or schools. This forms part of their Considerate Contractor status that is required for each project.

6. Risks

Since the presentation of the OBC many risks have been addressed. However, residual risks remain and are documented below:

Risk	Controls and mitigations in place	Impact	Likelihood	Risk Score
Design and planning				

Utilities and statutory bodies not consenting to diversions	<ul style="list-style-type: none"> • Early application to the statutory bodies will be made 	4	3	12
Expectations of Highways, on a small and constrained project	<ul style="list-style-type: none"> • Engagement with Highways early in the process 	4	3	12
Financial				
That the grant deadlines are not met and the grant is returned	<ul style="list-style-type: none"> • Ongoing dialogue with the GLA to keep them informed • Instruction of an experienced design team with capacity to deliver to timescales 	4	3	12
Impact of macro-economic factors, including inflationary pressures, on construction pricing, requiring contractors to pass on these higher prices and additional risks.	<ul style="list-style-type: none"> • To be closely monitored by BH and construction consultants 	4	3	12
Provisional sums push price risk back to the Employer	<ul style="list-style-type: none"> • Close out provisional sum pre-contract or agree maximum sum 	4	3	12
Delivery				
Delay to project delivery	<ul style="list-style-type: none"> • Timely instructions from Barnet Council • Regular project monitoring and reporting • Regular monitoring of the market conditions • Request contractor's programme as part of invitation to tender • Compare programme to BCIS benchmarks of similar projects • Ensure regular programme reporting is requested and monitored 	4	3	12

7. Financial Appraisal

7.1 Capital costs

Redacted.

7.2 HRA modelling

The draft expected total costs and the increased level of borrowing has been tested against the current HRA Business plan to stress test the scenario. All costs have been included in the updated HRA Business Plan which is also being presented to Housing & Growth Committee in November 2022.

This project, as part of a wider programme, has been included in the HRA Business Plan. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation.

7.3 Funding route

A sum of £27.625m has been allocated to the council's Housing Revenue Account budget for the GLA 87 programme, including £8.7m (now £7.8m) of GLA grant funding.

Following the anticipated change in programme unit numbers to 78, the budget was updated at Capital Strategy Board in November 2022 (accounting for only £7.8m of GLA grant across the programme).

However, the addition of £2m of S106 commuted sums and £0.961m of other contributions will be presented to the Policy & Resources Committee in December 2022 as part of the HRA Business Plan update.

The total estimated budget for the Coppetts Road project is £9.4m, which includes construction and project on costs.

This is currently within the budget parameters of the programme.

Barnet Homes has successfully secured a £7.8m (previously £8.7m) grant from the Greater London Authority (GLA) through their Building Council Homes for Londoners programme.

This equates to £100,000 per new home, or £1.5m for Coppetts Road specifically. The grant requires a start on site by March 2023 and the new homes must be let at London affordable rents. More recently, a further £700,000 was secured via a borough S106 grant.

8. Project Approach

8.1 Project approach

The project will be managed by Barnet Homes in accordance with the Barnet Council project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

8.2 Project controls

The Affordable Housing Board consists of Council Commissioners and the senior members of the Barnet Homes Development Team. The project board has responsibility for:

- Sign-off at gateway reviews
- Monitoring the project programme
- Monitoring the project budget
- Reporting and reviewing progress
- Delivering project outputs and benefits

Financial performance is monitored monthly through Capital Monitoring reports from Barnet Homes to Barnet Council. This is further analysed by the Finance Business Partner at the Affordable Housing Project Board.

The project will also be reported to Barnet Homes' Board. The Committee will hear about the scheme's progress on site and handover and will monitor how the project is being managed.

The project team will be responsible for engaging with key stakeholders to ensure that all deliverables are delivered in line with service requirements and that the required quality standards are met.

8.3 Project plan and milestones

Stage	Planning submission RIBA stage 3	Planning Committee	Main contractor tendering	Full Business Case	Main contractor starts on site	Practical completion
Key dates	March 2022	June 2022	May-Nov 2022	Nov-Dec 2022	Jan-March 2023	Oct-Dec 2024
Milestones	<ul style="list-style-type: none"> • OBC approved in February • Planning application submitted 	Planning committee resolution to approve on 16 June subject to Conditions and S106 Unilateral Undertaking	<ul style="list-style-type: none"> • Main contractor tenders on single stage basis • Contractor pricing finalised and contract sums agreed • Stakeholder consultation throughout 	FBC approval at 16 Nov H&G Committee and 13 Dec P&R Committee	Start on site date in line with programme	<ul style="list-style-type: none"> • Scheme handed over on time and on budget • New homes let with minimal void period • Lessons learnt review undertaken

9. Project Assurance

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Construction of 15 new homes	Meets London space standards and local Planning criteria	Council / Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Improved estate environment for existing residents	Improvements made to parking, refuse areas, and new play area	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Integrated communities	New dwellings accessed by thoroughfares, improvements to public realm	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team

10. Dependencies

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Scheme dependencies are summarised in the table below.

Dependent on	Nature of dependency
Community engagement	Give the complexity of the site and proximity of neighbours including Coppetts Wood Primary School, ongoing and detailed engagement is need with all local stakeholders affected, not least on the issue of parking during the works.
Government funding	Funding is mixture of GLA grant funding, which subsidises the new homes, borough S106 grant, and contributions from the authority's Housing Revenue Account (HRA).
UKPN substation	Not envisaged. Should a substation be required, reliance on reaching agreement with UKPN will follow.
Stopping up of highways land	Reliance on securing a successful stopping up order, in the face of any objections.
Highways	Reliance on the necessary highways applications being made and agreed, including works outside the site boundary S278.
Highways	Temporary traffic management to facilitate site access and progressing the works
Diversion of utilities	Not envisaged. Reliance on agreement with utility companies re diversion of any existing services should they be discovered.

Garage strategy	Reliance on gaining vacant possession of 19 garages, let on weekly tenancies.
Party Wall Awards	Successful agreement of awards with adjoining leaseholder neighbours affected for piling and party wall awards
Drainage works	Cooperation with adjoining primary school to agree routing of surface and foul drainage across land to nearest gravity fed connection.

11. Approach to Consultation

Internal consultation

Barnet Homes has consulted with internal stakeholders throughout the design development process.

The Housing Management teams have been consulted, with their comments considered within the proposals. This has added value to the proposals specifically in relation to refuse arrangements, the provision of play equipment and seating, bike storage and grounds maintenance proposals.

Representatives from Major Works, Repairs & Maintenance and H&S Compliancy teams have also be consulted in preparation for the construction phase. This will add value to the proposals specifically in relation to emerging building regulations.

Community and ward member engagement

Coppetts Wood Primary School, being located adjacent to the site, was identified as a key stakeholder and early engagement was considered crucial to the success of the project. A number of meetings were held with the Head Teacher and school governors. The school's main concern related to teacher parking and the impact on students whilst the construction works are delivered.

Comments received from School Governors included the importance of mitigating overlooking toward the school, the need to ensure the school has a presence on Coppetts Road, and the impact of the loss of the temporary car park for staff.

Barnet Homes also contacted the Coppetts ward members in September 2021 to notify them of the proposed project. A subsequent meeting was held on site in early November 2021 to walk the local Councillors through the emerging design intent.

In mid-November 2021 an exhibition was held to consult the local community on the development proposals and residents from 59 surrounding dwellings were invited, as well as key local stakeholders including the staff of Coppetts Wood Primary School, and representatives of Halliwick Park Allotment Holders' Association.

Comments from attendees were themed as below:

Key theme	How it is being addressed in the proposal
<p>Concern regarding the existing parking arrangement and future demand for spaces</p>	<ul style="list-style-type: none"> • Additional parking bays will be provided to ensure policy compliance with the construction of 16 additional units in this area. • Parking surveys have been undertaken to understand the likely displacement of parking onto neighbouring streets. • Specific consideration will be given to operating a construction site adjacent to a primary school, avoiding delivery of materials to site during peak periods of drop off and pick up. • We will be working with the council's Highways team to understand whether additional measures can be introduced to improve parking stress on this site, for example a one-way system around Martins Walk.
<p>Concern regarding impact to residents during the construction period</p>	<ul style="list-style-type: none"> • We will ensure that a construction management and health and safety plan is in place. This will detail how the contractor manages the site to minimise the impact on residents as well as how they manage noise, mess and security. • We will also require the contractor to register with the Considerate Constructors Scheme. This means they must adhere to several guidelines including the protection of the environment and safety for workers and residents. • Specific consideration will be given to operating a construction site adjacent to a primary school that contains a provision for children with autism. This includes notifying the school of works that involve loud noise or vibration.
<p>Concern regarding Overlooking towards the school</p>	<p>The Architects have designed the homes that back onto the school boundary so that they do not have habitable rooms facing the school at ground floor level. Non habitable rooms will have opaque glazing to windows.</p>
<p>General support for improvements to the public realm and the provision of high quality green space</p>	<p>The proposal for a high quality, shared, green space to act as the heart of the community, for new and existing residents was welcomed, especially those with young families. The unifying of bin stores for the estate and the provision of bike storage was also considered favourably.</p>

12. Equality Impact Analysis (EqIA)

An Equality Impact Analysis (EqIA) is contained in **Appendix 2.4**. The EqIA has been prepared to accompany the Full Business Case. The purpose of this tool is to analyse, from the perspective of existing Resident and Service users, the likely effect of the proposal to build new homes at Coppetts Road, in terms of equality duties the council is required to promote.

These include documenting the effect on the equality strands: age, disability, gender, race / ethnicity, religion or belief, sexual orientation, or gender reassignment. In this way a systematic approach is taken to ensuring there is no potential for discrimination or adverse impact. Furthermore, all opportunities to promote equality have been taken.

The EIA assessment identified that a few groups are impacted negatively by the delivery of the project, primarily due to disruption during the construction period. However, it is assessed that these are short term impacts only and that they are outweighed by the longer-term benefits of the project.

There are clear mitigations for the short-term negative impacts, including a communications plan and appointment of a Resident Liaison Officer, which in the longer-term will help to establish good relationships and build trust with the community. There are clear mitigations for the short-term negative impacts, including a communications plan and appointment of a Resident Liaison Officer, which in the longer-term will help to establish good relationships and build trust with the community.

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Record the information relevant to this document in this section

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Date	Version	Reason for change	Changes made by
16/10//22	1	Report prepared	Philip Goldstone
25/10//22	1	Report prepared	Philip Goldstone
31/10//22	3	Report prepared	Philip Goldstone

Distribution List:

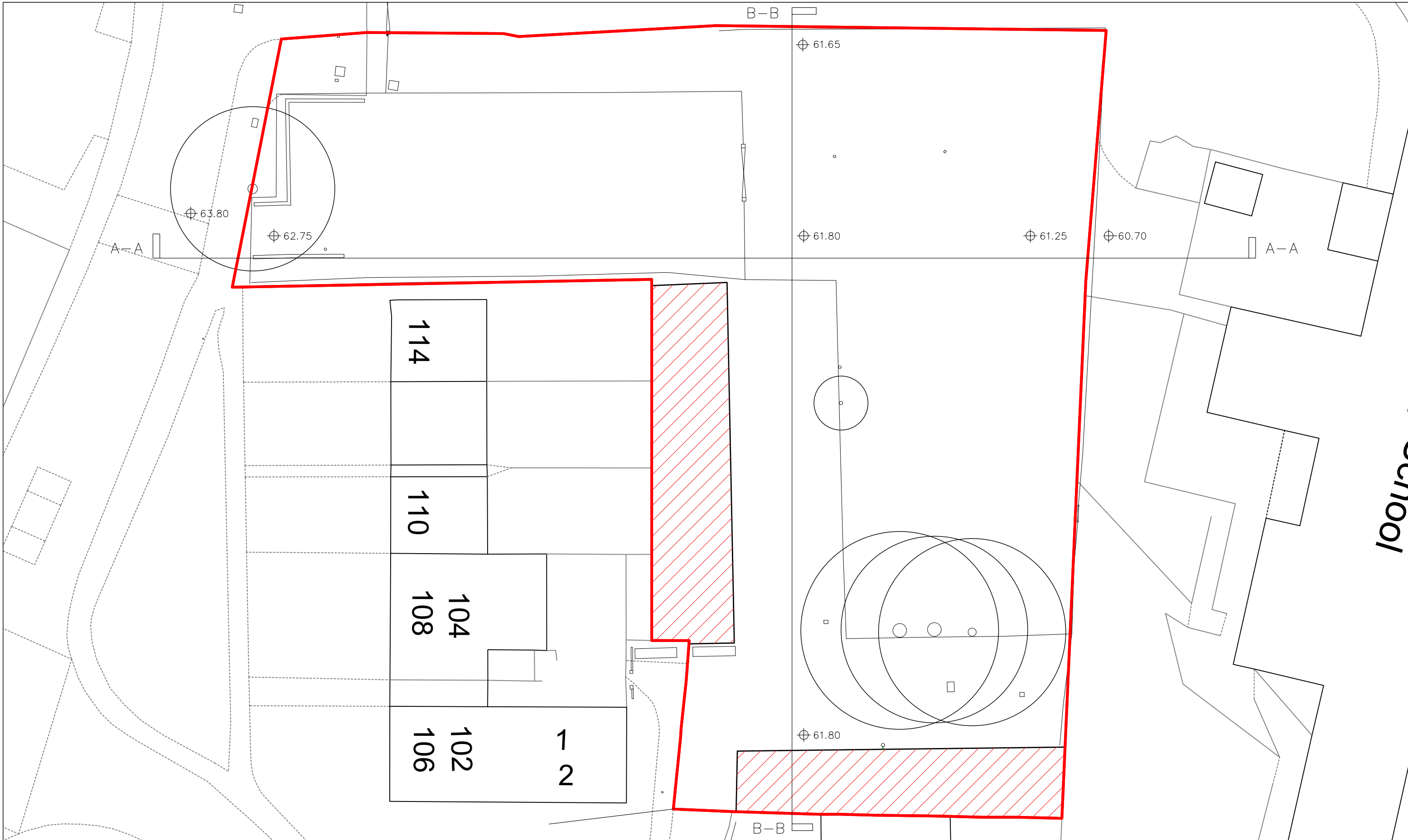
Name	Role	Date
Derek Rust	Director of Growth & Development, Barnet Homes	21/10/22
Meera Bedi	Head of Development, Barnet Homes	28/10/22

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for the Coppetts Road project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version
Susan Curran	Head of Housing & Regeneration, LBB		16/10/22	3.0
Sangita Mistry	Finance Manager for Housing, LBB		25/10/22	3.0
Louise Middleton	Senior Property Lawyer, HBPL		31/10/22	3.0

¹ You should speak to your Head of Finance about any capital project you are proposing to undertake. They will help you to complete certain sections of the business case.



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Drawing Notes:
 Existing garages to be demolished.

rev.	date	description
X	dd/mm/yyyy	--
P01	14.10.2021	Correction to scale
P02	25.02.2022	Annotation of garages
P03	02.03.2022	Issued for Planning

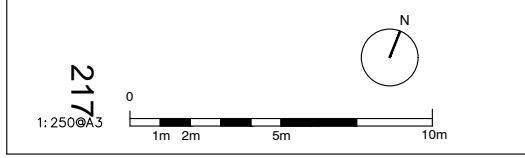
rcka 18-24 Underwood Street
 London N1 7JQ
 T +44 (0) 20 7831 7002
 W www.rcka.co.uk

job title
Coppetts Road, N10 1JS

drawing title/location
Block Plan As Existing

scale 1:250 ● A3

drawing number RCK-SW-ZZ-DR-A-08-101 revision P00



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Drawing Notes:

rev.	date	description
X	dd/mm/yyyy	--
P01	14.10.2021	Correction to scale
P02	07.01.2022	Updated Footprints
P03	02.02.2022	Updated Footprints
P04	02.03.2022	Issued for Planning
P05	02.03.2022	Design changes to amenity spaces, security gates, and landscape features

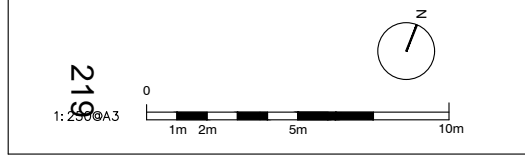
rcka 18-24 Underwood Street
 London N1 7JQ
 T +44 (0) 20 7831 7002
 W www.rcka.co.uk

Job title
Coppetts Road, N10 1JS

Drawing title/location
Block Plan as Proposed

scale **A3** 1:250

Drawing number **RCK-SW-ZZ-DR-A-08101** revision **P05**



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Equalities Impact Assessment (EqIA)

COPPETTS ROAD FBC

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff¹. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010². They help us make good decisions and evidence how we have reached them.³

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA⁴.

Other key points to note:

- Full guidance notes to help you are embedded in this form – see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqIA

Title of proposal ⁵	Coppetts Road Development Project
Name and job title of completing officer	Philip Goldstone, Senior Project Manager, Barnet Homes
Head of service area responsible	Meera Bedi, Head of New Build Development, Barnet Homes
Equalities Champion supporting the EqIA	Rosie Evangelou
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
Representative (s) from external stakeholders	Deborah Beckford, Senior Community Engagement Officer, Barnet Homes

2. Description of proposal

Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service <input type="checkbox"/>	Review of Policy /strategy / function / procedure / service <input type="checkbox"/>
Budget Saving <input checked="" type="checkbox"/>	Other <input checked="" type="checkbox"/>
If budget saving, please specify value below: The estimated total revenue benefit inclusive of savings to Barnet Council is £94,737 per annum. This is due to temporary accommodation cost avoidance, council tax revenue and cost saving to providing fully wheelchair accessible homes.	If other please specify below: New Build development project on behalf of the London Borough of Barnet.

Please outline in no more than 3 paragraphs⁶:

Barnet Homes has identified a potential residential development at Coppetts Road, N10 that will deliver up to 15 new affordable homes at London Affordable Rent. This site is located in an established suburban area, in north of the borough, in the Coppetts Ward and on the boundary with the London Borough of Haringey. The site is adjacent to Coppetts Wood Primary School to the east, allotment land to the north, and low-density residential houses and flats, that make up the Coppetts Road Estate. The site is formed by concrete hard standing, a temporary school car park and an area containing nineteen garages. The concrete hard standing was previously the site of a community centre used by the Somali Bravenese Welfare Association. This use ceased in June 2014 when the centre was razed as a result of an arson attack. A community centre has now been provided elsewhere in the borough.

The proposed development consists of demolishing the garage and utilising the remaining area to provide 15 new homes, over two blocks. Block A consists of two maisonettes for families, each with their own front doors at ground level, and seven additional flats, which are entered into through a shared central core. Block B is a row of six terraced houses for families. These are arranged to be primarily front-facing, towards the central green space. A small private courtyard garden is available to the rear. Each terrace will also have a piece of defensible space to provide a threshold between the public and private space. Two of these family homes will be built to M4(3) standards meaning they fully accommodate wheelchair users. Such homes are much needed in the borough.

The ability to construct new homes will help the Council to mitigate further pressures on the general fund in meeting increasing temporary accommodation costs and to maximise value of existing assets. The ability to construct new homes will also enable those who require housing within the borough to be housed in accommodation which is fit for purpose.

3. Supporting evidence

What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff?

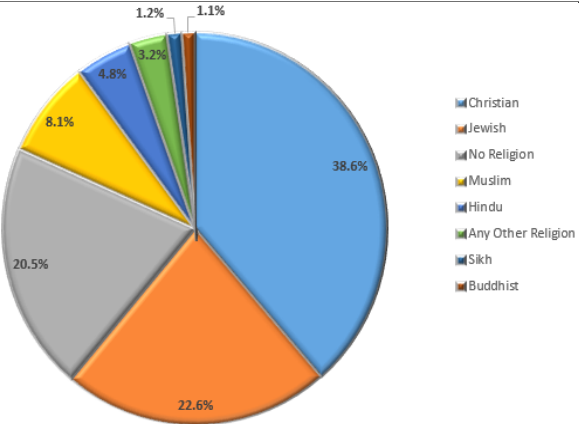
Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis

	What does the data tell you⁷? <i>Provide a summary of any relevant demographic data about the borough's population from the <u>Joint Strategic Needs Assessment</u>, or data about the council's workforce</i>	What do people tell you⁸? <i>Provide a summary of relevant consultation and engagement including surveys and other research with stakeholders, newspaper articles correspondence etc.</i>
Protected group		

<p style="text-align: center;">Age⁹</p>	<p>Site logistics may affect elderly people and those with reduced mobility.</p> <table border="1" data-bbox="586 236 1102 922"> <thead> <tr> <th>Age group</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr><td>0-4</td><td>12,800</td><td>12,700</td></tr> <tr><td>5-9</td><td>13,800</td><td>13,500</td></tr> <tr><td>10-14</td><td>12,800</td><td>12,100</td></tr> <tr><td>15-19</td><td>10,900</td><td>10,200</td></tr> <tr><td>20-24</td><td>12,200</td><td>11,300</td></tr> <tr><td>25-29</td><td>15,600</td><td>14,700</td></tr> <tr><td>30-34</td><td>16,600</td><td>16,000</td></tr> <tr><td>35-39</td><td>16,200</td><td>15,900</td></tr> <tr><td>40-44</td><td>14,200</td><td>14,200</td></tr> <tr><td>45-49</td><td>13,500</td><td>13,800</td></tr> <tr><td>50-54</td><td>12,400</td><td>13,100</td></tr> <tr><td>55-59</td><td>10,500</td><td>11,200</td></tr> <tr><td>60-64</td><td>8,700</td><td>9,200</td></tr> <tr><td>65-69</td><td>7,400</td><td>8,300</td></tr> <tr><td>70-74</td><td>6,600</td><td>7,600</td></tr> <tr><td>75-79</td><td>4,300</td><td>5,500</td></tr> <tr><td>80-84</td><td>3,500</td><td>4,400</td></tr> <tr><td>85-89</td><td>2,100</td><td>3,200</td></tr> <tr><td>90+</td><td>1,200</td><td>2,300</td></tr> <tr><td>Total</td><td>195,300</td><td>199,100</td></tr> </tbody> </table>	Age group	Male	Female	0-4	12,800	12,700	5-9	13,800	13,500	10-14	12,800	12,100	15-19	10,900	10,200	20-24	12,200	11,300	25-29	15,600	14,700	30-34	16,600	16,000	35-39	16,200	15,900	40-44	14,200	14,200	45-49	13,500	13,800	50-54	12,400	13,100	55-59	10,500	11,200	60-64	8,700	9,200	65-69	7,400	8,300	70-74	6,600	7,600	75-79	4,300	5,500	80-84	3,500	4,400	85-89	2,100	3,200	90+	1,200	2,300	Total	195,300	199,100	<p>Consultation took place on 16 November 2022 and 23 February. Residents were invited to comment on how the scheme would affect them.</p> <p>Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified.</p>
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<p style="text-align: center;">Disability¹⁰</p>	<p>Site logistics may affect elderly people and those with reduced mobility.</p> <p>There are a small number of residents with a learning disability (7,276 in 2018) and a significant number with a physical disability (23,735 in 2018).</p> <p>Coppetts Wood Primary School adjacent to the site maintains an Additional Resource Provision for children with autism.</p>	<p>Consultation took place on 16 November 2022 and 23 February. Residents were invited to comment on how the scheme would affect them.</p> <p>Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified.</p>																																																															

		Engagement with Coppetts Wood Primary School has taken place to discuss the need for measures to mitigate and minimise the impact of the construction works on the school. Noise is a particular measure to address given the school's Additional Resource Provision for children with autism.
Gender reassignment¹¹	No foreseen impacts.	No concerns raised by stakeholders
Marriage and Civil Partnership¹²	No foreseen impacts.	No concerns raised by stakeholders at consultation. However, more to be surveyed by the RLO of contractor.
Pregnancy and Maternity¹³	Site logistics may affect pregnant people and those with young children due to an impact on access around the estate.	<p>Consultation took place on 16 November 2022 and 23 February. Residents were invited to comment on how the scheme would affect them.</p> <p>Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified.</p>
Race/ Ethnicity¹⁴	<p>May be affected in terms of communications and language barrier.</p> <p>The population is ethnically diverse and between 2018 and 2030, the population of Barnet is set to become more ethnically diverse. The table below shows that in 2018, the largest ethnic category in Barnet is White British, accounting for 40% of the borough population.</p>	None identified at consultation. However, this is to be surveyed once by the Resident Liaison Officer once the Contractor takes possession of the site.

	<table border="1"> <thead> <tr> <th>Ethnic Group</th> <th>No. of persons (2018)</th> <th>% of population (2018)</th> </tr> </thead> <tbody> <tr> <td>White British</td> <td>158,900</td> <td>40.0%</td> </tr> <tr> <td>Other White</td> <td>72,300</td> <td>18.2%</td> </tr> <tr> <td>Other Asian</td> <td>30,500</td> <td>7.7%</td> </tr> <tr> <td>Indian</td> <td>30,200</td> <td>7.6%</td> </tr> <tr> <td>Black African</td> <td>23,200</td> <td>5.9%</td> </tr> <tr> <td>Other Ethnic Group</td> <td>16,100</td> <td>4.1%</td> </tr> <tr> <td>Chinese</td> <td>10,500</td> <td>2.6%</td> </tr> <tr> <td>White Irish</td> <td>8,900</td> <td>2.2%</td> </tr> <tr> <td>White & Asian</td> <td>7,100</td> <td>1.8%</td> </tr> <tr> <td>Arab</td> <td>7,000</td> <td>1.8%</td> </tr> <tr> <td>Other Mixed</td> <td>6,700</td> <td>1.7%</td> </tr> <tr> <td>Pakistani</td> <td>6,400</td> <td>1.6%</td> </tr> <tr> <td>Black Caribbean</td> <td>4,900</td> <td>1.2%</td> </tr> <tr> <td>Other Black</td> <td>4,500</td> <td>1.1%</td> </tr> <tr> <td>White & Black African</td> <td>3,900</td> <td>1.0%</td> </tr> <tr> <td>White & Black Caribbean</td> <td>3,500</td> <td>0.9%</td> </tr> <tr> <td>Bangladeshi</td> <td>2,500</td> <td>0.6%</td> </tr> </tbody> </table>	Ethnic Group	No. of persons (2018)	% of population (2018)	White British	158,900	40.0%	Other White	72,300	18.2%	Other Asian	30,500	7.7%	Indian	30,200	7.6%	Black African	23,200	5.9%	Other Ethnic Group	16,100	4.1%	Chinese	10,500	2.6%	White Irish	8,900	2.2%	White & Asian	7,100	1.8%	Arab	7,000	1.8%	Other Mixed	6,700	1.7%	Pakistani	6,400	1.6%	Black Caribbean	4,900	1.2%	Other Black	4,500	1.1%	White & Black African	3,900	1.0%	White & Black Caribbean	3,500	0.9%	Bangladeshi	2,500	0.6%	
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Religion or belief ¹⁵	<p>No foreseen impacts.</p> <p>There is a range of beliefs among the population, with the largest groups being Christian (38.6%), Jewish (22.6%) and No Religion (20.5%). The chart below shows the different beliefs in Barnet by percentage in 2017.</p>	<p>No concerns raised by stakeholders at consultation. However, more to be surveyed by the RLO of contractor.</p>																																																						

	 <p>A pie chart illustrating the religious distribution of respondents. The largest group is Christian at 38.6%, followed by Muslim at 22.6%, No Religion at 20.5%, Hindu at 4.8%, Any Other Religion at 3.2%, Sikh at 1.2%, and Jewish and Buddhist at 1.1% each.</p>	
<p>Sex¹⁶</p>	<p>No foreseen impacts.</p> <p>There is a marginally higher female population (50.5%) than male population (49.5%).</p>	<p>No concerns raised by stakeholders at consultation. However, more to be surveyed by the RLO of contractor.</p>
<p>Sexual Orientation¹⁷</p>	<p>No foreseen impacts.</p> <p><u>Ward respondent lives in:</u></p> <p>The table below shows the estimated ward populations in Barnet for 2018. The wards are ranked according to population size, with Colindale (27,000) accounting for 6.8% of the total borough population. In contrast, High Barnet with an estimated population of 15,900 represents only 4.0% of the Barnet population, in 2018.</p>	<p>No concerns raised by stakeholders at consultation. However, more to be surveyed by the RLO of contractor.</p>

Other relevant groups¹⁸

Ward name	Ward population	% of borough population
Colindale	27000	6.8%
Childs Hill	22200	5.6%
Mill Hill	21200	5.4%
Golders Green	20600	5.2%
Edgware	20400	5.2%
Burnt Oak	20000	5.1%
West Hendon	20000	5.1%
Hendon	20000	5.1%
Woodhouse	18800	4.8%
Hale	18400	4.7%
Coppetts	17900	4.5%
West Finchley	17600	4.5%
East Finchley	17200	4.4%
Finchley Church End	17100	4.3%
East Barnet	16900	4.3%
Oakleigh	16900	4.3%
Brunswick Park	16800	4.3%
Garden Suburb	16700	4.2%
Totteridge	16500	4.2%
Underhill	16400	4.2%
High Barnet	15900	4.0%

Housing tenure:

The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation. Over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households.

Receipt of benefits:

No data available. Expected to have an adverse disproportionate effect.

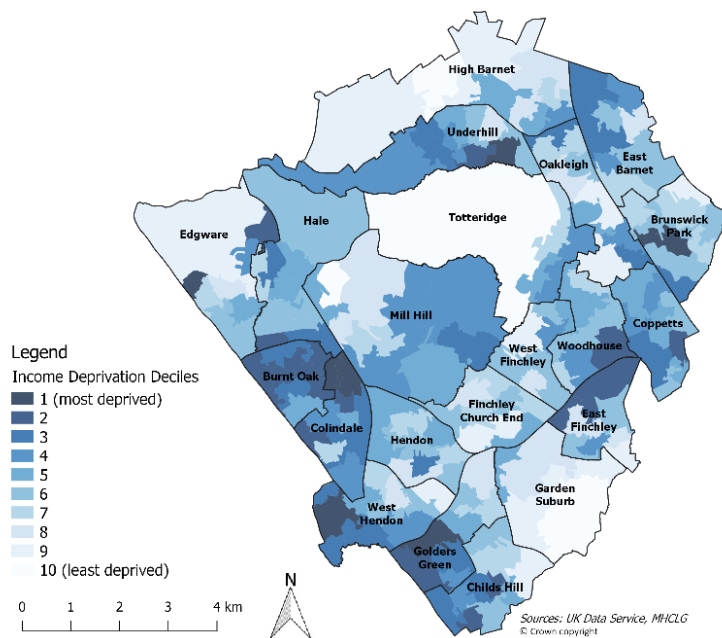
Consultation took place on 16 November 2022 and 23 February. Residents were invited to comment on how the scheme would affect them.

Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified..

Employment status:

For the year to June 2018, the employment rate for working age people in Barnet (aged 16-64 years) was 71.4%, which was the 10th lowest of the London boroughs, but similar to both London (74.2%) and England (75.2%).

The figure below shows the wards localized in the west and south of the borough with a greater overall deprivation have this mirrored by increased levels of income deprivation (shown on the map as darker patches). However, wards such as Brunswick Park, with less deprivation overall, also have small areas within them where income deprivation is pronounced.



4. Assessing impact					
What does the evidence tell you about the impact your proposal may have on groups with protected characteristics ¹⁹ ?					
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction? Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	
Age	<p>Site logistics may affect elderly people and those with reduced mobility.</p> <p>This will be addressed in the contractor’s risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p> <p>The contractor will provide safe temporary paths and access ways to ensure access on the Coppetts Road estate where required.</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p> <p>A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<p>Site logistics may affect elderly people and those with reduced mobility.</p> <p>The adjacent Coppetts Wood Primary School has an autism resource provision.</p> <p>This will be addressed in the contractor’s risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<p>The contractor will provide safe temporary paths and access ways to ensure access on the Coppetts Road estate where required.</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p> <p>A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.</p>				
Gender reassignment	No foreseen impacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and Civil Partnership	No foreseen impacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and Maternity	<p>Site logistics may affect mobility around the estate or to clear exit routes.</p> <p>This will be addressed in the contractor's risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p> <p>The contractor will provide safe temporary paths and access ways to ensure access on the Coppetts Road estate where required.</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p> <p>A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Race/ Ethnicity	May be affected in terms of communications and language barrier. Survey residents for language preferences at start of project to ensure translations are provided where necessary.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	No foreseen impacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	No foreseen impacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	No foreseen impacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5. Other key groups Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i>	Positive impact	Negative impact		No impact
		Minor	Major	

Key groups	Carers				
	People with mental health issues				
	Site logistics may affect access into homes.				
	Site logistics may be noisy and cause distress for some vulnerable residents.				
	This will be addressed in the contractor's risk assessment and health and safety plans. These are reviewed by health and safety consultants.				
	The contractor will provide safe temporary paths and access ways to ensure access on the Coppetts Road estate where required.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.				
Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions					
A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.					

6. Cumulative impact²⁰

Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

--

7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures ²¹ <i>If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.</i>	Monitoring ²² <i>How will you assess whether these measures are successfully mitigating the impact?</i>	Deadline date	Lead Officer
Age, disability, race	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents .</p>	<p>This will be addressed in the contractor’s risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p> <p>The contractor will provide safe temporary paths and access ways to ensure ingress and egress for pedestrians on the Little Strand and nearby residents on the Grahame Park Estate where required.</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p>	<p>Monthly progress meetings with fixed agenda items including Health and Safety and resident’s matters.</p>	<p>Ongoing during construction</p>	<p>Project Manager</p>

		A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.			
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8. Outcome of the Equalities Impact Assessment (EqIA)²³

Please select one of the following four outcomes

Proceed with no changes

The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed.

Proceed with adjustments

Adjustments are required to remove/mitigate negative impacts identified by the assessment.

Negative impact but proceed anyway

This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Do not proceed

This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below.

Reasons for decision

All items identified with short-term impacts, can be mitigated against by the measures put place.

All long-term impacts and benefits of the new build development are positive for all identified groups with protected characteristics.

Sign-off

9. Sign off and approval by Head of Service / Strategic lead ²⁴	
Name Meera Bedi	Job title Head of New Build – The Barnet Group
<input type="checkbox"/> Tick this box to indicate that you have approved this EqIA	Date of approval:
<input type="checkbox"/> Tick this box to indicate if EqIA has been published Date EqIA was published: Embed link to published EqIA:	Date of next review:

Footnotes: guidance for completing the EqIA template

¹ The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- **Timeliness:** the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- **Review:** the equality duty is a continuing duty – it continues after proposals are implemented/reviewed.
- **Proper Record Keeping:** we must keep records of the process and the impacts identified.

² Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give ‘due regard’ (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact:** if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- **Promote equality of opportunity:** by
 - Removing or minimising disadvantages suffered by people with a protected characteristic
 - Taking steps to meet the needs of these groups
 - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who don’t:** e.g. by promoting understanding.

³ EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact – e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

⁴ When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy

-
- When making changes that will affect front-line services
 - When amending budgets which may affect front-line services
 - When changing the way services are funded and this may impact the quality of the service and who can access it
 - When making a decision that could have a different impact on different groups of people
 - When making staff redundant or changing their roles

Wherever possible, build the EqIA into your usual planning and review processes.

Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide not to complete an EqIA you should document your reasons why.

⁵ **Title of EqIA:** This should clearly explain what service / policy / strategy / change you are assessing.

⁶ **Focus of EqIA:** A member of the public should have a good understanding of the proposals being assessed by the EqIA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason for the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

⁷ **Data & Information:** Your EqIA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqIA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?

-
- Is the service having a positive or negative effect on particular people or groups in the community?

⁸ What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB [Consultation and Engagement toolkit](#) for full advice or contact the Consultation and Research Manager, rosie.evangelou@barnet.gov.uk for further advice

⁹ Age: People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.

¹⁰ Disability: When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.

¹¹ Gender Reassignment: In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.

¹² Marriage and Civil Partnership: consider married people and civil partners.

¹³ Pregnancy and Maternity: When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.

¹⁴ Race/Ethnicity: Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.

¹⁵ Religion and Belief: Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.

¹⁶ Sex/Gender: Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.

¹⁷ Sexual Orientation: The Act protects bisexual, heterosexual, gay and lesbian people.

¹⁸ Other relevant groups: You should consider the impact on our service users in other related areas.

¹⁹ Impact: Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:

- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.

-
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.
 - Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
 - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
 - Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
 - Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
 - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
 - If there is negative differential impact, how can you minimise that while taking into account your overall aims?
 - Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
 - Does it relate to an area where equality objectives have been set by LBB in our [Barnet 2024 Plan](#) and our [Strategic Equality Objective](#)?

²⁰ **Cumulative Impact**

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

²¹ **Mitigating actions**

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

²² **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

²³ **Outcome:**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

²⁴ **Sign off:** You will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.

Full Business Case (FBC): The Grange Project (part of HRA 250 programme)

Author:	Sally Potvin, Senior Project Manager, Barnet Homes
Date:	31st October 2022
Service /	Barnet Homes
Dept:	New Build Team

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1. Introduction

The Council's Housing Revenue Account (HRA) is funded through rents and service charges received from council tenants and leaseholders, and meets the costs associated with maintaining and managing the council's housing stock and can also be used for funding the development or acquisition of new council homes and other related capital projects.

In Summer 2019, Barnet Council commissioned a review of the HRA's capacity by Savills. This review concluded that there is the potential for 250 more new homes to be developed by the council through the HRA.

It was proposed that the projects comprising the 250 units should be delivered by Barnet Homes, acting as development agent for Barnet Council, as part of the "HRA 250" programme of sites. The completed homes would stay within the ownership of the council. The income generated from these units will be fed back into the HRA.

An Outline Business Case (OBC) was approved by Housing and Growth Committee in February 2022. The OBC asked for approval to progress the first site in the HRA 250 programme, through planning submission and contractor tendering to Full Business Case stage (FBC), for an affordable housing development on land owned by the council on the Grange Estate and neighbouring areas of Tarling Road and Brownswell Road N2. These sites are collectively referred to as "The Grange Estate" development.

The Grange Estate development received a resolution to grant planning permission on the 7th September subject to the completion of a legal agreement. The approval of this Full Business Case (FBC) is now required to appoint a contractor and continue with the development of the scheme.

The procurement of main contractor is currently in the tender evaluation phase and yet to be determined. As such, Barnet Homes seek approval of the FBC on a 'maximum price' basis. It is noted that Barnet Homes have a strong working relationship with the tendering contractors and because the quality of tender returns was high, Barnet Homes are comfortable appointing the eventual successful bidder, once the final build cost has been determined. This is subject to the final identified price being within the maximum price set out in this FBC.

The OBC requested that a scheme of 43 units be brought forwards. During the pre-planning design phase, the number of units was reduced to 16 units. Further explanation of this is provided later in this report.

Barnet Homes acting as development agent for Barnet Council has secured £1,600,000 grant funding from the Greater London Authority (GLA) to deliver 16 new homes at The Grange. These properties will be let at London Affordable Rent. The amount of funding has reduced since the OBC as it is calculated at £100,000 per unit to be built. To secure this funding, a start on site is required by March 2023. This is achievable subject to the approval of the FBC.

The ability to construct new homes will help the council to mitigate further pressures on the general fund in meeting increasing temporary accommodation costs and to maximise value of existing assets. The ability to construct new homes will also enable those who require housing within the borough to be housed in accommodation which is fit for purpose.

A sum of £81.034m was originally allocated to the HRA 250 programme in February 2020. From the start of this financial year 2021/22, the remaining budget is £79m. In addition to the £1.6m GLA funding, additional funding of £637,000 has been secured. The project budget is less than was previously presented at OBC stage due to the reduction in overall unit numbers.

The remaining 234 homes that make up the wider programme of 250 homes will be subject to separate future Business Cases.

Subject to the approval of the Full Business Case, Barnet Homes will be able to progress the awarding of the building contract by the end of this financial year securing the GLA grant and thus enable start on site by Q4 22/23, with the aim of completion in Q3 23/24.

2. Project Definition

2.1 Overview

Barnet Homes has been commissioned as development agent to deliver a programme of new affordable housing. Barnet Homes will manage the development process on behalf of Barnet Council, working closely with the Commissioners. As part of this the Grange Estate in East Finchley was identified as a potential location for estate intensification.

To support the delivery of the programme, the council has successfully secured a £1.6m grant from the Greater London Authority (GLA) through their Building Council Homes for Londoners programme. This equates to £100,000 per new home. The grant requires a start on site by March 2023 and the new homes must be let at London Affordable Rent. A further £637,000 of funding was secured via another funding route.

Barnet Homes successfully secured a resolution to grant planning from the Strategic Planning Committee on the 7th September 2022. A unilateral undertaking has been drafted and upon signing the formal planning approval will be published.

2.2 The Site

The Grange Estate is an established estate owned by Barnet Council in East Finchley, N2. A redline plan is appended as Appendix 3.2. It consists of a mixture of houses and flatted blocks. There are several concrete courtyard areas which are used for informal parking.

The OBC referred to four separate sites for development, namely: Tarling Road, Brownswell Road, Central Avenue and High Road. The two sites at Tarling Road and Brownswell Road are not being brought forwards for development. The Grange Estate development now comprises of the two areas at Central Avenue and High Road.

The proposed new homes will be built across two separate sites both within central concrete courtyard areas. A plan of the proposed developments is appended as Appendix 3.3.

The High Road development is a block of eight flats located between two of the existing estate blocks: Hilton House and East View House. The new block will be four storeys, in keeping with the neighbouring blocks. It will have a frontage onto the High Road and benefit from the use of the shared courtyard to the rear.

The Central Avenue development is a block of eight flats situated in the courtyard faced onto by two existing estate blocks: Willow House and Craven House. Willow House wraps around two sides of the courtyard and Craven House creates a third side. The new block will be situated on the fourth side of the square.

The existing courtyards are primarily concrete based and are used for non-demarcated parking and bin storage. Amenity space and greenery is limited due to the high level of hardstanding and the informal nature of the parking and vehicular access causing a hazard to pedestrians or children at play.

The development will provide a reconfiguration of the courtyards which will provide a rationalisation of the parking bays and the provision of upgraded amenity space which is not accessible to vehicles as well as further improvements to the public realm.

2.3 Unit Mix

An experienced professional team were appointed including Levitt Bernstein Architects and Potter Raper as Employer's Agents. The designs for The Grange successfully achieved a resolution to grant planning permission.

The table below identifies the scheme mix:

Unit Type	High Road	Central Avenue
1 bed 2 person Wheelchair flat	1	1
2 bed 3 person Wheelchair flat	0	1
1 bed general needs flat	0	6
2 bed general needs flat	7	0
	8	8
Total	16 Units	

The OBC unit estimates for the Grange hoped to achieve approximately 43 new units across The Grange site. These estimates were approximate and dependant on the outcome of further design work and the planning process. The reduction to 16 units is due to a number of reasons:

- The administration's manifesto commitment of not building on green space
- Pre-application meetings with LBB's Planning Department lead to the reduction of density across all of the proposed sites
- Consultation with key stakeholders including existing residents, LBB's Highways and Tree departments indicated that they would not be able to support a larger scale development than is now being proposed
- The reduction in unit numbers on some sites meant that they were no longer financially viable, and they had to be removed from the proposals

The development proposes three new M4(3) wheelchair accessible homes. This accounts

for 19% of the new units. The requirement for M4(3) properties in new developments is 10%. The Grange development will provide a higher percentage than the requirement. There is a high need for genuinely accessible homes in the borough. The provision of three new M4(3) properties will help to lessen this demand.

The housing management teams have been consulted on the designs, with their comments considered within the proposals. Barnet Homes have carried out local consultation, including with ward members. The project has been tendered. Upon appointment the approved contractor will commence detailed design work and begin to discharge the pre-commencement planning conditions to allow a start on site by March 2023.

2.4 Land Assembly

The development will be delivered on land owned by the council and will be managed by Barnet Homes. There are no requirements for any properties to be demolished to allow the development to go ahead. There are no garages or pramsheds on either of the sites which require acquisition of demolition.

A site constraints report has not identified any issues which would prohibit development.

There is a requirement for the footpath at Willow Walk to be diverted. This process will commence prior to commencement. The footpath will require diversion, but this is not expected to be contentious as a pedestrian route will be maintained along Willow Walk. There is also a potential requirement for the stopping up of the roadway running through the courtyard in front of Willow House. Advice is being obtained from HB Law. If this is required, then it will run concurrently with the Willow Walk stopping up process. A pedestrian access will be maintained, and the removal of the roadway will create a safer more pleasant amenity area for new and existing residents.

2.5 Landscaping and public realm

Barnet Homes also appointed landscape architects Groundworks to design the landscaped areas up to planning submission. The Grange development is an opportunity to provide some estate improvements that will benefit both the new residents and the existing estate residents. The original scope of these works has had to be scaled back somewhat now that the unit numbers have been reduced as the estate works must be proportionate to the size of the development. The focus of the landscaping areas will be within the two courtyard areas at both the High Road and Central Avenue sites. The approach is to provide a “greening effect” to the areas. There is a need to remove three low quality trees, but 32 new trees will be added in their place. Other green planting will be added including bushes and flowers.

The overall design focuses on placemaking by ensuring that resident’s enjoyment and safety, in the place that they live, is prioritised. The demarcation of car parking spaces and the separation of amenity space from car accessible areas will support this objective.

2.6 Environmental impact and sustainability

Barnet Homes’ new build developments embrace sustainable design and contribute to the Barnet Council’s new Sustainability Strategy. The aspiration of Barnet’s new Sustainability

Strategy is to build new housing to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

The council's emerging Sustainability Strategy identifies that 58% of emission within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock will be the key challenge in the borough.

Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the council's existing Local Plan and emerging draft Local Plan.

These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

Barnet Homes closely monitors the evolving building regulations, in particular, the emerging Future Homes Standard and will update its Employer's Requirements accordingly to address, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

The Grange Estate plans propose that the new homes are designed to Passivhaus principles. In line with Barnet Council's 'Net Zero by 2030' targets the project aims to create highly energy efficient new dwellings. The mechanical and electrical design will meet the requirements of the Building Regulations, the London Plan and Barnet's Local Plan ensuring the emissions meet all of these requirements. Currently, the design proposes the installation of heat pumps for heating and hot water, whole house heat recovery ventilation, solar photovoltaic panels and LED lighting to all homes.

The existing blocks adjacent to the new developments do not have their own dedicated green or public space. So, an exemplar public realm scheme has been proposed, which will create high-quality green and amenity spaces. This includes a net gain of 29 trees.

Some of the key objectives and benefits of the scheme will be:

- Achieve above ECP B rating
- Introduce Electric vehicle charging points
- Introduce photovoltaics on the roofs of the flats and houses
- Water management through the construction of water attenuation tanks and SUDs methods
- Increase the biodiversity of the estate and borough through new green spaces and new trees as well as a wild meadow planting

The new homes will be constructed in line with current and expected building regulations and will meet the GLA's Design Guide standards. They will include changes implemented following the Grenfell Tower tragedy. This includes the use of non-combustible materials and a sprinkler system in the flatted blocks.

3. Rationale

This FBC has been prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, comprising the following:

- the strategic case
- the economic case
- the commercial case
- the financial case
- the management case

3.1 Strategic case

The Strategic Case sets out the rationale, business needs and constraints for development of new homes on Housing Revenue Account (HRA) land.

The strategic external and internal drivers for this investment and associated strategies, programmes and plans are as follows:

The delivery of more quality affordable homes in the borough is a key priority for the council and is recognised in the Housing Strategy 2019-2024, the Growth Strategy and is a key theme of the emerging Corporate Plan. Barnet has the second largest population of any London Borough with 389,300 residents. The figure is expected to grow to 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough. To deliver an increase in housing completions to meet housing need the council and wider public sector needs to increase its own pipeline of housing delivery. To that end the council is reviewing its assets to consider all suitable sites for redevelopment potential.

The Draft Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Regeneration Strategy builds on this, articulating the council's approach to delivering growth and focusing on the places that need intervention.

These schemes would count towards the 1000 homes at London Affordable Rent that the Administration pledged as part of their Manifesto in May 2022.

Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy 2019-2024 and the Growth Strategy. Since May 2022 this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years. These schemes will deliver 59 homes to wards this target.

The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.

3.1.1 Emerging Corporate Plan

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

It should be noted that this scheme provides three flats with wheelchair access, and in doing so explicitly meets one of the most in demand property types within the Borough.

3.1.2 Investment objectives

The investment objectives for this project are as follows:

1. Increase the supply of social housing provision within the Borough through the HRA.
2. Improve the existing estate and street scene appearance through the sensitive addition of new homes whilst bringing improvements to the existing estate and public realm.
3. Integrate the proposed additional homes into the existing community through the use of shared estate facilities.
4. Provide secure homes on flexible tenancies and mitigate costs to the general fund in providing temporary accommodation.

3.2 Economic case

3.2.1 Critical Success Factors

The Economic case sets out the critical success factors (CSF) for the business case, appraising various options and indicating which is preferred. The CSF for the preferred design solution has been drafted taking into account:

- The constraints of the existing building and estate
- The views of LBB's Planners through pre-application meetings
- The views of Barnet Homes' Housing Options team on the types of homes which are in greatest need and that can be successfully incorporated

The following CSFs have been established:

1. **CSF1: community needs** – current and future community needs are met by the final preferred solution
2. **CSF2: strategic fit** – the final preferred solution contributes to the London Plan, LBB Corporate Plan and LBB Housing Strategy targets
3. **CSF3: benefits optimisation** – the final preferred solution optimises the potential return on expenditure and improves the overall value for money
4. **CSF4: potential achievability** – the final preferred solution enables successful and timely achievement based on strong community engagement

The preferred option for progression is Option 2 – *Develop these homes, funded by the HRA*. This is the option that fully meets all the identified CSFs. The option delivers new affordable homes thus meeting CSF1 and CSF2. This option produces revenue benefits as identified later in this section, thus meeting CSF3. There has been extensive community engagement and funding is in place ready to progress with this option subject to the approval of the FBC by Housing and Growth Committee, thus CSF4 is met.

Option 1 - *Do not proceed with the development of these new homes*, does not meet any of the above CSFs as it does not provide any additional homes or benefits.

Option 3 - *Develop these homes, through on-lending to Opendoor Homes*, could potentially meet some of the above CSFs but it is not as closely aligned as Option 2. Option 3 would result in higher rents which does not fully meet CSF1 or CSF2. It is also likely to be slower to deliver as no alternative funding arrangement is in place, therefore does not meet CSF4.

Further detail on the options identified is contained within section 4 of this report.

Barnet Homes is the preferred vehicle for delivery as it meets all the CSFs:

- Barnet Homes has experience of managing affordable housing projects and knows its customer base well.
- Barnet Homes is delivering high quality affordable homes elsewhere in the Borough.
- Barnet Homes will procure the works in accordance with its contract procedure rules and in compliance with UK public procurement legislation requirements as necessary.

The economic benefits of the business case are set out in the table below.

Scheme	Number of units	Wheelchair home provision cost avoidance p/a	Temporary Accommodation cost avoidance p/a	Assumed Council Tax income p/a	Total LBB revenue benefit p/a
The Grange	16	£49,482	£38,234	£20,000	£107,716

The temporary accommodation cost avoidance per annum is calculated at £2,572, £2,944, £3,064 and £3,308 per unit for non-accessible units with 1, 2, 3 and 4 bedrooms respectively.

Council tax per unit has been estimated at £1,200 for 1 bed units and £1,300 for 2 bed units. This equates with Barnet Council's revenue earned from a mid-range valuation band, between C to D bands at 2022/23 rates.

Savings for providing wheelchair accessible homes are calculated at £16,494 per unit, per annum.

The estimated total revenue benefit inclusive of savings to Barnet Council is **£107,716** per annum.

3.2.2. Value for Money

As set out in section 3.4, the construction sector is currently experiencing high cost inflation due to materials and labour shortages. This is pushing up the price of tender returns to prices not previously seen.

However, it is still felt that this project delivers value for money. This project is delivering 100% of the units at London Affordable Rent (LAR) including three wheelchair accessible M4(3) homes. These are in high demand within the borough.

The Barnet Homes contractor tender process requires that contracts are awarded on the basis of 40% Cost: 60% Quality. This ensures a high quality service and product, offering good value for money.

At The Grange, circa £700,000 of public realm works are being delivered for the benefit of existing and new residents, which would otherwise not be delivered. This has a positive impact on the environment and health of local residents.

The project also offers operational value for money, whereby the construction of energy efficient and high quality housing will reduce maintenance costs for Barnet Council and energy bills for residents.

3.3 Commercial case

3.3.1 Land

The site is owned by the London Borough of Barnet. Barnet Homes would act as development agent, through the ALMO's management agreement. When the 16 homes are completed, they will be managed and maintained by Barnet Homes on behalf of the council under the existing management agreement.

3.3.2 Procurement

A single-stage tender exercise has been undertaken, calling off contractors from the Hyde framework, to ensure OJEU compliancy. It was undertaken on an established 60:40 quality to price basis, following Barnet Homes procurement rules.

3.4 Financial case

The Financial case considers the budgetary, financial and affordability impacts of this approach.

The project is funded through a combination of grant from the GLA and HRA borrowing. The HRA borrowing is serviced through rental income from the new homes delivered in the project.

A sum of £81.034m was originally allocated to the HRA 250 programme. From the start of this financial year 2022/23, the remaining budget is £79m. There is GLA funding of £1.6m allocated to this scheme, amounting to £100,000 per unit. Additionally, Barnet Homes have successfully bid for other funding of £637,000.

The FBC budget profile will be updated to reflect the next phase of the programme and will be presented to Policy & Resources Committee in December 2022.

The Employer's Agent, Potter Raper, have noted that the estimated construction cost is reasonable for a development of this nature, when benchmarked against other similar

schemes. The construction sector is currently experiencing high-cost inflation due to materials and labour shortages. This is pushing up the price of tender returns to prices not previously seen.

The on costs are considerably higher than might usually be expected on comparable schemes. This is due to the fact that the project team were appointed on the basis of a larger scale development. Even though the proposals for a larger scheme were policy compliant, they met with significant opposition from local resident and so the size of the project was reduced. This reduced the amount of opposition towards the scheme. This larger development was worked up to just prior to planning submission and so these fees have already been spent. The oncosts going forward from planning will be proportionate to the smaller 16 unit scheme.

The Barnet Homes contractor tender process requires that contracts are awarded on the basis of 40% Cost: 60% Quality. This ensures a high-quality service and product, offering good value for money.

The project also offers operational value for money, whereby the construction of energy efficient and high-quality housing will reduce maintenance costs for Barnet Council and energy bills for residents.

The updated project budget will be presented to Policy and Resources committee in December 2022. This project, as part of a wider programme, has been included in the HRA Business Plan that is being presented to Housing & Growth in November 2022. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation.

3.5 Management

The management case provides the outline plan for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery. The project will follow the corporate project management guidelines, specifically around governance, reporting and risk management.

A Barnet Homes Project Manager will oversee the project and be responsible for the day to day running of the project. The project manager will report to the Development Manager and will act as the client for the purpose of the build contract.

The Project Manager will be responsible for liaising between relevant parties, managing communications with residents, including arranging and facilitating consultation events. The Project Manager will liaise with other departments within Barnet Homes and LBB as applicable to ensure the correct resource is available at the required timeframes.

Barnet Homes has significant experience of successfully delivering works projects within occupied social housing settings and engaging with tenants and leaseholders before, during and after the works are completed. Such engagement requires cross-team working within the organisation. Barnet Homes will utilise their internal experienced teams including: community engagement, housing management, estate management, allocations, adaptations, M&E, fire

safety, repairs and maintenance and communications. The processes developed to support such works will be used and refined as required to support the delivery of this project.

Project delivery will be reported at the Affordable Housing Board attended by representatives of LBB and Barnet Homes. Barnet Council as provider of land and project capital will receive regular financial and project monitoring information and more regular exception reporting should this be necessary.

Reporting to the council will include:

- Overall progress against programme
- Financial progress against programme
 - Quarterly cost update
 - Cash flow
 - Cost variations
- Risk profile updates

In accordance with paragraph 4.12 of the council's Housing Allocation Scheme, it is proposed that some of the new homes will be allocated through a Local Lettings Policy. This applies to existing council tenants on the estate who are highly banded (Band 1 or Band 2) in the period before the development completes. This will be confirmed ahead of the project completion by the Housing Options service.

4. Options

Due to the project objective, limited options were considered due to the desired outcomes from the Commissioning client.

There are three principal options available which are explored in further detail below.

- **Option 1** – Do not proceed with the development of these new homes.
- **Option 2** – Develop these homes, funded by the HRA.
- **Option 3** – Develop these homes, through on-lending to Opendoor Homes.

Option 1 – Do not proceed with the development of these new homes

Advantages	Disadvantages
<ul style="list-style-type: none"> • Local community not impacted by short-term construction period • 'Informal' car parking on the estate retained (verges, pavement on roadsides etc) • Status quo of estate maintained, in terms of number of homes and public realm. 	<ul style="list-style-type: none"> • The expected project benefits will not be delivered. • Site continues to be underutilised and an eye sore • Do not deliver much needed homes, including family sized and wheelchair homes • The expected project benefits will not be delivered. • Reputational damage with the GLA and other funding providers and requirement to return the respective £1.6m and

	£637,000 grant allocations.
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Option 2 – Develop these homes, funded by the HRA

This option will ensure that the new homes remain in the ownership of Barnet Council and in the event that they are sold through the Right to Buy provisions there is a direct link between the long-term tenant (leaseholder) and Barnet Council. The council will benefit from the rent and service charges from these properties plus temporary accommodation cost avoidance noted in previous sections. The scheme also includes a high percentage of the most in demand property types (larger family houses and wheelchair units).

Advantages	Disadvantages
<ul style="list-style-type: none"> • Additional social housing units created and owned by Barnet Council. • Management of the existing homes and new homes on the estate remains with one party (Barnet Homes). • The project benefits will be realised, such as TA cost avoidance, increased revenue etc. • Provision of three new wheelchair accessible homes 	<ul style="list-style-type: none"> • Initial up-front cost borne by the HRA. • Loss of ‘informal’ car parking to residents, albeit no net loss of formal spaces.

Option 3 – Develop these homes, through on-lending to Opendoor Homes

Advantages	Disadvantages
<ul style="list-style-type: none"> • Scheme could be completed at nil cost to Barnet Council, with financial benefits including the homeless dividend. • Barnet Homes would still act as the development agent. • A higher level of rent could be charged, i.e., Barnet affordable rent, at 65% of market rent, albeit without GLA funding. 	<ul style="list-style-type: none"> • The higher rents would not support the administration’s target for 1,000 new homes at social rent • Any delay in entering into contract beyond March 2023 could cause tendered prices to elapse / increase, causing the project to be more expensive and potentially less viable. • Higher rents may not be affordable to all Homelessness customers. • ODH could not viably deliver the project without some form of subsidy, probably via sales resulting in a loss of business case benefits

It is on this basis that Barnet Homes recommend Option 2 is progressed as part of this Outline Business Case.

5. Expected Benefits

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Benefit 1: Financial cashable Cost avoidance	A financial saving will be made through avoided costs, where Temporary Accommodation is not required for 13 general needs households.	Council	£38,234 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 2: Financial cashable Council tax revenue	Council tax revenue from the 16 new dwellings.	Council	£20,000 per annum	2024/25 onwards	Council	Calculated on an annual basis using Council tax rates	Using Council tax rates 2022/23 rates
Benefit 3: Financial cashable Wheelchair cost avoidance savings	A financial saving will be made through avoided costs, where Temporary Accommodation for Wheelchair Users is not required for 3 families.	Council	£49,482 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21

Benefit 4: Financial cashable Rental Income	A financial revenue stream will be received from the rents of the 16 new properties	Council	£147,071 per annum	2024/25 onwards	HRA	Tracking of rental income into the HRA	London Affordable Rent levels 22/23 inflated by 1% per annum until handover date 2024/25
Benefit 4: Non-financial Strategic objective	Maintain the supply of social housing provision within the borough through leveraging in public subsidy in the form of GLA grant of £100,000 per home - £1.6m	Council / those in housing need	Provides occupation for 16 households	2024/25 onwards	HRA	Measure occupancy rates	N/A
Benefit 5: Non-financial Strategic objective	Improvements to the existing estate's public realm	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 6: Non-financial Strategic objective	Integrate the proposed additional homes into the existing community through the use of shared estate facilities	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 7: Non-financial Strategic objective	Improved sustainability of homes	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A

Benefit 8: Non-financial	Local Lettings Policy	Local residents	Existing council tenants on the estate who are highly banded (Band 1 or Band 2)	2024/25 onwards	Barnet Homes	Number of eligible residents	N/A
Benefit 9: Non-financial Strategic objective	Social value required through the build contract	Residents / local community	Expected increase in customer satisfaction, employability, health and wellbeing	2023 onwards	Barnet Homes	Measure resident satisfaction	N/A

5.1 Summary

5.2 Social Value

Barnet Homes actively encourages its development partners to contribute through leaving a legacy within the communities we serve through social value. Whilst a key objective is to ensure our customers have homes that they feel safe in, we encourage developers to provide support and investment into communities in other ways.

The Barnet Homes Community Engagement team were involved in the drafting of the quality questions that the contractors answered as part of the tender process. As a result of this a question was included asking potential contractors to answer:

“How the service provider/contractor will support our customers and service users into career opportunities that may include paid employment, apprenticeships (if contract value is in excess of £1m), work experience, bursaries, attendance at employment events and skills training.”

This question was marked as part of the quality submission tender evaluation and scored in accordance with the scoring system. Contractors were also asked to elaborate on this further as part of the tender interview process.

As the build contract is expected to exceed £250,000, Barnet Homes will ensure that the contractor includes within their price employment and training of local labour which represents 20% of the total number of person-weeks required on site. It also requires as part of the 20% target that:

- 25% shall be from black and ethnic minorities
- 25% will be employed trainees or placements from a local training provider
- 10% shall be female

Such employees shall be engaged on an hourly wage, no less than the London Living Wage.

The Contractor will also include for the selection and employment of apprentices from suitable London based training establishments and manage the process from securing apprenticeship training to enrolments. These targets are all reported and monitored at monthly progress meetings.

In addition, the Contractor provides additional social value to the project via contributions to either community events, local charities or schools. This forms part of their Considerate Contractor status that is required for each project.

6. Risks

Risk	Controls and mitigations in place	Impact	Likelihood	Risk Score
Design and planning				
Utilities and statutory bodies not consenting to diversions	<ul style="list-style-type: none"> Early consultation with statutory bodies has already taken place 	4	2	8
Expectations of Highways, on a small and constrained project	<ul style="list-style-type: none"> Early consultation with Highways has already taken place. 	4	3	12
Existing residents, local councillors and other stakeholders not supporting the scheme	<ul style="list-style-type: none"> Early engagement with residents has taken place and will continue A commitment has been made through a planning informative to keep local councillors and residents informed and involved 	3	4	12
Community Engagement-existing residents and stakeholders not supporting the new developments	<ul style="list-style-type: none"> Apply lessons learnt at pre-planning stage Continued engagement with stakeholders Building upon relationships established at pre-planning Requirements in tendered Employer's requirements committing the appointed contractor to engaging with the community 	3	3	9
Financial				
That the grant deadlines are not met, and the grant is returned	<ul style="list-style-type: none"> Ongoing dialogue with the GLA to keep them informed Longstop SOS date of March 2023 should be sufficient 	4	3	12
Volatile construction sector meaning contractors may seek additional loss & expense claims from Barnet Homes.	<ul style="list-style-type: none"> To be closely monitored by BH and construction consultants, use of contract clauses where possible to minimise opportunities, include sufficient contingency 	4	3	12

Delivery				
Delay to project delivery from 1. Stopping up of highways land must be completed prior to SOS 2. Timely conclusion of Highways specification and legal agreement 3. Other statutory services	<ul style="list-style-type: none"> We have employed specialist transport and utility consultants to manage key tasks The LBB Highways team have already been involved in the initial scoping of the Highways works Ensure regular programme reporting and monitoring by project team 	4	4	16
Build price rising via unfixed provisional sums and / or exclusions within the build contract.	<ul style="list-style-type: none"> A 7.5% contingency has been included Close monitoring by project team Elimination of as many unfixed sums as possible prior to entering into contract 	3	2	6
Legal				
That there are title issues with the site at the council does not have clean legal title.	<ul style="list-style-type: none"> Title and site constraints reports have been prepared by HBPL. Barnet Homes/Capita Estates conclude there are no concerns with the legal title that would deem the site undevelopable. 	4	2	8

7. Financial Appraisal

7.1 Capital costs

The project budget for the remaining works has been identified.

The project on costs include the following services:

- Barnet Homes development agent fee (3.5%)
- Design including architect, structural engineer, services engineer and landscaping
- Professional team including employer's agent and cost consultant

7.2 HRA modelling

The draft expected total costs and the increased level of borrowing has been tested against the current HRA Business plan to stress test the scenario. All costs have been included in the current HRA Business Plan as being presented to the Housing & Growth Committee in November 2022.

This project, as part of a wider programme, has been included in the HRA Business Plan. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation.

7.3 Funding route

It is proposed that the scheme is funded through the Housing Revenue Account.

A sum of £81.034m was originally allocated to the HRA 250 programme. From the start of this financial year 2022/23, the remaining budget is £79m.

GLA funding of £1.6m from the Building Council Homes for Londoners Programme has been secured by the council for this scheme. This equates to £100,000 per new home. The grant requires a start on site by March 2023 and the new homes must be let at London affordable rents.

The project budget will be updated to reflect the FBC figures and the next phase of the programme and will be presented to Policy & Resources Committee in December 2022.

8. Project Approach

8.1 Project approach

The project will be managed by Barnet Homes in accordance with the Barnet Council project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

8.2 Project controls

The Affordable Housing Board consists of council Commissioners and the senior members of the Barnet Homes Development Team. The project board has responsibility for:

- Sign-off at gateway reviews
- Monitoring the project programme
- Monitoring the project budget
- Reporting and reviewing progress

- Delivering project outputs and benefits

The project will also be reported on a monthly basis to the Affordable Housing Board, which is jointly held between Barnet Homes and LB Barnet. The Board will hear about the scheme's progress on site and handover and will monitor how the project is being managed.

The project team will be responsible for engaging with key stakeholders to ensure that all deliverables are delivered in line with service requirements and that the required quality standards are met.

Financial performance is monitored monthly by Capital Monitoring reports from Barnet Homes to Barnet Council. This is further analysed by the Finance business partner at the Affordable Housing Project Board.

8.3 Project plan and milestones

Stage	Planning Committee	Main contractor tendering	Full Business Case	Main contractor appointed	Main contractor starts on site	Practical completion
Key dates	Sept/Oct 2022	July 22-Dec 2022	Feb 2022	Jan 23 - March 2023	March 2023 – October 2024	October 2024
Milestones	<ul style="list-style-type: none"> • Planning approved at committee Sept 2022 • Unilateral undertaking is ongoing and expected before the end of October 2022. 	<ul style="list-style-type: none"> • Contractor's Tender returns Oct 22 and being reviewed and analysed before end of Dec 2022. • Stakeholder consultation throughout 	FBC to be approved by H&G committee on November 2022.	<ul style="list-style-type: none"> • Main contractor begins design work and technical surveys 	<ul style="list-style-type: none"> • Awarding of contract with start of detailed design including discharge of planning conditions • Complete S278 agreement with Highways • Actual start on site for March 23 	<ul style="list-style-type: none"> • Scheme handed over on time and on budget • New homes let with minimal void period • Lessons learnt review undertaken

9. Project Assurance

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Construction of 16 new homes	Meets London space standards and local Planning criteria	Council / Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Improved estate environment for existing residents	Improvements made to parking, refuse areas, and new play area	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Integrated communities	New dwellings accessed by thoroughfares, improvements to public realm	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team

10. Dependencies

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Scheme dependencies are summarised in the table below.

Dependent on	Nature of dependency
Government funding	Funding is mixture of GLA grant funding, which subsidises the new homes and other secured funding.
Stopping up of highways land	Reliance on securing a successful stopping up in the face of any objections.
Highways	Reliance on securing a successful technical agreement. An in principle agreement on areas are within the Unilateral undertaking following dialogue with the Highways department.
Consultation and community engagement	Usual consultation requirements will need to be adhered to, alongside gaining local community involvement and engagement.
Member engagement	Members engagement required throughout the process.

11. Approach to Consultation

Barnet Homes has consulted with internal stakeholders throughout the design development process and will continue to be engaged with residents and stakeholders throughout the construction phase. Barnet Homes's commitment to this has been reinforced by an informative added to the planning approval stating that:

"The applicant to work with residents and the Ward Councillors to ensure the construction, parking and access arrangements are successful and effective."

Internal stakeholders

Representatives from Housing Options have assisted in agreeing the preferred unit mix. Input from the Occupational Health team has also been received regarding the wheelchair adapted homes. Estate Management have assisted in discussions regarding refuse collection and grounds maintenance.

Representatives from Major Works, Repairs & Maintenance and H&S Compliancy teams reviewed and commented on the proposals ahead of planning submission. This has added value to the proposals specifically in relation to fire safety and emerging building regulations.

Community and member engagement

Barnet Homes first contacted the ward members in September 2020 to notify them of the proposed project and to invite them to a walkabout on the estate to visualise the proposed development. They have since then kept them updated with the Director of Development at Barnet Homes as key point of contact. The ward members expressed concern about the rehoming of residents from Brownswell Road as well as the development on grass space at Brownswell Road and Tarling Road. These concerns were responded to and addressed via the removal of the Tarling Road and Brownswell Road sites from the development proposals.

Newman Francis were appointed as resident engagement advisers at the start of the project. They coordinated the circulation of newsletters, created a project website and facilitated five online exhibitions and workshops. They conducted estate outreach when possible, during the first years of Covid.

The design team met with GCSE age students from the Archer Academy to hold a workshop on the development proposals. The group were engaged, and the session was a success.

Following the online exhibitions and workshops, the design team reassessed the proposals in line with feedback received from the Local Planning Authority, the local community and ward members.

A Resident Interest Group was established. The members consisted of both tenants and leaseholders. They meet once a month with representatives of Barnet Homes and the community engagement adviser. These meetings have been well attended and residents have shared a lot of useful feedback and information.

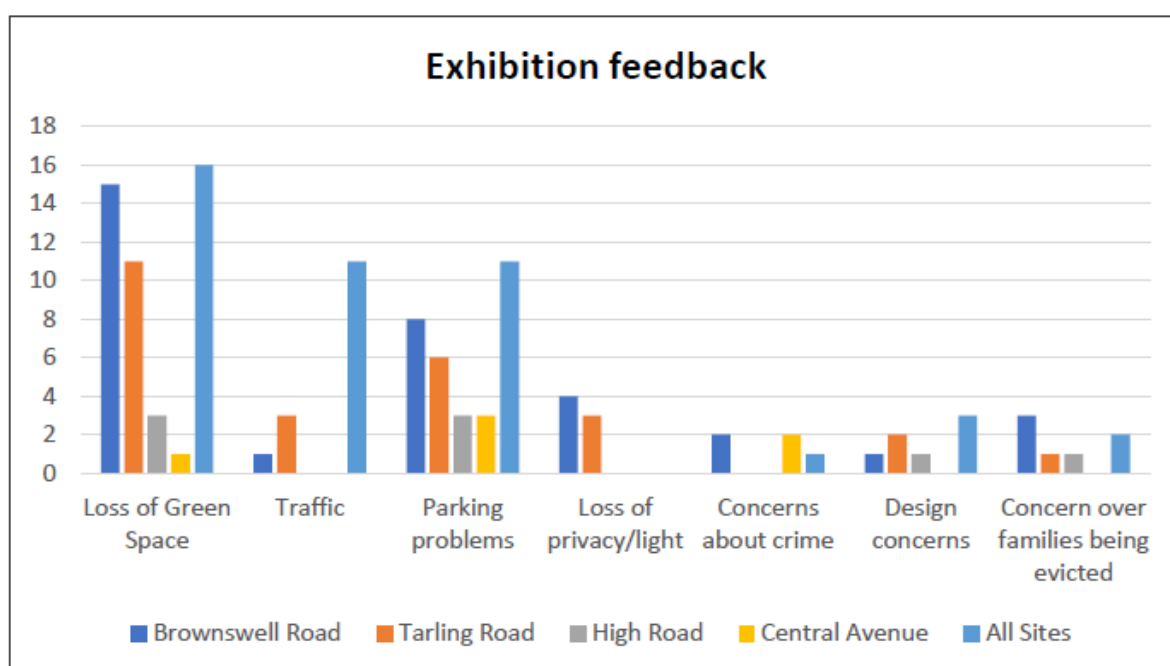
The community engagement and consultation for the project has been challenging, worsened by the prevailing Covid19 restrictions meaning that face to face consultations have generally not been possible.

In January 2022, Barnet Homes appointed Instinctif Partners as their new community engagement advisers. This was to bring a refreshed approach to consultation, and this was received positively by residents.

Following the government's announcement that Plan B Covid19 restrictions were to be lifted at the end of January 2022, it was possible to arrange in person consultation events. These were held on:

- Tuesday 22nd February 2022 – 82 attendees
- Saturday 29th February 2022 – 41 attendees
- Tuesday 28th June 2022 – 54 attendees

Feedback was collected at the events and responded to accordingly. Key areas of concern were identified. The below chart shows the areas of concern identified in February.



Resident comments from the earlier consultation events were responded to and addressed, most noticeably by the removal of Tarling Road and Brownswell Road from the proposals. The successful responses and actions to residents' concerns and queries was demonstrated by the fact that only two pieces of feedback were submitted at the June event, these requested additional landscaping. The majority of verbal feedback at the June exhibition was that residents were relieved not to be losing the green space at Brownswell Road and had fewer concerns around parking as the unit numbers were being reduced.

The project has made use of the locally available facilities and will continue to do so. The Tarling Road community centre is centrally located for the residents to ensure as many people as possible are able to engage in the consultation process. This ensures that the consultation events are tailored to utilise the local community resources and provide for local residents.

A meet the contractor event will be arranged once the contractor has been formally appointed. This will be led by the contractor but will also incorporate members of Barnet Homes staff.

12. Equality Impact Analysis (EIA)

An Equality Impact Analysis (EIA) has been prepared to accompany the Full Business Case and is appended as appendix 3.4. The purpose of this tool is to analyse, from the perspective of existing Resident and Service users, the likely effect of the proposal to build new homes at the Grange, in terms of equality duties the council is required to promote.

These include documenting the effect on the equality strands: age, disability, gender, race / ethnicity, religion or belief, sexual orientation, or gender reassignment. In this way a systematic approach is taken to ensuring there is no potential for discrimination or adverse impact. Furthermore, all opportunities to promote equality have been taken.

The EIA assessment identified that a few groups are impacted negatively by the delivery of the project, but this impact has been lessened since the OBC primarily due to removal of the need for the rehoming of three households at Brownswell Road.

The impact of the construction process will cause some adverse effects; however, it is assessed that these are short term impacts only and that they are outweighed by the longer-term benefits of the project.

There are clear mitigations for the short-term negative impacts. These will remain a focal point of the project through continued engagement with local residents. These engagements will include a communications plan and appointment of a Resident Liaison Officer through the appointed contractor, which in the longer-term will help to establish good relationships and build trust with the community.

Document Control

File path	
Reference	
Version	
Date created	
Status	

Document History

Date	Version	Reason for change	Changes made by
16/10/22	1	Report Prepared	Sally Potvin
25/10/22	2	Report Prepared	Sally Potvin
31/10/22	3	Report Prepared	Sally Potvin

Distribution List:

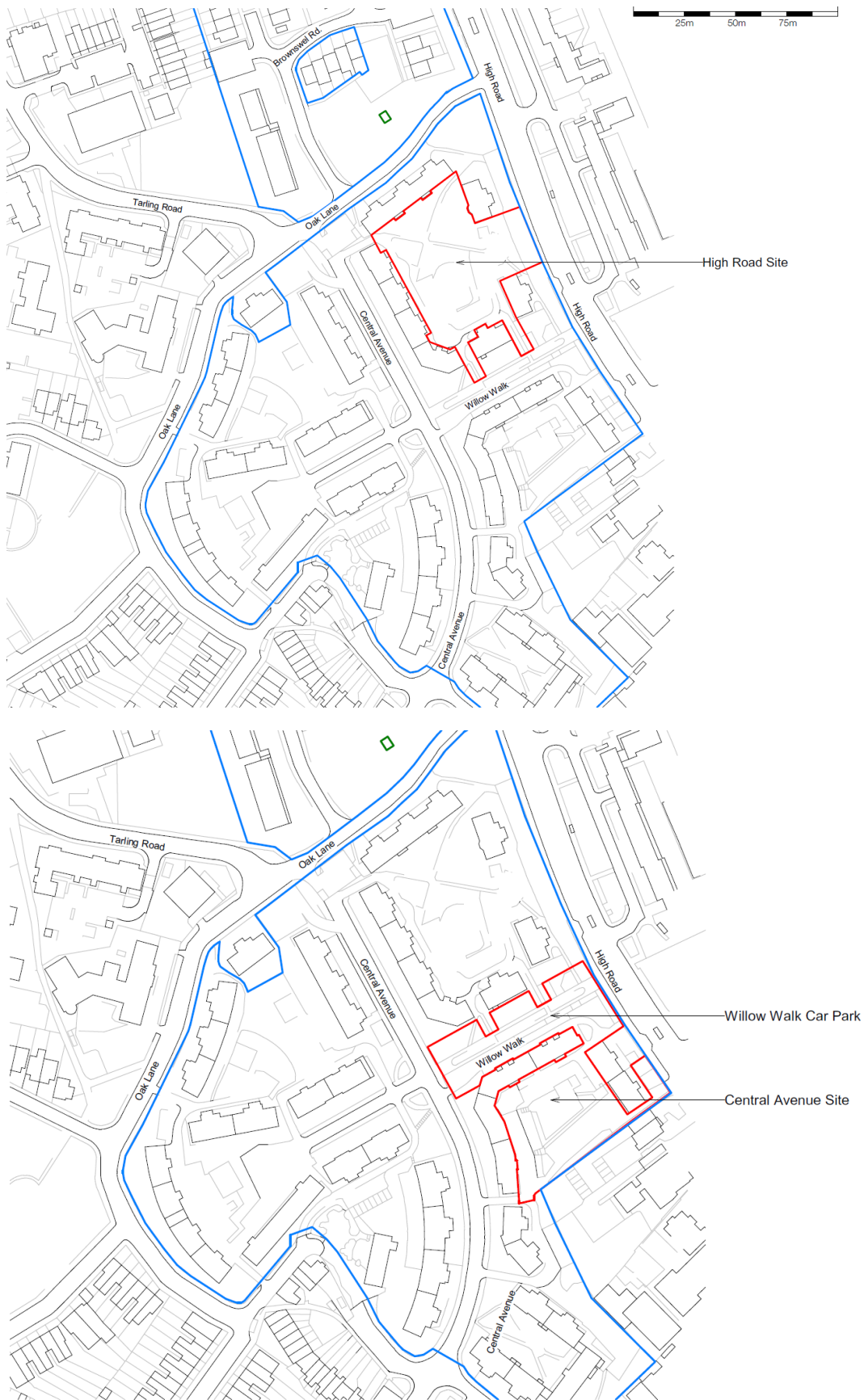
Name	Role	Date
Derek Rust	Director of Growth & Development, Barnet Homes	21/10/22
Meera Bedi	Head of Development, Barnet Homes	20/19/22

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for The Grange project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version
Susan Curran	Head of Housing & Regeneration, LBB		25/10/22	3.0
Sangita Mistry	Finance Manager for Housing, LBB		28/10/22	3.0
Louise Middleton	Senior Property Lawyer, HBPL		28/10/22	3.0

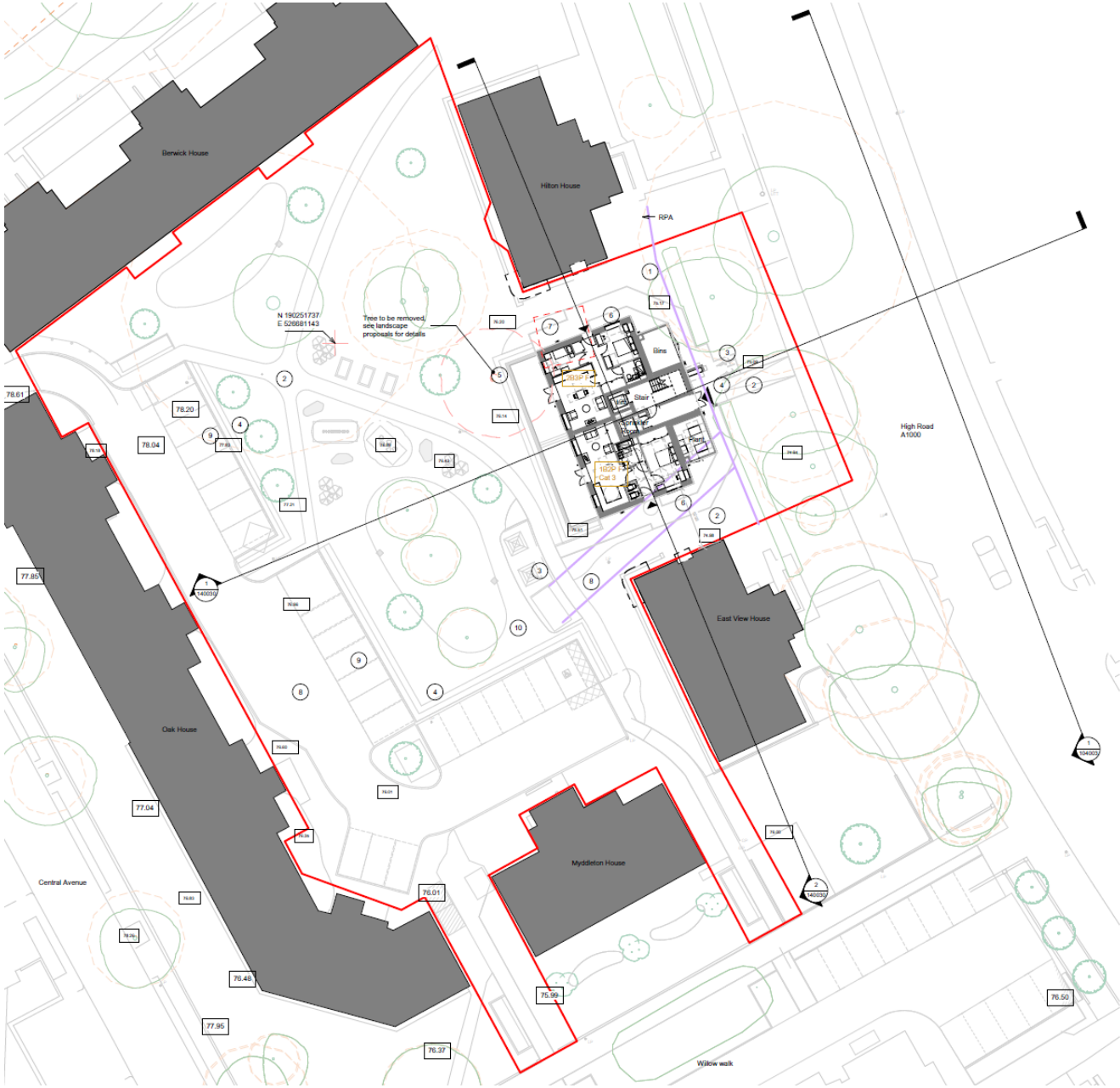
Appendix 3.2 – Existing Site



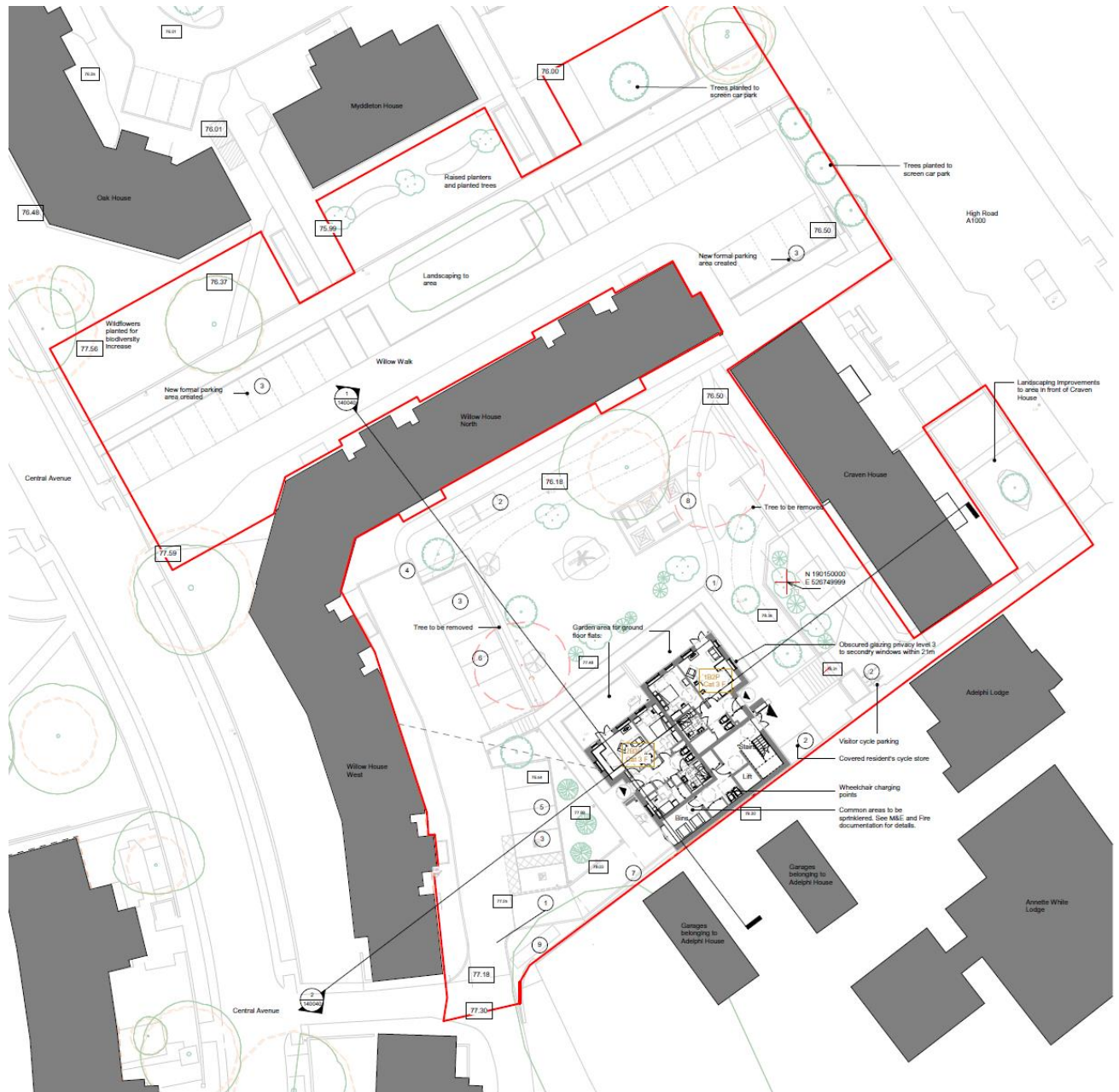
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Appendix 3.4 – Proposed sites

High Road



Central Avenue



Equalities Impact Assessment (EqIA)

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff¹. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010². They help us make good decisions and evidence how we have reached them.³

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA⁴.

Other key points to note:

- Full guidance notes to help you are embedded in this form – see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqIA

Title of proposal ⁵	The Grange Estate
Name and job title of completing officer	Sally Potvin, Senior Project Manager
Head of service area responsible	Meera Bedi, Head of New Build Development
Equalities Champion supporting the EqIA	Rosie Evangelou
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
Representative (s) from external stakeholders	Deborah Beckford

2. Description of proposal

Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service <input type="checkbox"/>	Review of Policy /strategy / function / procedure / service <input type="checkbox"/>
Budget Saving <input checked="" type="checkbox"/>	Other <input checked="" type="checkbox"/>
If budget saving, please specify value below: The estimated total revenue benefit inclusive of savings to Barnet Council is £107,716 per annum. This is due to temporary accommodation cost avoidance, council tax revenue and cost saving to providing fully wheelchair accessible homes.	If other please specify below: New Build development project on behalf of the London Borough of Barnet.

Please outline in no more than 3 paragraphs⁶:

Barnet Homes identified a residential development site at The Grange, N2 that will deliver 16 new affordable homes at London Affordable Rent. The site is located in an established suburban area, in the East Finchley Ward. The site is adjacent to the High Road. Nearby schools include the Archer Academy and Holy Trinity Church of England Primary school, both to the South of the site. There are a number of day nurseries in close proximity to the site, including Tiddley Tots Nursery which is located within the Grange. Tarling Road Community hub and Newstead Children Centre are located to the West of the sites. The estate and surrounding area consist of low-density residential houses and flats. There is a Roman Catholic church called St Mary's to the South of the site.

The development area is formed over two adjacent sites. These sites are located on Central Avenue and High Road. The Central Avenue site is an area of hard-standing concrete used for ad-hoc parking and bin storage. The High Road site is located on an area of hard-standing between two existing four storey blocks of flats owned by Barnet Council. This block will be accessed directly from the High Road.

Central Avenue will consist of eight flats including two M4(3) units. Seven of the flats will be 1-bedroom units and these will be targeted for older people or those looking to downsize within the local area. The remaining unit is a 2-bed M4(3) flat. The High Road consists of one 1-bed flat M4(3) flat and seven 2-bed flats. The location of this block means it will have direct access to the High Road and the local bus route. These units will suit small families potentially with young children. The ability to construct these new homes will help the Council to mitigate further pressures on the general fund in meeting increasing temporary accommodation costs and to maximise value of existing assets. The ability to construct new homes will also enable those who require housing within the borough to be housed in accommodation which is fit for purpose.

3. Supporting evidence

What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis

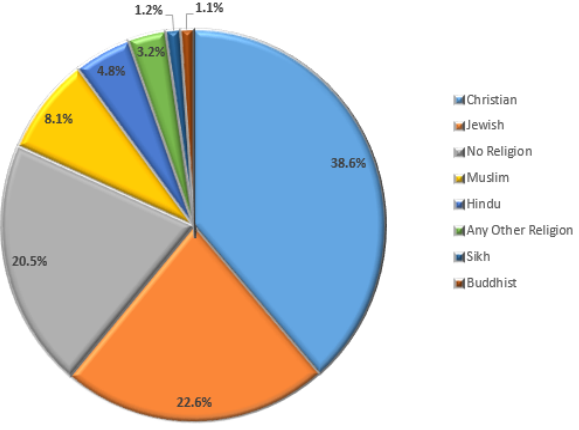
	What does the data tell you⁷? <i>Provide a summary of any relevant demographic data about the borough's population from the <u>Joint Strategic Needs Assessment</u>, or data about the council's workforce</i>	What do people tell you ⁸? <i>Provide a summary of relevant consultation and engagement including surveys and other research with stakeholders, newspaper articles correspondence etc.</i>
Protected group		

Age⁹	Site logistics may affect elderly people and those with reduced mobility.	<table border="1"> <thead> <tr> <th>Age group</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr><td>0-4</td><td>12,800</td><td>12,700</td></tr> <tr><td>5-9</td><td>13,800</td><td>13,500</td></tr> <tr><td>10-14</td><td>12,800</td><td>12,100</td></tr> <tr><td>15-19</td><td>10,900</td><td>10,200</td></tr> <tr><td>20-24</td><td>12,200</td><td>11,300</td></tr> <tr><td>25-29</td><td>15,600</td><td>14,700</td></tr> <tr><td>30-34</td><td>16,600</td><td>16,000</td></tr> <tr><td>35-39</td><td>16,200</td><td>15,900</td></tr> <tr><td>40-44</td><td>14,200</td><td>14,200</td></tr> <tr><td>45-49</td><td>13,500</td><td>13,800</td></tr> <tr><td>50-54</td><td>12,400</td><td>13,100</td></tr> <tr><td>55-59</td><td>10,500</td><td>11,200</td></tr> <tr><td>60-64</td><td>8,700</td><td>9,200</td></tr> <tr><td>65-69</td><td>7,400</td><td>8,300</td></tr> <tr><td>70-74</td><td>6,600</td><td>7,600</td></tr> <tr><td>75-79</td><td>4,300</td><td>5,500</td></tr> <tr><td>80-84</td><td>3,500</td><td>4,400</td></tr> <tr><td>85-89</td><td>2,100</td><td>3,200</td></tr> <tr><td>90+</td><td>1,200</td><td>2,300</td></tr> <tr><td>Total</td><td>195,300</td><td>199,100</td></tr> </tbody> </table>	Age group	Male	Female	0-4	12,800	12,700	5-9	13,800	13,500	10-14	12,800	12,100	15-19	10,900	10,200	20-24	12,200	11,300	25-29	15,600	14,700	30-34	16,600	16,000	35-39	16,200	15,900	40-44	14,200	14,200	45-49	13,500	13,800	50-54	12,400	13,100	55-59	10,500	11,200	60-64	8,700	9,200	65-69	7,400	8,300	70-74	6,600	7,600	75-79	4,300	5,500	80-84	3,500	4,400	85-89	2,100	3,200	90+	1,200	2,300	Total	195,300	199,100	<p>Consultation began in November 2020. Several in person events were held as well as online consultation events. Residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below.</p> <p>No individual concerns which cannot be mitigated against were identified.</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters • Design workshops
	Age group	Male	Female																																																															
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Total	195,300	199,100																																																																
Disability¹⁰	<p>Site logistics may affect elderly people and those with reduced mobility.</p> <p>This may be particularly significant for those requiring vehicular access if road access routes are restricted.</p>	<p>Consultation began in November 2020. Several in person events were held as well as online consultation events. Residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified</p>																																																																

	<p>There are a small number of residents with a learning disability (7,276 in 2018) and a significant number with a physical disability (23,735 in 2018) who are known to reside in Barnet</p>	<p>mitigations to put in place as listed in Section 7 below.</p> <p>No individual concerns which cannot be mitigated against were identified.</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters • Design workshops
Gender reassignment¹¹	No foreseen impacts.	No concerns raised by stakeholders
Marriage and Civil Partnership¹²	No foreseen impacts.	No concerns raised by stakeholders
Pregnancy and Maternity¹³	<p>Site logistics may affect mobility around the estate or to clear exit routes</p> <p>This may be particularly significant for those requiring vehicular access if road access routes are restricted.</p>	<p>Consultation began in November 2020. Several in person events were held as well as online consultation events. Residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below.</p>

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<p>Race/ Ethnicity¹⁴</p>	<p>May be affected in terms of communications and language barrier.</p> <p>The population is ethnically diverse and between 2018 and 2030, the population of Barnet is set to become more ethnically diverse. The table below shows that in 2018, the largest ethnic category in Barnet is White British, accounting for 40% of the borough population.</p>	<p>None identified at consultation. However, this is to be surveyed once by the Resident Liaison Officer once the Contractor takes possession of the site.</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking

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<p>Religion or belief¹⁵</p>	<p>No foreseen impacts.</p> <p>There is a range of beliefs among the population, with the largest groups being Christian (38.6%), Jewish (22.6%) and No Religion (20.5%). The chart below shows the different beliefs in Barnet by percentage in 2017.</p>	<p>No concerns raised by stakeholders</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters • Design workshops 																																																						

	 <p>A pie chart illustrating the religious distribution of a population. The largest segment is Christian at 38.6%, followed by Jewish at 22.6%, No Religion at 20.5%, Muslim at 8.1%, Hindu at 4.8%, Any Other Religion at 3.2%, Sikh at 1.2%, and Buddhist at 1.1%.</p>	
<p>Sex¹⁶</p>	<p>No foreseen impacts.</p> <p>There is a marginally higher female population (50.5%) than male population (49.5%).</p>	<p>No concerns raised by stakeholders</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters • Design workshops

<p>Sexual Orientation¹⁷</p>	<p>No foreseen impacts.</p> <p>The table below shows the estimated ward populations in Barnet for 2018. The wards are ranked according to population size, with Colindale (27,000) accounting for 6.8% of the total borough population. In contrast, High Barnet with an estimated population of 15,900 represents only 4.0% of the Barnet population, in 2018.</p>	<p>No concerns raised by stakeholders</p> <p>As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.</p> <p>Likely activities include:</p> <ul style="list-style-type: none"> • Named RLO • Door knocking • Meet the contractor events • Community days • Newsletters • Design workshops 																																																																		
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Housing tenure:

The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation. Over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households.

Receipt of benefits:

No data available. Expected to have an adverse disproportionate effect.

Employment status:

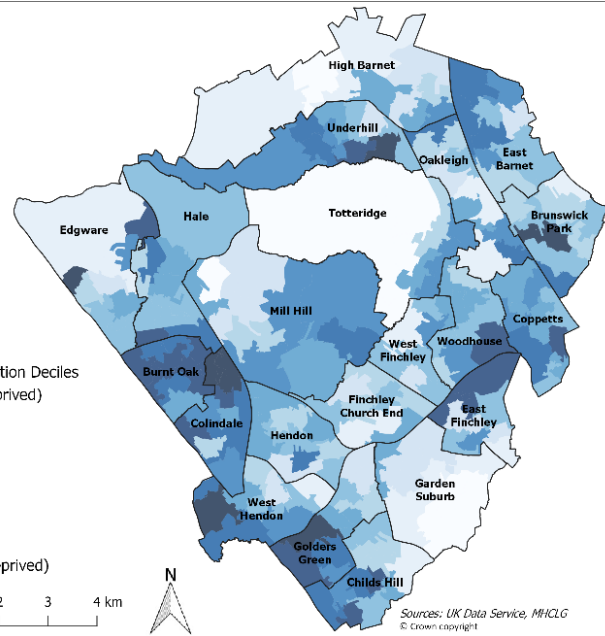
For the year to June 2018, the employment rate for working age people in Barnet (aged 16-64 years) was 71.4%, which was the 10th lowest of the London boroughs, but similar to both London (74.2%) and England (75.2%).

The figure below shows the wards localized in the west and south of the borough with a greater overall deprivation have this mirrored by increased levels of income deprivation (shown on the map as darker patches). However, wards such as Brunswick Park, with less deprivation overall, also have small areas within them where income deprivation is pronounced.

contractor will appoint a resident liaison officer (RLO) who will manage these engagements.

Likely activities include:

- Named RLO
- Door knocking
- Meet the contractor events
- Community days
- Newsletters
- Design workshops



4. Assessing impact

What does the evidence tell you about the impact your proposal may have on groups with protected characteristics ¹⁹?

Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction? Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	

Age	<p>There could be a minor short-term negative impact on elderly people and those with reduced mobility.</p> <p>These impacts will be short-term impacts during the construction period.</p> <p>The long term impact will be positive due to safer and more accessible routes for pedestrians being provided around the developments. New homes will be made available using a priority local lettings policy applied to those who qualify. This can provide an opportunity for those over or under occupying to move to a suitable property within the immediate area.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents</p> <p>There could be a minor short-term negative impact on those with reduced mobility.</p> <p>These impacts will be short-term impacts during the construction period.</p> <p>The long term impact will be positive due to safer and more accessible routes for pedestrians being provided around the developments. New homes will be made available using a priority local lettings policy applied to those who qualify. There will be fully accessible M4(3) wheelchair adapted units built as part of the developments.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	None identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and Civil Partnership	None identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and Maternity	Site logistics may affect access into homes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<p>Site logistics may be noisy and cause distress for some vulnerable residents.</p> <p>The long term impact will be positive due to safer and more accessible routes for pedestrians being provided around the developments. New homes will be made available using a priority local lettings policy applied to those who qualify.</p>				
Race/ Ethnicity	<p>The Contractor will survey residents for language preferences at start of project to ensure translations are provided where necessary.</p> <p>This will be reflected in regular monthly newsletters and notices on site boards.</p> <p>In the short term, the impact is minor due to the construction works</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<p>St Mary's Roman Catholic church has been identified as being in close proximity to the site. No impact has been noted due to mainly Sunday worship and no site work occurring on Sundays..</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<p>None identified</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<p>None identified</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5. Other key groups Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i>	Positive impact	Negative impact		No impact
		Minor	Major	

Key groups	Site logistics may affect access into homes.				
	Site logistics may be noisy and cause distress for some vulnerable residents. Pedestrian ways are maintained for ingress and egress into the estate and individual homes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	In the short term, the impact is minor due to the construction works but in the long term, the impact will be positive due to safe access into existing and new homes.				

6. Cumulative impact²⁰

Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures ²¹ <i>If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.</i>	Monitoring ²² <i>How will you assess whether these measures are successfully mitigating the impact?</i>	Deadline date	Lead Officer
Age, disability, race	<p>Site logistics may affect access into homes.</p> <p>Site logistics may be noisy and cause distress for some vulnerable residents .</p>	<p>This will be addressed in the contractor’s risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p> <p>The contractor will provide safe temporary paths and access ways to ensure access on the Grange estate where required. The contractor will ensure that road access is not restricted to the estate by construction traffic and deliveries. This will be addressed in the site logistic plans.</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p> <p>A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.</p>	<p>Monthly progress meetings with fixed agenda items including Health and Safety and resident’s matters.</p>	<p>Ongoing during construction</p>	<p>Project Manager</p>

8. Outcome of the Equalities Impact Assessment (EqIA)²³

Please select one of the following four outcomes

Proceed with no changes

The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Proceed with adjustments

Adjustments are required to remove/mitigate negative impacts identified by the assessment

Negative impact but proceed anyway

This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below

Do not proceed

This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below

Reasons for decision

All items with short term impacts identified, can be mitigated. The long-term impact and benefits of the new build development at Little Strand are positive for all the identified groups.

Sign-off

9. Sign off and approval by Head of Service / Strategic lead²⁴

Name	Job title	
<input type="checkbox"/> Tick this box to indicate that you have approved this EqIA	Date of approval:	
<input type="checkbox"/> Tick this box to indicate if EqIA has been published Date EqIA was published: Embed link to published EqIA:	Date of next review:	

Footnotes: guidance for completing the EqIA template

¹ The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- **Timeliness:** the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- **Review:** the equality duty is a continuing duty – it continues after proposals are implemented/reviewed.
- **Proper Record Keeping:** we must keep records of the process and the impacts identified.

² Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give ‘due regard’ (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact:** if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- **Promote equality of opportunity:** by
 - Removing or minimising disadvantages suffered by people with a protected characteristic
 - Taking steps to meet the needs of these groups
 - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who don’t:** e.g. by promoting understanding.

³ EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact – e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

⁴ When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy

-
- When making changes that will affect front-line services
 - When amending budgets which may affect front-line services
 - When changing the way services are funded and this may impact the quality of the service and who can access it
 - When making a decision that could have a different impact on different groups of people
 - When making staff redundant or changing their roles

Wherever possible, build the EqIA into your usual planning and review processes.

Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide not to complete an EqIA you should document your reasons why.

⁵ **Title of EqIA:** This should clearly explain what service / policy / strategy / change you are assessing.

⁶ **Focus of EqIA:** A member of the public should have a good understanding of the proposals being assessed by the EqIA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason for the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

⁷ **Data & Information:** Your EqIA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqIA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?

-
- Is the service having a positive or negative effect on particular people or groups in the community?

⁸ What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB [Consultation and Engagement toolkit](#) for full advice or contact the Consultation and Research Manager, rosie.evangelou@barnet.gov.uk for further advise

⁹ **Age:** People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.

¹⁰ **Disability:** When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.

¹¹ **Gender Reassignment:** In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.

¹² **Marriage and Civil Partnership:** consider married people and civil partners.

¹³ **Pregnancy and Maternity:** When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.

¹⁴ **Race/Ethnicity:** Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.

¹⁵ **Religion and Belief:** Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.

¹⁶ **Sex/Gender:** Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.

¹⁷ **Sexual Orientation:** The Act protects bisexual, heterosexual, gay and lesbian people.

¹⁸ **Other relevant groups:** You should consider the impact on our service users in other related areas.

¹⁹ **Impact:** Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:

- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.

-
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.
 - Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
 - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
 - Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
 - Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
 - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
 - If there is negative differential impact, how can you minimise that while taking into account your overall aims?
 - Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
 - Does it relate to an area where equality objectives have been set by LBB in our [Barnet 2024 Plan](#) and our [Strategic Equality Objective](#)?

²⁰ **Cumulative Impact**

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

²¹ **Mitigating actions**

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

²² **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

²³ **Outcome:**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

²⁴ **Sign off:** You will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.

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Housing and Growth Committee

16 November 2022

Title	Large Panel System Block Analysis Strategic Outline Case
Report of	Chair of the Housing and Growth Committee
Wards	
Status	Public with accompanying exempt report : (i) Exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information (ii) Exempt from publication in accordance with paragraph 5 of Schedule 12A of the Local Government Act 1972 - information in respect of which professional legal privilege could be maintained in legal proceedings.
Urgent	No
Key	Key
Enclosures	None
Officer Contact Details	Elliott Sweetman, Group Director of Operations and Property, Barnet Homes, Elliott.sweetman@barnethomes.org Derek Rust, Group Director of Growth and Development, Barnet Homes, derek.rust@barnethomes.org Susan Curran, Head of Housing and Regeneration, London Borough of Barnet, susan.curran@barnet.gov.uk

Summary

Following the Grenfell Tower fire, Barnet Homes undertook an analysis of its large panel system (LPS) blocks. This study identified several blocks that were in need of structural remedial works. This report will recommend a course of action for two estates which were identified as requiring remediation as a part of this study.

The study concludes that blocks on both estates require significant further capital investment to undertake structural strengthening work. Expert recommendations are for this work to be started in 2025 and 2026.

Barnet Homes will be undertaking an options appraisal to determine the best solution. This paper sets out those options together with the proposals to engage and consult tenants and leaseholders to explain the reasons why works are necessary and the options being considered.

By starting with a well-designed engagement process, the council aims to ensure residents' views feed in and fully inform the options appraisal and decision on which solution the Barnet Homes and the council ultimately proceed with.

Officers Recommendations

1. Note the issues with the Large Panel System blocks

2. Approve the options appraisal and resident engagement strategy

3. Note that the options appraisals work is budgeted for and included in the Housing Revenue Account Business Plan

1. Why this report is needed

- 1.1 This report sets out the Strategic Business Case for an options appraisal and resident engagement strategy for two estates which contain Large Panel System (LPS) blocks.
- 1.2 This strategic outline case sets out the options under consideration for the next steps in how to rectify the issues with these blocks.

2. Reasons for recommendations

- 2.1 Blocks on these two estates were built adopting LPS methods of construction using concrete panels that were manufactured off-site.
- 2.2 These types of system were promoted in the 1960s as modern methods of construction that were less expensive and less labour intensive, thereby delivering multi-storey blocks in shorter timescales.
- 2.3 Following a gas explosion in a building of this type in the late 1960s, it was concluded that LPS construction was susceptible to disproportionate collapse. Consequently, guidance notes and recommendations for LPS construction were reviewed and enhanced in an effort to deal with these safety concerns.
- 2.4 The tragedy at Grenfell Tower served to spotlight the potential shortcomings of this type of construction and landlords were required to assess LPS blocks for structural stability. Extensive structural investigations of council LPS blocks were undertaken throughout 2018-2020.

- 2.5 This is a highly technical and lengthy process which requires access to a minimum of ten percent of properties within a block, identifying properties situated in specific locations within a block, negotiating to temporarily rehouse the residents, carrying out destructive testing to ascertain structural integrity and completing a range of structural “loading” calculations.
- 2.6 The results of the investigations for both blocks were relatively similar in that they determined that the required structural standards were not being met and recommended short term mitigation measures along with suggestions for medium term extensive structural strengthening improvements.
- 2.7 The recommendations of this report, if approved, will allow Barnet Homes to engage with these residents and make them aware of the proposals and they will be supported by the relevant officers.

3. Alternative options considered and ruled out

3.1 Do nothing

An alternative option is to **do nothing**.

This would not resolve the issues already existing in the blocks. This option retains the LPS blocks as they are. This option is not considered to be viable due to the statutory health and safety obligations of the council as landlord and the associated health and safety risks.

3.2 Move forward without consultation

It would be possible to choose a course of action and progress this without consulting residents.

The council could choose to either undertake the remediation works or to demolish the blocks and to develop the sites. Either of these two options will have a significant impact on the existing residents as they will need to be decanted from their properties for 18 months.

Residents are likely to be dissatisfied if they are not provided with information on what is likely to happen with their blocks. They will also require support and guidance throughout the process. This would be difficult to provide without a consultation and engagement plan and period.

This option is therefore not considered to be a viable option and has been dismissed.

4. Post decision implementation

- 4.1 Subject to approval of the SOC, Barnet Homes will continue to work with their consultants Instinctif on the draft engagement plan.
- 4.2 Consultation will commence with stakeholders keeping them informed and including them in the design process.
- 4.3 Further investigation and surveys will be undertaken to mitigate against risks of unknown elements in and around the site.
- 4.4 The target date for presenting the Outline Business Case to Housing & Growth Committee is Q1 2023/24, this will identify a preferred option for how to rectify the issues with the blocks.

5. Implications of decision

Corporate Priorities and Performance

- 5.1 The council is committed to ensuring that housing in the borough meets the needs of residents, is sustainable and that new developments are brought forward in partnership with residents.
- 5.2 Work has begun on the development of a new Corporate Plan. This will set out a strategic vision for the Borough, building a cohesive narrative for the transformation journey Barnet is on, and for where we aim to be in in 2026. The emerging themes for the Corporate Plan, which are subject to further engagement and approval, are:
 - A council that cares for people
 - A council that cares for our places
 - A council that cares for the planet
- 5.3 Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and a fun place to visit. The Planet priority will focus on the borough's journey to net zero, the local environment, and green spaces.
- 5.4 The council is also currently reviewing the Housing Strategy, The Homelessness and Rough Sleeping Strategy, The Housing Allocations Scheme and the Tenancy Strategy. The strategy for the LPS blocks within the Strategic Outline Case will take these emerging policies and strategies into account.
- 5.5 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
 - 5.5.1 Any requirements for future project funding to take forward the remediation works or redevelopment of the restates will be identified in the Outline Business Case and subject to future approval from Housing & Growth Committee and Policy & Resources Committee.

- 5.5.2 Barnet Homes have appointed Instinctif Partners to undertake an initial engagement plan. They are also appointed to assist with the engagement with residents. They were appointed in accordance with Barnet Homes procurement rules.
- 5.5.3 Any further appointments will be tendered in compliance with UK public procurement legislation and the Barnet Group's contract procedure rules. Appointments will be made within the project budget and will not exceed it without further approval being sought.
- 5.5.4 If necessary, a bid request for additional funding will be presented to the Policy & Resources Committee for approval.
- 5.5.5 Barnet Homes have established teams with the required experience to deliver this project. Barnet Homes manages the existing estate on behalf of London Borough of Barnet. They have successfully engaged with residents and leaseholders before, during and after works are completed.
- 5.5.6 Barnet Homes will manage the project in accordance with the LBB project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

5.6 Social Value

- 5.6.1 Ensuring the utility of existing assets and estates, supporting local needs by helping to provide suitable and safe accommodation for residents.
- 5.6.2 Engaging with residents to ensure they are safe and supported through the decision process.
- 5.6.3 Involving residents with the decision process to ensure that they are empowered and involved in the decisions that will be made.

5.7 Legal and Constitutional References

- 5.7.1 Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, employment strategy business support and engagement.
- 5.7.2 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.7.3 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the

placing of notices where such contracts are not drawn down from a compliant framework. The Council's procurement rules must also be followed.

5.8 Insight

5.8.1 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining wellbeing in the community.

5.9 Risk Management

5.9.1 The main business and service risks associated with the potential scope for this project are noted below.

Risk	Controls and mitigations in place	Impact	Likelihood	Risk Score
Consultation				
There is a risk that existing residents, local councillors and other stakeholders not supporting the scheme	<ul style="list-style-type: none"> • Early engagement with residents is to take place • Instinctif have been appointed as communication consultants • In addition, consider the appointment of an Independent Tenant and Leaseholder Advisor (ITLA) • Clear concise information should be circulated to residents and stakeholders 	4	3	12
Financial				
There is a risk that a budget for the remediation works cannot be obtained	<ul style="list-style-type: none"> • Early cost estimates sought • Alternative options are being explored 	3	4	12
There is a risk that if redevelopment is progressed, the costs may exceed the expected budget	<ul style="list-style-type: none"> • Modelling will be undertaken on an on-going basis to take account of changes such as market values, development and construction costs • Alternative funding options are also being explored. 	4	3	12
Delivery				
There is a risk that of delay to project delivery	<ul style="list-style-type: none"> • Timely instructions from Barnet Council • Regular project monitoring and reporting • Regular monitoring of the market conditions • Request contractor's programme as part of invitation to tender • Compare programme to BCIS benchmarks of similar projects • Ensure regular programme reporting is requested and monitored 	4	3	12

There is a risk that remediation works do not begin before the deadline for works	<ul style="list-style-type: none"> • Early engagement with the market and soft-market testing • Use of frameworks • Careful monitoring of the programme 	3	2	6
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5.10 Equalities and Diversity

5.10.1 Under the Equality Act 2010, the Council must have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- b) advance equality of opportunity between those with a protected characteristic and those without;
- c) promote good relations between those with a protected characteristic and those without.

The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.10.2 The Council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.

5.10.3 The project team will take a proportionate approach to equalities and this will be refined in the Outline Business Case and an EqIA will be completed. If a proposal / decision has no, or only limited, impact on equality, the duty will be commensurately limited. In all cases the decision maker should consider which groups with protected characteristics are likely to be affected, whether this is a large or small group and the level of impact; nil, minimal or significant.

5.11 Corporate Parenting

5.11.1 No Corporate parenting issues or conflicts have been identified.

5.12 Consultation and Engagement

5.12.1 Consultation and engagement with residents and local stakeholders will be of paramount importance and the project aims to be inclusive and transparent.

5.12.2 Instinctif Partners have been appointed to assist with the consultation with residents on both estates.

5.12.3 Early engagement with the residents of both estates is central to the proposals for the areas. Instinctif have provided the following proposed steps for engagement.

5.12.4 Following Housing and Growth committee and the approval of this SOC, Barnet Homes will meet with ward councillors to discuss the detail of the draft community engagement programme, seek input and suggestions, and tailor the programme accordingly

- 5.12.5 We will share how we describe the various potential options with ward councillors for input/suggestions on amendments and also with the Barnet Homes Residents Board, the impartial voice of residents
- 5.12.6 It is known that similar projects and consultations have been undertaken in other London Boroughs including Haringey and Southwark. Barnet Homes will use established connections with these boroughs to consult on lessons learnt by other boroughs.
- 5.12.7 We will also hold a workshop for our team members who work on the ground on the estates to consider their day-to-day expertise on challenges faced to the buildings and their experience of working on the ground day to day with the community
- 5.12.8 Prior to any wider engagement with the wider public, we will communicate with residents living in the affected blocks
- 5.12.9 If participation levels from residents living in the affected blocks are low, we will look to reach out to these residents through a door-to-door outreach.
- 5.12.11 Early-stage thematic workshops: whatever the agreed way forwards is for these blocks there will undoubtedly be impacts and implications for the wider community living in the estate. We, therefore, propose to also engage residents from the wider estate and local stakeholders on the challenges and seek feedback (following initial engagement with those residents living in the two blocks). We are mindful that the local community knows the area the best and we are very keen to hear their views at an early stage on potential opportunities and how to ensure the way forward benefits the community.
- 5.12.12 To maximise participation, we will hold workshops at different times of day and days of the week which will be well promoted.
- 5.12.13 Once residents living in the affected blocks are briefed, we will launch a dedicated website for reference throughout the engagement.
- 5.12.14 An Independent Tenant Advisor will be considered if redevelopment is the preferred option. This will ensure that residents have access to someone who represents their interests and who can provide them with impartial advice during the consultation process and beyond.
- 5.12.15 We also propose an exhibition/drop in style event for the whole community which would take place after we have carefully considered feedback direct engagement with residents living in the two blocks and considered the broad feedback from thematic workshops open to the wider community.
- 5.10.16 If following the above activity, participation levels are low we will look to conduct a door-to-door survey of the entire estate asking all residents their views on the challenges and potential way forwards.

5.13 Environmental Impact

- 5.13.1 The environmental impact of the project will be considered in further detail at OBC stage. The two courses of action of remediation or redevelopment both fit within the council's sustainability strategy.


- 5.13.2 The aspiration of Barnet's emerging Sustainability Strategy is to build new social housing and to increase existing housing stock to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.
- 5.13.3 The new Sustainability Strategy identifies that 58% of emissions within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock will be the key challenge in the borough.
- 5.13.4 Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.
- 5.13.5 These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.
- 5.13.6 Barnet Homes closely monitors the evolving building regulations, in particular, the emerging Future Homes Standard and will update its Employer's Requirements accordingly to address, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

6. Background papers

Policy and Resources Committee, 19 February 2020, Business Planning 2020-25 and Budget Management 20/21:

<https://barnet.moderngov.co.uk/documents/s57965/Business%20Planning%20Medium%20Term%20Financial%20Strategy%202020-25%20Budget%20Management%20201920%20and%20Budget%20fo.pdf>

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	<p style="text-align: center;">Housing & Growth Committee 16 November 2022</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Outline Business Case for the Regeneration of Grahame Park North East</p>
<p style="text-align: center;">Report of</p>	<p>Chair of the Housing & Growth Committee</p>
<p style="text-align: center;">Wards</p>	<p>Colindale North</p>
<p style="text-align: center;">Status</p>	<p>Public with accompanying exempt report - Exempt from publication in accordance with paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information, and information in respect of which professional legal privilege could be maintained in legal proceedings.</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>Key</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix 1: Grahame Park NE OBC Appendix 2: Grahame Park NE existing site plan Appendix 3: Grahame Park NE proposed site plan Appendix 4: Grahame Park NE Equalities Impact Assessment</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Susan Curran, Head of Growth, London Borough of Barnet susan.curran@barnet.gov.uk Derek Rust, Director of Growth and Development, Barnet Homes derek.rust@barnethomes.org Susanna Morales, Development Manager, Barnet Homes susanna.morales@barnethomes.org</p>

Summary

In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour for a regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Limited, who are now owned by Notting Hill Genesis (NHG). The existing masterplan was approved in 2004, securing outline planning consent. Barnet Homes, working as development agent on behalf of Barnet Council, has established a regeneration proposal for part of the Estate.

The proposed regeneration in this Outline Business Case for the north eastern part of the Grahame Park Estate would be split into two stages. The intention is to progress the first stage to Full Business Case and submit a detailed planning application, with the Outline Business Case and detailed planning application for a second stage of the project at a later date.

For the council to implement the regeneration proposal, Choices for Grahame Park Limited will need to agree to exclude it from the Principal Development Agreement dated 30 January 2007. The Barnet Group has met with senior staff from Notting Hill Genesis to discuss their proposals, approaches to partnership and collaboration. They have been positive and supportive of the proposal, subject to the outcome of the detailed work required in the next phase.

Bringing forward the regeneration of this part of the estate would result in initial capital cost avoidance of approximately £650,000 to the Housing Revenue Account as some of the planned health, safety and compliance works would no longer be required. It would considerably improve the lives of existing residents who have been waiting some years for regeneration to take place.

Barnet Homes have completed a RIBA stage 2a design report and identified the key design and construction constraints. They propose that 505 new homes could be constructed by redeveloping the existing 157 homes. The new homes would have a policy compliant tenure split of 50:50 affordable housing and would provide a mix of tenures including social rent, London living rent, shared ownership and build to rent. Two new commercial spaces are also proposed.

Grant from the Greater London Authority's Affordable Housing Programme 2021-26 has been formally approved, with £22.4m grant confirmed.

The proposal has been regularly financially appraised with scenario and stress testing. The next stage of work, in preparation for the full business case and Planning submission, will include identifying the best development delivery route that reduces the financial burden on the council's Housing Revenue Account, whilst meeting the council's aims and objectives for more affordable housing.

Community engagement has started, with an early focus on the most affected residents, and feedback has been incorporated into the design. The future engagement strategy for the next stage of work includes opportunities for co-design where possible.

Officers Recommendations

- 1. That the Housing and Growth Committee notes and approves the Outline Business Case, including the progression of the design to planning submission stage for the land identified on the plan in appendix 3.**
- 2. Note that the budget is subject to approval by Policy and Resources Committee in December 2022.**
- 3. Note that the request for approval of the procurement and development delivery strategy will be presented to Housing and Growth Committee at a later date.**

4. Note that the Full Business Case will be presented to Housing and Growth Committee ahead of planning submission at a later date.
5. That the Housing and Growth Committee delegate approval to the Director of Growth for the decant strategy including the offer to the leaseholders.
6. That the Housing and Growth Committee delegate approval to the Director of Growth for the variation of the Principal Development Agreement with Choices for Grahame Park, to remove the area of land in appendix 3.
7. That the Housing and Growth Committee delegate to the Director of Growth the approval of the appropriation of the site, if required, from the Housing Revenue Account to Planning purposes.

1. Why this report is needed

- 1.1 This report sets out the Outline Business Case for the council-led regeneration of the north eastern part of the Grahame Park Estate as shown on the site plan in Appendix 2.
- 1.2 The site is included in the regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Ltd, who are now owned by Notting Hill Genesis (NHG). In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour of a regeneration masterplan but progress in regenerating the estate has been relatively slow as a result in the main of variable economic and market conditions, as well as the sheer scale of the regeneration challenge. The approach taken to date is largely a linear one working from south to north.
- 1.3 As a result of this, Barnet Homes working as development agent on behalf of Barnet Council, has established a regeneration proposal for the site that builds on their increasing development experience and their experience of developing alternative funding solutions. This seeks to accelerate the regeneration of the estate, by working north to south.
- 1.4 For the council to implement the regeneration proposal, Choices for Grahame Park Limited will need to agree to exclude it from the Principal Development Agreement dated 30 January 2007. The Barnet Group has met with senior staff from Notting Hill Genesis to discuss their proposals, approaches to partnership and collaboration. They have been positive and supportive of the proposal, subject to the outcome of further detailed work in the next phase. This was confirmed in a letter of comfort received from Notting Hill Genesis in January 2022.
- 1.5 RIBA stage 2a design has been completed, confirming the possibility of constructing 505 new homes on the site in place of the 157 existing homes.
- 1.6 Community engagement has started, with an initial focus on the directly affected residents within the site. Feedback shows support for regenerating the site with enthusiasm to know what is happening, when it is happening and where and how existing residents will be rehomed.

- 1.7 Subject to approval of the Outline Business Case, the intention is to progress to submit a detailed planning application for the first stage of development in Q4 2023/24.
- 1.8 The proposed next phase of work will include further design progression and technical due diligence of the site, design progression to RIBA stage 3, legal and land assembly due diligence, development delivery modelling, extensive community and stakeholder consultation, possible procurement of a delivery partner and the start of rehoming residents. The outcome of these activities will be included in the Full Business Case which will be presented to the Housing & Growth Committee in late 2023/2024.
- 1.9 The future community engagement strategy will give rise to a co-design ethos themed on placemaking, sustainability and landscaping.
- 1.10 The current base case development model includes the council releasing a part of the site to a Build to Rent investor under a forward-funding agreement to cross-subsidise and enable the development of 207 homes for a mix of affordable tenures. The proposal is predicated on the Housing Revenue Account forward-funding the development costs as working capital but receiving phased receipt of income to reduce the peak debt.
- 1.11 The Greater London Authority have approved a grant allocation of £22.4m from their Affordable Housing Programme 2021-26. This amounts to £160k per social rent home and £60k for London living rent and shared ownership. The grant requires a start on site by March 2026.
- 1.12 Prevailing market conditions make financial viability ever more challenging and there are now a number of delivery options being considered. Potential options will be further tested during the next phase of work, supported by soft-market testing and continued financial appraisal modelling with scenario and stress testing.
- 1.13 The proposal in this Outline Business Case will put the council and residents at the heart of delivering the scheme retaining the new development where possible in the ownership of the wider council family.

2. Reasons for recommendations

- 2.1 Further delaying the planned regeneration means that some residents will be living in unsatisfactory housing for potentially up to two further decades with the resulting impact on their life chances. This will also require the continued management, maintenance and investment of homes over that period even though they have no long-term future, using resources that could be better used for improving services or developing further new homes.
- 2.2 There are on-going homelessness pressures that could be relieved earlier through increased provision of new homes in this area.
- 2.3 Grant from the Greater London Authority's Affordable Housing Programme 2021-26 has been formally approved, with £22.4m grant confirmed.

- 2.4 Across Greater London, it is widely considered that there is a chronic undersupply of affordable housing. Over the last three years, the average London borough has delivered 21% of units as Affordable Housing. Barnet is below this average at circa 18%. The Mayor of London has set a strategic target of 50% of all new homes to be affordable homes, with individual sites expected to contribute 35% affordable housing as a minimum.
- 2.5 In June 2022, Knight Frank reported that London's outer boroughs continue to see stronger price growth than central London zones, with buyers still gravitating towards more spacious properties. Overall, outer London boroughs have seen price increases of around 10% on average since the start of the pandemic in March 2020 versus 5% for inner London.
- 2.6 All the new homes provided through this development will meet the former Lifetime Homes standard through a standardised approach centred around building regulations. At least 10% will be fully wheelchair adapted, meeting the objective in the council's Housing Strategy of providing housing to support vulnerable people. The council already provides a range of housing options for vulnerable adults with a focus on helping people live as independently as possible.
- 2.7 The project budget to proceed to Full Business Case stage is £2.5m. This budget will enable thorough due diligence to be undertaken for the proposed phase, as well as design progression. The due diligence will help to fully define the proposed scheme and de-risk future stages of delivery.
- 2.8 The progression of regenerating this part of the estate would result in initial capital cost avoidance of approximately £650,000 to the Housing Revenue Account as some of the planned health, safety and compliancy works would no longer be required.

3. Alternative options considered and not recommended

3.1 Do nothing

An alternative option is to do nothing. This option retains the status quo. This would result in the loss of the Greater London Authority's Affordable Housing Programme 2021-26 grant

4. Post decision implementation

- 4.1 The budget for delivery of the next phase of work is £2.5m. This will be considered by Policy and Resources Committee on 13 December 2022. This has been included in the HRA Business Plan also being presented to Housing and Growth Committee on 16 November 2022.
- 4.2 The decant strategy for the existing tenants will be informed by the emerging allocations policy.
- 4.3 Subject to Policy and Resources Committee approval of the project budget, the design will be progressed to RIBA stage 3 i.e. Planning submission. Further technical due diligence will be completed as part of this.

- 4.4 Community engagement will continue through stakeholder meetings, public exhibitions, estate outreach, interactive workshops, community newsletters and existing community events. Specific emphasis will be given to the residents whose homes are likely to be decanted and demolished in this project. The future community engagement strategy will give rise to a co-design ethos themed on placemaking, sustainability and landscaping.
- 4.5 The development model will be progressed, using financial viability and appraisal modelling, so that a robust strategy can be prepared. This will be supported by soft-market testing and stress and scenario testing. Legal and financial advice will be received to support this.
- 4.6 The procurement and development delivery strategy will be subject to further approval.
- 4.7 For the council to implement the regeneration proposal, Choices for Grahame Park Limited will need to agree to exclude it from the Principal Development Agreement dated 30 January 2007. The Barnet Group and the council will continue to engage with Notting Hill Genesis in this respect, including any commercial considerations for example s106 responsibilities.
- 4.8 The Full Business Case will be presented to the Housing & Growth Committee in late 2023/24.

5. Implications of decision

Corporate Priorities and Performance

- 5.1 Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy and the Growth Strategy. Since May 2022, this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years.
- 5.2 The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.
- 5.3 A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.
- 5.4 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
 - 5.4.1 **Finance**

- 5.4.2 The current base case includes the council releasing a part of the site to a Build to Rent investor under a forward-funding agreement in order to cross-subsidise and enable the development of 207 homes for a mix of affordable tenures. The proposal is predicated on the Housing Revenue Account forward-funding the development costs as working capital but receiving phased receipt of income to reduce the peak debt.
- 5.4.3 Prevailing market conditions make financial viability ever more challenging and there are now a number of delivery options being considered. Potential options will be further tested during the next phase of work, supported by soft-market testing and continued financial appraisal modelling with scenario and stress testing. The preferred development model will be presented as part of the procurement and development delivery strategy for approval.
- 5.4.4 The project budget to proceed to Full Business Case stage is £2.55m from the Housing Revenue Account. This is subject to approval by the Policy & Resources Committee in December 2022.
- 5.4.5 Value for Money and Procurement**
- 5.4.6 Soft market testing for delivery partners is underway and will be subject to a competitive process.
- 5.4.7 Independent valuations will be commissioned as necessary to verify and confirm that any disposals are at best consideration to fulfil the council's overriding obligations to secure the same.
- 5.4.8 A chartered surveyor from a Royal Institution of Chartered Surveyors registered construction consultancy will manage the future tender process. This will be in accordance with Barnet Homes' contract procedure rules and applicable laws, acting as development agent for the council.
- 5.4.9 Social Value**
- 5.4.10 Increasing the utility of existing assets through mixed use redevelopment will enable the council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.
- 5.4.11 The main contractor will be required to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate.

5.5 Legal and Constitutional References

- 5.5.1 Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, and economic development including employment strategy, business support and engagement.
- 5.5.2 The Council Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising all acquisitions and disposals over £500K.
- 5.5.3 The council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do

subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions, subject to any specific restrictions contained in legislation.

- 5.5.4 Additionally, the council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals.
- 5.5.5 On any disposal of property, the council is required to observe the requirements of s123(2) of the Local Government Act 1972 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained, except with the consent of the Secretary of State. Any land held for the purposes of part II of the Housing Act 1985 (which this site is likely to be) can be disposed of under sections 32 to 34 of that Act either in reliance on a general or express consent of the consent of the Secretary of State. To cleanse a site of third party interests, where it is in the public interest to do so and on satisfaction of conditions, land can be appropriated from its current purpose to planning purposes under section 122 of the LGA 1972. Where the land in question is held for housing purposes (as this site is likely to be), the consent of the Secretary of State may be needed for such appropriation. Any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town and Country Planning Act 1990, which requires that it is for the best consideration reasonably obtainable.
- 5.5.6 The council will need to make the required adjustments between the Housing Revenue Account and the General Fund to account for the value of any housing land appropriated to planning. This will be subject to further specialist advice obtained in the next stage of work and ahead of the Outline Business Case.
- 5.5.7 The council will need to consider, comply with and obtain any statutory and legal requirements /consents to give effect to the preferred option.
- 5.5.8 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. Any procurement activity undertaken must also be in accordance with the Council's Contract Procedure Rules.
- 5.5.9 Where the Council accesses an existing Framework Agreement, the Framework Agreement terms and conditions of contract must be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.
- 5.5.10 Any conditions applicable to the grant mentioned at para 2.3 will need to be observed. This includes a start on site before the end of March 2026, compliancy with the London Housing Design Guide or any other prevailing grant design standards and a tenure and unit mix as approved by the GLA before start on site.
- 5.5.11 In the event the delivery option for the proposed development is with the assistance of a loan/grant by the council to a developer then the council must comply with the rules

related to subsidy control, as required by the UK-EU Trade and Co operation Agreement and other relevant agreements, to the extent they are applicable.

5.5.12 The Public Services (Social Value) Act 2012 requires If a relevant authority proposes to procure or make arrangements for procuring the provision of services, it must consider—

(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and

(b) how, in conducting the process of procurement, it might act with a view to securing that improvement;

and it must consider whether to undertake any consultation in relation to such matters.

5.6 Insight

5.6.1 The council’s Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery. Barnet has 393,000 residents and this figure is expected to grow by 76,000 over the next 25 years; an increase of 19%.

5.6.2 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. There are currently more than 2,700 households living in temporary accommodation which presents significant budgetary pressures for the council.

5.6.3 Barnet’s Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.6.4 Lack of affordable housing is highlighted in Barnet’s Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents’ Perception Survey.

5.7 Risk Management

	Risk item	Mitigation	Risk
1	There is a risk that the prevailing economic market conditions impact on the development delivery model	Financial appraisal and viability testing is ongoing, including scenario testing and sensitivity analysis. This includes using current valuations and cost data. Market conditions will be closely monitored, as well as market engagement. Mitigations include considering other delivery routes, funding options and subsidy.	16
2	There is a risk that construction costs will increase and changes in the market will impact the development model	Technical studies and surveys were completed to understand the site constraints and corresponding cost implications. This continues to inform the detailed design, planning and financial analysis.	12

		Soft-marketing testing is ongoing and will inform the final proposed delivery model. Monitoring of inflation challenges and tender prices ongoing.	
3	There is a risk that other development costs will increase	The budget includes a detailed assessment and projection of other development costs, as well as corresponding risks and risk allowances.	12
4	There is a risk that planning consent is not granted	Pre-planning application meetings have been held with the Local Planning Authority, Highways and the GLA and will be ongoing as the design proceeds. Community engagement has started and is ongoing.	4
5	There is a risk that the lack of capacity in the HRA makes the scheme financially unviable	The base case originally suggested that the HRA has capacity. The HRA is under increasing pressure due to external factors and alternative delivery models are being explored and tested. Modelling is undertaken on an on-going basis to take account of changes e.g. market values, development and construction costs, scale of the scheme, as well as other factors such as PWLB interest rates and other internal projects/pressures within the HRA. Sensitivity analysis will be undertaken further. Mitigations include considering other delivery routes, funding options and subsidy.	12
6	There is a risk that grant funding is not realised	The bid for grant from the Affordable Housing Programme 2021-26 has been formally approved, with £22m grant confirmed. Further grant options will be explored as well.	4
7	There is a risk that the legal structures, tax and vires could become project issues	Further analysis to be undertaken re legal structures, tax implications and/or risks, as well as with potential third-party partner (investment, development and construction).	4
8	There is a risk that long-term estate and property management does not meet the required standards	The design considers all aspects of quality and sustainability. From the internal and external design to public realm, efficiency and cost of long-term estate management including management, maintenance, sustainability, life-cycle costs. In addition, socio-economic benefits, housing need and mix. The long-term management and maintenance of this part of the estate will remain with Barnet Homes. Stakeholders have been invited to initial design workshops and will continue to be engaged.	4
9	There is a risk that the community might not support the project, which would impact successful delivery	A community engagement expert (Instinctif) have been appointed to draft a community engagement strategy. To date, this has included: <ul style="list-style-type: none"> • Engagement with the most directly affected residents first • Themes stakeholder workshops around placemaking, public realm and sustainability • Outreach at the Urban Gamez event • A drop-in exhibition for the wider community 	6

		<p>The next stage of work will include further community engagement including:</p> <ul style="list-style-type: none"> • Specialist support for residents living in blocks due to be demolished • Early engagement • Stakeholder meetings • At least two community engagement in person exhibitions, the second of which will focus on how the scheme has evolved due to feedback • Outreach and door to door engagement • Resident and stakeholder interactive workshops on key themes such as design, place and community • Community newsletters and letters • Website with feedback mechanism • Promoting engagement via posters in blocks and local social media • Further youth engagement via the local schools • Engagement with faith groups • Joining existing community events • Advertising of dedicated enquiry line and email for feedback <p>The engagement plan will follow co-design principles where possible.</p>	
10	There is a risk of saturation of the market, some private tenures may be higher risk than others	<p>Close monitoring of the market is ongoing, including of local developers and registered providers like Notting Hill Genesis and Home Group at Douglas Bader Estate.</p> <p>Localised market analysis will be obtained.</p> <p>Different delivery options are being explored.</p>	12

5.8 Equalities and Diversity

- 5.8.1 Barnet Homes is committed to taking a proportionate approach to equalities and considering which groups with protected characteristics are likely to be affected, whether this is a large or small group and the level of impact; nil, minimal or significant.
- 5.8.2 An Equalities Impact Assessment (EqIA) has been completed and included at Appendix 4. The EqIA concludes that there are minor or no impacts on groups with protected characteristics and there is no negative cumulative impact on all groups.
- 5.8.3 There are, however, a number of actions that will help mitigate any impacts.
- 5.8.4 Once all residents have been assessed by the Housing Management team in respect of decanting, we will ensure that people of all ages have the correct support in place, particularly the very young or very old.
- 5.8.5 Previous workshops highlighted the need for play spaces and equipment to cater for children with disabilities and this will be addressed in the next design stage following

further community engagement.

- 5.8.6 In previous workshops, nursery provision and community facilities especially for young children were raised. This will also be addressed in the next design and further community engagement stages.
- 5.8.7 Barnet Homes will provide translation services where necessary to ensure that all residents receive a fair service and encourage community engagement.
- 5.8.8 As part of the community engagement strategy, we will ensure that all residents are encouraged to join a resident steering group. By having a resident steering group, we can actively encourage residents to get involved and provide suggestions as to the use of the proposed commercial / community spaces.
- 5.8.9 We have previously invited faith groups to our community engagement events and these groups remain as key stakeholders.
- 5.8.10 Throughout our community engagement activities, we will canvass opinion amongst women and men who may feel unsafe about parts of the estate during decanting and pre demolition, when there are a higher number of void properties.
- 5.8.11 As part of the planning application process, the project will be classed as a Major Application for both the Local Planning Authority and the Greater London Authority (GLA). A comprehensive EqIA will be produced in respect of the application.
- 5.8.12 Under the Equality Act 2010, the council must have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 Act;
 - b) advance equality of opportunity between those with a protected characteristic and those without.
 - c) promote good relations between those with a protected characteristic and those without.

The 'protected characteristics' referred to are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.9 Corporate Parenting

- 5.9.1 Barnet Council have a small number of care leavers in temporary accommodation. Increasing the supply of affordable housing is therefore a corporate parenting issue.

5.10 Consultation and Engagement

- 5.10.1 Following approval of the Strategic Outline Case in June 2021, Barnet Homes worked with Instinctif Partners to prepare a holistic community engagement strategy.
- 5.10.2 Residents living in the blocks earmarked for demolition were notified of the project proposals in February 2022. A direct telephone number and email were provided, and residents from these blocks were invited to a drop in event for them only in March 2022.
- 5.10.3 In April 2022, three themed stakeholder workshops were held on separate dates on the following themes – Place, Landscape and Sustainability. Community groups serving

Grahame Park and local community representatives were invited to these. Attendees included Friends of Heybourne Park, Colindale Communities Trust and councillors. The aim of the workshops was to understand aspirations for the project, what is key to maintain, improve or change in the future and discuss how the regeneration might be able to aid the wider estate.

5.10.4 A range of useful feedback was received which helped our architects and project team evolve the initial early-stage plans. This included introducing safe and accessible streets, support for more pedestrian routes, suggestions for more affordable community spaces, play space for children of all abilities and outdoor gyms for older people.

5.10.5 During the Urban Gamez event in August 2022, Barnet Homes undertook an informal survey on key themes linked to the workshops held earlier in the year. Key feedback was a desire for the regeneration to be tailored to help tackle loneliness and enable improved facilities for those with children.

5.10.6 In October 2022 a community engagement event for all residents living in Grahame Park was held at unit 15 The Concourse. This served the format of a drop in with some exhibition boards and break out mini workshops. The event was attended by around 35-40 people, a mix of tenants, leaseholders and freeholders from the affected phase and across the estate. Feedback included:

- Happy regeneration is coming forward and wish it was happening sooner
- Residents have been living in a regeneration estate for too long
- Tenants and leaseholders both querying what happens next for them and when, generally wanting to stay in the area
- Sense of pride in the history of the estate and wanting to retain the name “Grahame Park”
- Questioning what improvements are being done to the retained stock
- Concerns about the height of the proposed buildings
- Concerns about the ongoing quality of maintenance of communal gardens
- Issues of safety and security

5.10.7 Future engagement will be more extensive and detailed than what took place relating to the outline businesses case and key themes.

5.10.8 It is important to co design the planning application with the community and stakeholders (within certain parameters, for example within viability constraints and taking into account the need to be policy compliant). The following engagement strategy will also adapt and evolve to reflect the council position and guidance on community engagement which is currently being developed. The proposed approach will include:

- A commitment to pre planning engagement
- Specific emphasis on the residents whose homes are likely to be decanted and demolished in this project

- Stakeholder meetings and one to ones when needed
- At least two community engagement in person exhibitions, the second of which will focus on how the scheme has evolved due to feedback
- Outreach in person
- Resident and stakeholder interactive workshops on key themes such as design, place and community
- Community newsletters and letters
- Website with feedback mechanism
- Promoting engagement via posters in blocks and local social media
- Further youth engagement via the local schools
- Engagement with faith groups

5.10.9 Materials will be considered for translation when necessary.

5.10.10 Following approval of the Outline Business Case, the pre-planning engagement strategy will start again in January 2023 until the planning submission is made (approximately 12-18 months).

5.11 Environmental Impact

5.11.1 The design team been encouraged to follow the recommendations of the RIBA 2030 Challenge to achieve a 'exemplary' sustainable design.

5.11.2 The aspiration of Barnet's Sustainability Strategy is to build new social housing to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

5.11.3 The Sustainability Strategy identifies that 58% of emission within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock will be the key challenge in the borough.

5.11.4 Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.

5.11.5 These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

5.11.6 Barnet Homes closely monitors the evolving building regulations, in particular, the recently introduced Future Homes Standard, ensuring its Employer's Requirements are kept up-to-date to address developments including, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

5.11.7 In addition to the overarching target or following the RIBA 2030 Challenge, car parking will be set at a ratio of 0.4 in line with Barnet policy, the scheme will provide sustainable drainage systems (SUDs) and use swales / raingardens to collect rainwater. Large areas of biodiverse wildlife corridors and habitats will be introduced with a target of 0.4 for Urban Greening.

6. Background papers

Strategic Outline Case for the Regeneration of Part of Grahame Park Estate by Barnet Council, Housing and Growth Committee, 14 June 2021

<https://barnet.moderngov.co.uk/documents/s65214/Strategic%20Outline%20Case%20for%20the%20Regeneration%20of%20Part%20of%20Grahame%20Park%20Estate%20by%20Barnet%20Council.pdf>

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Outline Business Case: Grahame Park North East Regeneration Project (public version)

The main purpose of the Outline Business Case is to make the case for change and establish the need for investment.

Author:	Susanna Morales, Development Manager
Date:	4 November 2022
Service / Dept:	New Build Team, Barnet Homes

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1. Executive summary

In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour for a regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Ltd, who are now owned by Notting Hill Genesis (NHG).

The regeneration masterplan has progressed over the last decade with Stage 1 delivering new homes to the south, east and western parts of the estate as well as new council offices and new buildings for Barnet Southgate College. Trinity Square was also constructed, a development of over 400 homes on the eastern side of the masterplan. Stage 2 gained planning consent in July 2020 which encompasses the southern part of the estate, and this has started on site.

However, progress in regenerating the estate has been relatively slow as a result in the main of variable economic and market conditions, as well as the sheer scale of the regeneration challenge. The approach taken to date is largely a linear one working from south to north. As a result, the northern most parts of the estate are unlikely to see any regenerative activity before 2030, and possibly later.

This will result in:

- i. Residents living in unsatisfactory housing for potentially up to two further decades with the resulting impact on life chances
- ii. Continued management, maintenance and investment of homes over that period even though they have no long-term future
- iii. On-going homelessness pressures that could be relieved earlier through increased provision of new homes in this area

As a result of this, Barnet Homes working as development agent on behalf of Barnet Council, has established a regeneration proposal for the north east part of the estate (“Grahame Park NE”) that builds on their increasing development experience and their experience of developing alternative funding solutions.

The Strategic Outline Case was approved by Housing & Growth Committee in June 2021. Since then, Barnet Homes have completed a RIBA stage 2 design study that assesses the site’s constraints and advances detailing the tenure and site layout as proposed in the Strategic Outline Case. This forms the project’s ‘base case’.

Community engagement has also started, with an initial focus on the directly impacted residents whose homes are due for demolition in this phase. Stakeholder workshops were facilitated on three key themes, and a public exhibition for the wider estate community held in October 2022.

Barnet Homes have also completed initial financial appraisal and viability modelling, which gives rise to some proposed changes to the base case to be finalised in the next stage of the project.

A review of potential development options has also started, including soft-market testing with developer contractors and potential investors. This has proven beneficial in testing the base case assumptions and narrowing down the direction of travel in the next stage.

Barnet Homes and Barnet Council have continued to engage with Notting Hill Genesis and maintain a positive working relationship; this was confirmed in a letter of comfort received from Notting Hill Genesis in January 2022. A joint workshop was held to discuss community engagement and messaging, as well as subsequent design workshops. Their primary concern has been the interface of the respective phases which we have addressed as far as possible at this early stage. Further commercial discussions will be required in the next stage of work.

Barnet Homes have secured £22.4m grant from the Greater London Authority's (GLA) Affordable Housing programme 2021-2026 to support the delivery of the project. This amounts to £160k per social rent home and £60k for London living rent and shared ownership. The grant requires a start on site by March 2026. Viability analysis will continue to assess the impact of grant, or use of right to buy receipts, on the project's financial performance.

This Outline Business Case provides a detailed update on the project to date, as well as recommending the actions required to progress the project, including:

- Reviewing the design completed to date and advancing this to Planning submission stage
- Continuing viability modelling and recommending a preferred delivery development and procurement route
- Engaging with the directly impacted residents and commencing decant and acquisition activities
- Continuing wider community engagement, enabling an ethos of co-design where possible

The next stage of work will start with analysing the buildability and build efficiency of the proposed scheme. It will also review the unit mix and tenure mix, particularly for the affordable homes, where there is a need for more larger family accommodation. The design will be advanced to Planning submission stage.

The community will continue to be engaged, and feedback will be threaded into the emerging design.

The development delivery model will be finalised and a proposed procurement strategy will be presented to the Housing & Growth Committee. This will aim to reduce the financial burden on the council's Housing Revenue Account, whilst meeting the council's aims and objectives for more affordable housing.

Grahame Park NE encompasses the area to the north of Stage B of the existing Grahame Park Estate Masterplan, in the area shown on Appendix 2. The masterplan was approved in 2004, securing outline planning consent.

The intention is to submit a detailed planning application for the first stage of development (plots 1-3 on the proposed site plan in Appendix 3). This is broadly the same as plots 15-17 of the original estate masterplan. Plots 4-6 of the proposed plan will be subject to a detailed planning application as part of a second stage of the project at a later date.

2. Project definition

2.1 Aim

The aim of the Grahame Park NE project is to regenerate the north-eastern part of the Grahame Park estate, earlier than is otherwise scheduled under the existing arrangement with Notting Hill Genesis.

The project has a wide range of targets, including:

- Contribute to the council's target of 1,000 new affordable homes
- Deliver a flagship council-led regeneration scheme
- Engage with the community and stakeholders using co-design principles
- Produce a policy compliant housing offer
- Develop an offer that is cohesive and complements the adjacent phases being delivered by Notting Hill Genesis and others
- Long-term estate management embedded into the process
- Accelerate delivery of Plots 1-6 shown on the proposed site plan
- Reduce the impact on residents lives, by accelerating the estate regeneration

2.2 The site

2.2.1 Existing site

The Grahame Park Estate is in Colindale, NW9. The site sits close to the M1 motorway near Junction 2 which connects London with the North. The site is situated near the Northern Line Edgware Branch of the London Underground; Colindale station is approximately a 18-20 minute walk away. Mill Hill Broadway Thameslink Station is a 15-18 minute walk away with services to central London via St Pancras.

The nearest large open spaces are Heybourne Park (on site), Woodcroft Park (400m) and Watling Park, Silksteam Park and Mill Hill Park (1.0 km).

South-west of Grahame Park Estate there is a Sainsbury's supermarket, pharmacy and gym adjacent to the recently completed new council offices. Healthcare services, schools and community centres are all within a short walk.

The site area of Grahame Park NE, i.e. plots 1-6 of the proposed site plan and the subject of this report, is approximately 4.06ha. It is bounded by Field Mead to the north and Corner Mead to the east. The boundary to the south is defined by the site boundary to Phase 2 of the wider Grahame Park Masterplan and the west boundary encompasses open green space behind houses along Long Field road.

The development of plots 1-3, the subject of this Outline Business Case, would necessitate the demolition of the existing flat blocks, houses and garages within the site boundary. This includes the following existing residential properties:

	Secure	Non secure	Leasehold	Other	Totals
Slatter	11	9	2	0	22
Sopwith	0	10	1	5	16
Spitfire	1	6	5	0	12
Spooner	4	1	0	1	6
Tait	11	7	4	1	23
Tedder	14	6	0	4	24
Wilshire	1	4	1	0	6
Whittle	4	3	3	2	12
Whittaker	4	3	1	4	12
Wheeler	9	12	3	0	24
	59	61	20	17	157
Other - fixed term tenancy, illegal occupier , flexible tenant					

NB. Data correct as of 12 October 2022

Please note that Slatter was not included at Strategic Outline Case stage but has subsequently been included. This is due to the block being physically linked with Tait and the new proposed site layout.

See Appendix 2 for the existing site plan.

To the south of the site are 16 houses owned by Notting Hill Genesis, adjacent to block Norris and outlined in blue on the appended site plan.

2.2.2 Existing site constraints

Several site surveys and technical studies have been completed, identifying a number of site constraints. These include:

Item	Constraint	Mitigation
------	------------	------------

Surface water sewer	This sewer runs in a L shape across the northern part of the phase	Surveys completed and quote for relocation received from Thames Water allowed in cost plan
Cadent gas building	This is located in the far north eastern tip of the site, and has to be located locally	An alternative location locally to be identified and acquired
Existing green verge	To be retained as much as possible	Will be retained where possible and quantum replaced if not
Existing high quality trees	To be retained as much as possible	Will be retained where possible and quantum replaced if not
High voltage electrical cable	This cable runs in a L shape across the northern part of the phase	Cost for relocation allowed in cost plan

These constraints will be further analysed and considered in the next design stage to help de-risk the scheme.

2.3 Proposed approach

The development approach is based on developing a scheme in the north east of the estate, namely plots 1-3 of the appended proposed site plan included at Appendix 3. The proposed development would work from north to south to meet up with the existing scheme just north of the Concourse.

Work has been undertaken with architects, planning and cost consultants to develop a RIBA stage 2 design study for the site. The brief to the team included the following:

1. Design a scheme that replaces the existing homes to optimise density and number of new homes, which is policy and planning compliant whilst maximising the number of affordable homes
2. Design the non-affordable element to both market sale and build to rent standards, to give flexibility for funding and investment options
3. Consider opportunities for modern methods of construction and offsite manufacturing to assist the quality and speed of delivery
4. Attempt to sub-phase plots of no more than 100 homes, to allow funding and phasing at a deliverable scale
5. Ensure transport and accessibility standards are policy compliant and align with the wider masterplan
6. Consider health, well-being, public services and local facilities
7. Early consideration of design typologies and principles

2.4 Design update

Please refer to Appendix 3 for the proposed site plan.

The north-south route through the estate remains the driver for the current concept. It aims to continue the vehicular route through the estate consistent with the original masterplan and Notting Hill Genesis' phases to the south, whilst opening up pedestrian routes from Trinity Square to the east and the rest of the estate to the west.

A 'green spine' along the western edge of the site provides a quality amenity buffer to the retained houses on the west. As many of the existing high quality trees will be retained as possible, along with new planted street trees.

The new blocks follow a courtyard and perimeter block principle, with landscaped courtyards within perimeter blocks and potential for podium parking. The block frontages are designed to be active, to enhance a sense of community whilst maintaining security.

Greater height and density is proposed in the centre of the site where the impact to surrounding homes will be lessened. The two highest blocks are not proposed to exceed 14 storeys, which is consistent with Notting Hill Genesis' phases and the masterplan's supplementary planning document (SPD). The majority of the blocks will range from 6-8 storeys.

The highest blocks would be a focal point for commercial and/or community facilities around the 'village green' at the heart of the site. The green is approximately 1,750 sqm.

Engaging the community is imperative in how the design of the scheme is evolved. Through the engagement completed to date, community feedback has helped the architects and project team evolve the initial early-stage plans. This includes:

- Agreeing the importance of accessible and safe streets
- Support for more attractive pedestrian routes
- Suggestion for more affordable small community spaces
- Inclusive play for children of all abilities
- Outdoor gyms and activities for older people
- A combination of open plan and closed plan homes i.e. kitchens
- Provision of secure bike storage

The community will continue to be engaged, with an ethos of co-design for some elements, and feedback will be threaded into the emerging design.

2.4 Proposed tenure mix

At Strategic Outline Business Case stage, it was proposed that the 136 existing homes will be replaced with 419 new homes. Two new commercial properties were also to be provided.

Currently, it proposed that the existing 157 homes are replaced with 505 new homes:

Phase 1	Social Rent (SR)	102
	Build To Rent (BTR)	234
	Market Sale (MS)	55
	Shared Ownership (SO)	50
	London Living Rent (LLR)	26
	London Affordable Rent (LAR)	38
	Total	505

The proposal shows that an improved level of density can be achieved, regardless of the existing physical site constraints. This gives confidence that a regeneration proposal is possible.

However, the current tenure split is 46% affordable tenures : 54% private tenures based on habitable rooms. Further work is required on this in the next stage to ensure we meet the target of 50:50 tenure split.

There is also further work to do on the unit mix, which currently does not achieve the aim of providing larger affordable family accommodation. Commercial advice is also required to ensure the correct mix of marketable and sellable private homes:

Tenure	% homes					
	1 bed	2 bed	3 bed	4 bed	5 bed+	Total %
Market	50	50	0	0	0	100
Affordable	13	43	27	13	4	100

As we test the design further, we will also be focussing on the buildability and efficiency of the design. The emerging mechanical and electrical and sustainability strategies will help to refine this.

The definitions of the tenure types are as follows:

Social Rent	<ul style="list-style-type: none"> • Social rented homes are let at around 50% of the local market rent. They are calculated using a government formula.
London Affordable rent	<ul style="list-style-type: none"> • Homes let at a benchmark rent set by the Mayor of London. • Rents are closer to social rents but the same amount across London, not on a borough basis.
London Living Rent	<ul style="list-style-type: none"> • Intermediate affordable housing for middle-income Londoners who want to build up savings to buy a home. • Rents are based on a third of local household incomes. • The intention is that the money saved on rent can go towards a deposit for a home. • Tenancies offered on a minimum of three years.
Shared ownership	<p>Shared Ownership is a type of affordable home ownership when a purchaser takes out a mortgage on a share of a property and pays rent to a landlord on the remaining share.</p> <p>For example, someone might buy a 25% share in a property, and pay rent to the landlord on the remaining 75%. Purchasers then have the opportunity to 'staircase' up their share of the property, gradually increasing the proportion of their home that they own outright and therefore paying less rent on the remaining portion, until they own 100% of their home.</p>
Build to Rent	Property development that is designed with the intention of appealing to the rental market as opposed to affordable rent or long-term home ownership.
Market sale	Property that is sold on the open market as opposed to affordable rent or shared ownership.

2.3 Sustainability

The design team been encouraged to follow the recommendations of the RIBA 2030 Challenge to achieve a 'exemplary' sustainable design.

The aspiration of Barnet's Sustainability Strategy is to build new social housing to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

The Sustainability Strategy identifies that 58% of emission within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock will be the key challenge in the borough.

Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.

These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

Barnet Homes closely monitors the evolving building regulations, in particular, the recently introduced Future Homes Standard, ensuring its Employer's Requirements are kept up-to-date to address developments including, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

In addition to the overarching target or following the RIBA 2030 Challenge, car parking will be set at a ratio of 0.4 in line with Barnet policy, the scheme will provide sustainable drainage systems (SUDs) and use swales / raingardens to collect rainwater. Large areas of biodiverse wildlife corridors and habitats will be introduced with a target of 0.4 for Urban Greening.

2.5 Regulatory services

2.5.1 Local Planning Authority and LBB Highways

Barnet Homes met with the Local Planning Authority and LBB Highways for an initial pre-application meeting in April 2022. This was to share the latest proposals including the mix of units and tenures. Both the Planners and Highways were supportive of the proposal in principle and will be further engaged as the design progresses.

2.5.2 GLA Planning

Barnet Homes also met with the GLA Planning team, as the scheme will be called in by the Mayor of London upon submission. They too were supportive in principle and keen to be further engaged as the design progresses.

Consultation with the GLA Viability team will also be required once the tenure mix is further defined.

2.6 Proposed phasing and delivery routes

There is currently a district heating system serving the existing estate. For this reason, the proposal is to start development at the northern most end and work south, so that the existing homes can be disconnected sequentially.

It was hoped that plot 1 of the proposed scheme could be constructed first, to offer the direct decant of existing residents from plot 2. However, the infrastructure works for the total phase need to be completed first, including connections into existing and new drainage. It is therefore likely that there is one single demolition phase and that all of the new homes and tenures come forward at once.

Subject to the final development route, it may be necessary for the construction to be sequenced in a way that some private tenure comes forward early. This will be to support developer partner cash flow but also due to sales saturation rates.

2.7 Legal and land assembly (exempt)

2.8 Decant and acquisitions

2.8.1 Decant of council tenants

There are currently 137 council tenants living within this phase who will need to be rehomed to enable the regeneration to come forward.

The Allocations Policy is currently being updated and the draft is due for presentation to Housing & Growth Committee in January 2023. The decant strategy for these tenants will be informed by the emerging allocations policy.

2.8.2 Acquisition of leasehold properties

There are currently 20 leaseholders within this phase; 13 are non-resident leaseholders and 1 is owned by TBG Open Door Ltd.

5 of the 20 leaseholders have attended the consultation events and it is proposed to engage with each of the leaseholders in early 2023 to understand their requirements and whether they wish to remain in the locality.

We are engaged with NHG to understand their offer to leaseholders in other areas of the estate and are developing our offer to leaseholders, which will be confirmed, as part of the broader decant strategy.

3. Rationale

This Outline Business Case (OBC) sets out the rationale for bringing forward the regeneration of plots 1-3 of the Grahame Park Estate, as a council led scheme.

The OBC has been prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, which comprises the following key components:

- the **strategic case** section – this sets out the strategic context and the case for bringing forward the regeneration of Grahame Park North East, together with the supporting investment objectives for the scheme;
- the **economic case** section – this demonstrates that the council has identified potential ways forward for delivering the project with the intention to optimise value for money (VFM) based on N optimum delivery solution;
- the **commercial case** section - this defines what the potential development solution will look like;
- the **financial case** section – this highlights the proposed funding and solution for delivering the project;
- the **management case** section – this demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

The purpose of this section is to explain how the scope of the proposed project fits within the existing Barnet Council strategies and provides a compelling case for bringing forward the regeneration of Grahame Park North East, in terms of the existing and future needs of the local community.

3.1 Strategic case

Housing Strategy 2019-2024 and Growth Strategy 2020-2030

Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy and the Growth Strategy. Since May 2022, this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years.

Health and Wellbeing Strategy 2021-2025

The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.

Emerging Corporate Plan

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29 September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

London Plan 2021

See the following link for the new London Plan 2021:

<https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/london-plan-2021>

New draft Local Plan

The council is reviewing and updating the Borough's Local Plan. The Local Plan sets out a vision for how Barnet will change as a place over the next 15 years and forms a strategy which emphasises the Borough's attractiveness as a place to live, work and visit. The emerging Plan is expected to be adopted in spring 2022.

There are four key aims in the emerging Local Plan:

- Emphasise housing, jobs, infrastructure and place-making opportunities at Brent Cross (North, Town & West) and New Southgate
- Make Colindale a more sustainable place where the car is no longer dominant
- Revitalise major thoroughfares such as the A5 as corridors for sustainable growth, ensuring that they connect with their suburban surroundings
- Emphasise growth opportunities in Barnet's Town Centres as part of high street recovery and greater neighbourhood living

Investment objectives

The investment objectives for this project are as follows:

- **Investment objective 1:** bring forward the regeneration of Grahame Park North East, to replace existing unsatisfactory accommodation based on a viable development model;
- **Investment objective 2:** achieve optimum building density, to provide as many new homes as possible;
- **Investment objective 3:** achieve a policy compliant tenure mix, to

provide a balance of affordable housing and a sustainable community;

- **Investment objective 4:** deliver a project that complements the urban grain of the wider regeneration underway at the estate;
- **Investment objective 5:** embed long-term estate management into the process;
- **Investment objective 6:** provide the optimum balance of residential amenity for current, future and neighbouring occupiers.

3.2 Economic case

3.2.1 Critical Success Factors

The key Critical Success Factors (CSFs) for the Grahame Park North East project are based on the strategic case, the initial capacity study and the investment objectives.

CSF1: community needs – current and future community needs are met by the final preferred solution;

CSF2: strategic fit – the final preferred solution contributes significantly to the London Plan, LBB Corporate Plan and LBB Housing Strategy targets;

CSF3: benefits optimisation – the final preferred solution optimises the potential return on expenditure and improves the overall VFM by demonstrating the achievement of both qualitative and quantitative benefits;

CSF4: potential achievability – the final preferred solution enables successful and timely achievement in order to not further delay regeneration of the estate;

CSF5: supply side capacity and capability – the ability of the market to respond to the delivery of the final preferred solution is addressed at all stages of the project to mitigate any delivery risk;

CSF6: potential affordability – the solution provided by the preferred option is sufficiently viable.

3.2.2 Market Activity

The housing and construction sector is feeling the pressure of a number of macroeconomic conditions including high interest rates, high levels of inflation and high mortgage rates. It is also projected that house prices will fall in 2023. These issues will need to be closely monitored in the next stage of the project.

In London

The GLA's London Housing Market report of July 2022 summarises key trends and patterns in London's housing market. As a result of the fall and the subsequent

recovery of London rents during the pandemic, annual increases in average asking rents were at a high of 15.8% in the second quarter of 2022, with Rightmove recording the highest annual growth ever in any region.

Demand for private rental homes remains above supply in London and there are signs that both demand and supply are continuing to increase slowly, despite reports of many landlords considering leaving the market.

House price growth in London remains behind other regions, although average asking prices have increased since July last year in 31 out of 32 boroughs (excluding the City of London).

Whilst demand amongst buyers in London may be starting to fall as a result of inflation and economic and political uncertainty, the market imbalance and upwards pressure on prices continues due to low numbers of properties on the market.

Between Q1 and Q2 2022 the number of large housebuilding schemes starting in London fell considerably, whilst completions rose, and demand was strong from Build to Rent and Help to Buy.

Prices of construction materials continue to rise steeply alongside high levels of economy-wide inflation, however prices for new housing materials have fallen slightly behind other construction categories.

In Barnet

In June 2022, Knight Frank reported that London's outer boroughs continue to see stronger price growth than central London zones, with buyers still gravitating towards more spacious properties. Overall, outer London boroughs have seen price increases of around 10% on average since the start of the pandemic in March 2020 versus 5% for inner London.

In October 2022 the Barnet Post reported that over the past year, the average sale price of a property in Barnet rose by £52,000. Buyers paid 10.1% more than the average price in London (£553,000) in August for a property in Barnet. Across London, property prices are higher than those across the UK, where the average cost £296,000. In Barnet, detached houses increased in value in the past year on average by 8.4% and flats by 8.2%.

Across Greater London, it is widely considered that there is a chronic undersupply of affordable housing. Over the last three years, the average London Borough has delivered 21% of units as Affordable Housing. Barnet is below this average at circa 18% [source Greater London Authority]. The Mayor of London has set a strategic

target of 50% of all new homes to be affordable homes, with individual sites expected to contribute 35% affordable housing as a minimum. The gap between these figures is expected to be made up by Registered Providers (“RPs”), who will deliver a large number of wholly affordable housing schemes (or at the very least schemes with >50% Affordable Housing).

The London Borough of Barnet has set a target of 40% affordable housing on sites. It is clear from the data that over the last three years this target has not been met, in fact, half of the 40% has not been met.

A key part of progressing the project will be the review of market pressures in the Colindale area. Colindale is subject to an Area Action Plan and has therefore experienced a sustained period of growth and development in the last 10 years, with more in the pipeline. To ensure the optimal market offer is included with this proposal the local market will be closely observed to prevent over-saturation of any particular product.

There will also be the need to monitor market pressures and saturation within the Grahame Park area itself, as Notting Hill Genesis and Home Group at Douglas Bader Estate are bringing forward a number of market tenure products as well.

3.3 Commercial case

The Outline Business Case proposes the replacement of 157 homes within plots 1-3 of the proposed site with 505 new homes. This will also include the construction of two commercial units, to provide additional local amenity.

3.3.1 Council-led regeneration

The proposal in this Strategic Outline Case will put the council and residents at the heart of delivering the scheme retaining the new development where possible in the ownership of the wider council family.

The project seeks to retain as much of the development as possible within the wider council structure such as directly owned council housing or TBG Open Door, a charitable registered provider subsidiary of Barnet Homes which is itself wholly owned by Barnet Council.

Under the existing arrangements, the regeneration process would not start for at least 10 years so this proposal would mean the acceleration of the estate regeneration.

In the meantime, the condition of the existing housing stock is ageing and worsening. Barnet Council has earmarked around £30,000,000 for essential health, safety and compliance works but the estate environment is deteriorating and beyond its economic life.

Bringing forward the regeneration as set out in this report will save the council approximately £650,000.

3.4 Financial case

3.4.1 Financial model

The Financial case considers the budgetary, financial and affordability impact of this project.

3.4.2 GLA grant allocation

Since the Strategic Outline Case, Barnet Homes successfully bid for a grant allocation from the Greater London Authority's Affordable Housing programme 2021-2026. This is summarised as follows:

Title	Total units	London living rent	Shared ownership	Social rent	Total GLA grant approved
Grahame Park Estate - North East	207	56	51	100	£22,420,000
<i>Grant per unit</i>		<i>£60,000</i>	<i>£60,000</i>	<i>£160,000</i>	

The number of units have been adjusted slightly since the bid application was made. The final unit mix will be confirmed at Full Business Case stage.

The grant requires a start on site by March 2026.

3.4.3 Costs to deliver the next stage of work

At Strategic Outline Case stage a budget of £1.47m was approved to progress the project to Outline Business Case stage. This included the production of the RIBA stage 2 report, the supporting surveys and technical reports, the community engagement activities, and the professional team's costs to do so. This budget has either been expended already or is fully committed.

To progress the project to Planning submission stage, a budget of £2.5m is required.

This budget has been modelled in the Housing Revenue Account's business plan which is being presented to the Housing & Growth Committee in November 2022 and Policy & Resources Committee in December 2022.

3.4.4 Financial savings and cost avoidance

The regeneration of this part of the estate would mean that planned health and safety works to the existing stock is no longer required, thereby saving the Housing Revenue Account initial capital cost avoidance of approximately £650,000.

3.5 Management case

The management case provides the outline plan for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery. The project will follow the corporate project management guidelines, specifically around governance, reporting and risk management.

3.5.1 Programme management and reporting

The scheme will be an integral part of Barnet Council's Housing and Growth Programme, which comprises a portfolio of projects for the delivery of growth requirements across the Borough.

Broad programme management arrangements are summarised below:



The Project Board will report to the Growth and Regeneration Operations Board (GROB) on a monthly basis, this includes representatives from Barnet Homes and Barnet Council.

3.5.2 Project management arrangements

The project is being managed in line with Barnet Council's project management toolkit and gateway reviews will be held at the completion of each work stage.

The Grahame Park North East Project Board will oversee the development of this programme and monitor progress towards its completion, resolving any issues to ensure a successful outcome. The Project Board comprises of representatives of Barnet Council and Barnet Homes with co-optees who have a vested interest or who may have a significant impact on the project invited to attend, as required. Decision making is consensual where possible and ratified at the Growth and Regeneration Operations Board (GROB) where necessary.

The Grahame Park North East Project Board is broadly responsible for:

- Managing the project budget;
- Setting programme targets, including timescales;
- Overseeing engagement with key stakeholders;
- Providing guidance to delivery teams.

The membership comprises the following:

- Stephen McDonald: Director of Growth, LBB;
- Matin Miah: Assistant Director – Development and Economy, LBB;
- Susan Curran: Head of Housing & Regeneration, LBB;
- Sangita Mistry: Finance Business Partner, LBB;
- Martin Smith: Regeneration Manager, LBB;
- Derek Rust: Director of Growth and Development, Barnet Homes;
- Meera Bedi: Head of Development (New Build), Barnet Homes;
- Susanna Morales, Development Manager (New Build), Barnet Homes.

The project will be split into four gateways as follows:

Gateway 1 – Strategic Outline Case: Feasibility and Options Analysis (RIBA Stage 1) [complete]

Gateway 2 – Outline Business Case: Developed Design (RIBA stages 2-3)

Gateway 3 - Submission of a Planning application (RIBA Stage 3)

Gateway 4 – Full Business Case: Technical Design through Construction to In-Use (RIBA Stages 4-7)

The project is overseen by the Head of Development at Barnet Homes who is responsible for the overall progress and direction of the project, including ensuring the project management protocols are fully adhered to, and documentation are produced and updated, as well as managing the internal supply chain and ensuring the team scope and outputs are fully coordinated.

3.5.3 Notting Hill Genesis

In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour for a regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Ltd (Choices), who are now owned by Notting Hill Genesis (NHG). Via Choices, Notting Hill Genesis are delivering the regeneration of the wider estate under a Principal Development Agreement.

There is a Grahame Park Estate Project Board that sits quarterly comprising representatives from Notting Hill Genesis, Barnet Council and Barnet Homes. This project board monitors progress with the estate regeneration and manages the relationship between the respective parties.

In establishing the proposal for Grahame Park North East, colleagues at Notting Hill Genesis have been consulted and broadly support the proposal for Barnet Council to bring forward the regeneration of plots 1-6 of the proposed site plan.

Joint workshops to review our proposed design and formulate our engagement strategy were held earlier in 2022.

NHG's key concerns relate to:

- Clarity on the red line plan that is subject to be carved out from the Principal Development Agreement
- Impact on S106 contributions of both parties
- Consistent approach to infrastructure across all phases
- Timing of delivery and products coming to market
- The design of the interface of the respective phases
- The impact on the houses they own at Withersmead, which are within phase 2 and currently out of scope

Barnet Council and Barnet Homes are working jointly to ensure these matters are addressed to mutual satisfaction.

The intention is to transfer plots 1-6 to Barnet Council from the Principal Development Agreement by way of a deed of variation. Trowers & Hamlin have been instructed by Barnet Council to commence the drafting in preparation of this.

Maintaining a good relationship with Notting Hill Genesis will be critical to the successful delivery of the site outlined in this business case. A key driver of the project is to ensure the proposed development complements earlier regeneration phases. Notting Hill Genesis may also be able to assist in the decanting of the 54 secure tenants from plots 1-3.

4. Options

In light of the appraisal and viability modelling delivered in the previous stage of work, as well as the prevailing market conditions, the delivery options have been revised as part of this Outline Business Case.

There are three potential options identified at this stage. The next stage of work will focus on refining the best delivery option for the council.

- **Option 1** – Do nothing
- **Option 2** – Council-led delivery
- **Option 3** – Joint venture delivery with a develop partner

Option 1 – Do nothing

This option retains the status quo, whereby the regeneration is delivered by Notting Hill Genesis.

Advantages	Disadvantages
<ul style="list-style-type: none"> • No development risk for the council • HRA funds are used maintaining the obsolete stock 	<ul style="list-style-type: none"> • The regeneration process would not commence for at least 10 years • The existing housing stock requires management and maintenance in that time • This would reduce the council's ability to deliver much-needed additional affordable housing in that time • No improvement to current issues identified on the estate for a protracted period of time • Loss of GLA grant allocation

Option 2 – council-led delivery

This option sees the council bring forward the regeneration of plots 1-6. There are a number of possible mechanisms for this:

1. 100% funded by the Housing Revenue Account (with or without grant)
2. The private tenure being forward-funded by an investor
3. A model whereby a for profit housing association like Sage forward funds the purchase of some or all of the affordable tenures
4. General fund borrowing by Opendoor Homes
5. A combination approach to the above

Advantages	Disadvantages
<ul style="list-style-type: none"> • Regeneration is accelerated delivering the vision for Grahame Park more quickly • Supports the Labour manifesto of 1,000 new social rent homes • council is at the heart of bringing forward the regeneration • Continues the positive relationship with the GLA • Housing assets and land ownership retained by LBB • Increased supply of affordable housing 	<ul style="list-style-type: none"> • The council will need to forward fund some or all of the development using HRA borrowing • Market conditions pose a risk to the success of the project, particularly the open market tenures • GLA conditions of grant

to meet local needs delivered more quickly offsetting General Fund cost pressures	
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Option 3 – Joint venture delivery model with a developer partner

This option sees the council deliver the scheme with a develop partner, either:

1. With a registered provider
2. With a developer partner to fund the private tenure

Advantages	Disadvantages
<ul style="list-style-type: none"> • Regeneration is accelerated delivering the vision for Grahame Park more quickly • Supports the Labour manifesto of 1,000 new social rent homes • council will be part of bringing forward the regeneration • Housing assets and land ownership possibly retained by LBB and/or TBG Open Door Homes • Increased supply of affordable housing to meet local needs delivered more quickly offsetting General Fund cost pressures • Expertise from developer partners / registered providers particularly for delivering the private tenures 	<ul style="list-style-type: none"> • The council may need to forward fund some of the development costs using HRA borrowing • Market conditions pose a risk to the success of the project, particularly the open market tenures • Working with another registered provider may not be agreeable to Notting Hill Genesis

5. Expected benefits

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Benefit 1: Non-financial Strategic objective	<i>Increased housing provision contributing towards Local Plan housing targets</i>	Council	Net increase of 348 homes	Approx 2027/2028	Council	By net increase of new housing	157 existing homes

Benefit 2: Non-financial Strategic objective	<i>Increased choice of housing tenure to address full range of income levels</i>	Barnet residents	New homes will include a mix of affordable and private tenures	Approx 2027/2028	Council	By introduction of new tenures	Existing tenures include leasehold and social rent
Benefit 3: Non-financial Strategic objective	<i>Improved quality of housing raising living standards for residents on the Estate</i>	Local community	100% of new homes built to current regulatory standards	Approx 2027/2028	Council	Compliance with new London Plan and building regulations	N/A
Benefit 4: Non-financial Strategic objective	<i>Improved quality of public realm for use by local residents</i>	Local community	Provision of high quality public open space along with private rear garden space for houses on site. Children's play space. Additional tree planting.	Approx 2027/2028	Council	Net increase in high quality public amenity space	Current public realm
Benefit 5: Non-financial Strategic objective	<i>Physical integration of housing estate with, and improved accessibility to, surrounding areas/neighbourhoods</i>	Local community	Site is accessible by public transport, within walking distance of buses, London Underground and Thameslink. Car parking provided. New vehicular access routes to follow 'spine' of	Approx 2027/2028	Council	Review of local services	Existing provision

			the estate in Phase 2.				
Benefit 6: Non-financial Strategic objective	<i>Increased investment to achieve better quality and cohesive neighbourhood</i>	Local community	The scheme will be designed to complement other phases across the estate.	Approx 2027/2028	Council	Ensure the design is prepared comprehensively with the previous phases	N/A
Benefit 7: Financial Strategic objective	<i>Increased revenue income to the council to fund services</i>	Council / Barnet residents	GLA grant of £22.42m	Approx 2025/2026	Council	Allocation from GLA's Affordable Housing 2021-2026 programme confirmed	N/A
Benefit 8: Financial Strategic objective	<i>Achieve a financial income from the development</i>	Council	This will be subject to viability and treasury management advice. Any surplus will be reinvested into working capital to deliver the project or used as a receipt to the council.	Approx 2027/2028	Council	TBC	TBC
Benefit 9: Financial cashable Cost avoidance	A financial saving will be made through avoided costs, where Temporary Accommodation is not required for 100 families.	Council	£200,000 per annum	Approx 2027/2028	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21

Benefit 10: Financial cashable council tax revenue	Council tax revenue from the 348 net new dwellings.	Council	£2.9m per annum *Estimated	Approx 2027/2028	Council	Calculated on an annual basis using estimated council tax rates	Using council tax rates 2020/21 rates
Benefit 11: Financial cashable	Cost avoidance through not having to carry out some health, safety and compliance works of the homes to be regenerated	Council	£650,000 *Estimated	Approx 2027/2028	Council	Calculated using major works costs	
Benefit 12: Financial cashable Wheelchair cost avoidance savings	A financial saving will be made through avoided costs, where Temporary Accommodation for General Needs Wheelchair Users is not required for 56 families.	Council	£840,000 per annum *Estimated	Approx 2027/2028	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 13: Non-financial Strategic objective	Maintain the supply of social housing provision within the borough through the use of right to buy receipts to contribute towards the construction of replacement homes.	Council / those in housing need	Provides occupation for 207 households	Approx 2027/2028	HRA	Measure occupancy rates	N/A
Benefit 14: Non-financial Strategic objective	Improvements to the existing estate's public realm	Residents / local community	Expected increase in customer satisfaction	Approx 2027/2028	Barnet Homes	Measure resident satisfaction	N/A
Benefit 15: Non-financial Strategic objective	Integrate the proposed additional homes into the existing community through the use of shared estate facilities	Residents / local community	Expected increase in customer satisfaction	Approx 2027/2028	Barnet Homes	Measure resident satisfaction	N/A

Benefit 16: Non financial Strategic benefit	The completed homes will be managed by Barnet Homes, ensuring a one landlord approach across the Estate.	All residents	N/A	N/A	N/A	N/A	N/A
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6. Summary of key risks

A risk assessment has been undertaken and involved the following distinct elements:

- Identifying all the possible business and service risks associated with each option;
- Assessing the impact and probability for each option;
- Calculating a risk score.

This is in line with the LBB corporate Risk Management Strategy, which uses the following matrix score risks:

	Score:		PROBABILITY				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost certain
I M P A C T	5	Catastrophic	5	10	15	20	25
	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Negligible	1	2	3	4	5

	Risk item	Description	Mitigation	Probability	Impact	Risk
1	There is a risk that the prevailing economic market conditions impact on the development delivery model	The housing and construction sector is feeling the pressure of a number of macroeconomic conditions including high interest rates, high levels of inflation and high mortgage rates. It is also projected that house prices will fall in 2023.	Financial appraisal and viability testing is ongoing, including scenario testing and sensitivity analysis. This includes using current valuations and cost data. Market conditions will be closely monitored, as well as market engagement. Mitigations include considering other delivery routes, funding options and subsidy.	4	4	16
2	There is a risk that construction costs will increase and changes in the market will impact the development model	There is significant inflation in the construction tender market at present. The construction market continues to face the challenges and impacts of the Ukraine conflict, major energy cost rises, UK interest rate rises, together with rapidly rising inflation and the issue of revised Building Regulations. Market analysts and commentators continue to report significant cost increases in the second quarter of 2022, albeit there is evidence of materials cost rises slowing. The Consumer Price Index (CPI) increased by 10.1% in the 12 months to July 2022, largely due to the rapidly escalating energy and food prices.	Technical studies and surveys were completed to understand the site constraints and corresponding cost implications. This continues to inform the detailed design, planning and financial analysis. Soft-marketing testing is ongoing and will inform the final proposed delivery model. Monitoring of inflation challenges and tender prices ongoing.	4	3	12
3	There is a risk that other development costs will increase	The financial model includes a number of non-construction costs, which are subject to change depending on the final proposed delivery model.	The budget includes a detailed assessment and projection of other development costs, as well as corresponding risks and risk allowances.	4	3	12

		The Allocations Policy is being revised, which may impact the estimated decant budget.				
4	There is a risk that planning consent is not granted	The planning strategy is to secure a detailed consent for Phase 1 and provide illustrative only concepts for Phase 2.	Pre-planning application meetings have been held with the Local Planning Authority, Highways and the GLA and will be ongoing as the design proceeds. Community engagement has started and is ongoing.	2	2	4
5	There is a risk that the lack of capacity in the HRA makes the scheme financially unviable	The base case was for the HRA to fund the whole of Phase One and forward sell the BTR/LLR elements to an investor (or for market sale if investor demand and/or target pricing does is not achieved).	The base case originally suggested that the HRA has capacity. The HRA is under increasing pressure due to external factors and alternative delivery models are being explored and tested. Modelling is undertaken on an on-going basis to take account of changes e.g. market values, development and construction costs, scale of the scheme, as well as other factors such as PWLB interest rates and other internal projects/pressures within the HRA. Sensitivity analysis will be undertaken further. Mitigations include considering other delivery routes, funding options and subsidy.	4	3	12
6	There is a risk that grant funding is not realised	The GLA have confirmed an allocation of £22m.	The bid for grant from the Affordable Housing Programme 2021-26 has been formally approved, with £22m grant confirmed. Further grant options will be explored as well.	2	2	4
7	There is a risk that the legal structures, tax and vires could become project issues	This is possible given the scale of the scheme, as well as market element.	Further analysis to be undertaken re legal structures, tax implications and/or risks, as well as with potential third-party partner (investment, development and construction).	2	2	4

8	There is a risk that long-term estate and property management does not meet the required standards	The quality of the project will need to satisfy short, medium and long term requirements.	The design considers all aspects of quality and sustainability. From the internal and external design to public realm, efficiency and cost of long-term estate management including management, maintenance, sustainability, life-cycle costs. In addition, socio-economic benefits, housing need and mix. The long-term management and maintenance of this part of the estate will remain with Barnet Homes. Stakeholders have been invited to initial design workshops and will continue to be engaged.	2	2	4
9	There is a risk that the community might not support the project, which would impact successful delivery	A lack of community engagement would affect project delivery. Updated community engagement strategy and work done to date	A community engagement expert (Instinctif) have been appointed to draft a community engagement strategy. To date, this has included: <ul style="list-style-type: none"> Engagement with the most directly affected residents first Themes stakeholder workshops around placemaking, public realm and sustainability Outreach at the Urban Gamez event A drop-in exhibition for the wider community The next stage of work will include further community engagement including: <ul style="list-style-type: none"> Specialist support for residents living in blocks due to be demolished Early engagement Stakeholder meetings At least two community engagement in person exhibitions, the second of which will focus on how the scheme has evolved due to feedback Outreach and door to door engagement 	2	3	6

			<ul style="list-style-type: none"> Resident and stakeholder interactive workshops on key themes such as design, place and community Community newsletters and letters Website with feedback mechanism Promoting engagement via posters in blocks and local social media Further youth engagement via the local schools Engagement with faith groups Joining existing community events Advertising of dedicated enquiry line and email for feedback <p>The engagement plan will follow co-design principles where possible.</p>			
10	There is a risk of saturation of the market, some private tenures may be higher risk than others	The current macroeconomic climate is affecting viability of residential development.	<p>Close monitoring of the market is ongoing, including of local developers and registered providers like Notting Hill Genesis and Home Group at Douglas Bader Estate. Soft market testing with developers and contractors is ongoing. Localised market analysis will be obtained. Different delivery options are being explored.</p>	3	4	12

7. Programme

Stage	Outline Business Case	Full Business Case
	<p>Gateway 2</p>	<p>Gateway 3</p>
Key dates	November 2022	Q4 2023/24
Milestones	<p>Actions completed:</p> <ul style="list-style-type: none"> • RIBA stage 2a design • Technical due diligence started • Soft market testing • Financial appraisal and viability modelling 	<ul style="list-style-type: none"> • Approval to start decant strategy Q4 2022/23 • Variation of the PDA with NHG Q4 2022/23 • Approval to start delivery and procurement strategy Q1 2023/24 • Planning submission made Q4 2023/24

8. Project assurance

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Construction of 505 new homes	Meets London space standards and local Planning criteria	council / Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Improved estate environment for existing residents	Improvements made to parking, refuse areas, internal communal areas and new play areas	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Integrated communities	New dwellings accessed by main thoroughfares, improvements to public realm	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team

9. Dependencies and relationships

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Scheme dependencies are summarised in the table below.

Dependent on	Nature of dependency
Consultation and community engagement	Enhanced consultation strategy proposed to ensure local community involvement and engagement.
Funding proposal	Funding is a mixture of working capital from development partners, GLA grant funding and the Housing Revenue Account (HRA).
Relationship with NHG	NHG are a key stakeholder and their support will be required for the successful delivery of the project.
Relationship with local developers	Particularly in respect of market saturation and local infrastructure, for example Douglas Bader estate.

Planning consent	Reliance on obtaining planning consent for the scheme.
Decant strategy and CPO	Reliance on a robust decant strategy for the existing residents.
Land assembly	Reliance on clean title including ownership and appropriation
Highways	Reliance on the necessary highways applications being made and accepted as required.
Member engagement	Members engagement required throughout the process.

10. Approach to equalities and Equalities Impact Assessment

Barnet Homes is committed to taking a proportionate approach to equalities and considering which groups with protected characteristics are likely to be affected, whether this is a large or small group and the level of impact; nil, minimal or significant.

An Equalities Impact Assessment (EqIA) has been completed and included at Appendix 4. The EqIA concludes that there are minor or no impacts on groups with protected characteristics and there is no negative cumulative impact on all groups.

There are, however, a number of actions that will help mitigate any impacts.

Once all residents have been assessed by the Housing Management team in respect of decanting, we will ensure that people of all ages have the correct support in place, particularly the very young or very old.

Previous workshops highlighted the need for play spaces and equipment to cater for children with disabilities and this will be addressed in the next design stage following further community engagement.

In previous workshops, nursery provision and community facilities especially for young children were raised. This will also be addressed in the next design and further community engagement stages.

We are mindful that some residents may have English as a second language and therefore require translation services. We will provide translation services where necessary to ensure that all residents receive a fair service and encourage community engagement.

As part of our community engagement strategy, we will ensure that all residents are encouraged to join a resident steering group. By having a resident steering group, we can actively encourage residents to get involved and provide suggestions as to the use of the proposed commercial / community spaces.

We have previously invited faith groups to our community engagement events and these groups remain as key stakeholders:

- GPISCO HAWA Peace and United Mosque
- St Margaret Clitherow RC Church
- Jain Centre London
- St John's United Reformed Church
- Living Way Ministries
- Trinity Church

Throughout our community engagement activities, we will canvass opinion amongst women and men who may feel unsafe about parts of the estate during decanting and pre demolition, when there are a higher number of void properties.

As part of the planning application process, the project will be classed as a Major Application for both the Local Planning Authority and the Greater London Authority (GLA). A comprehensive EqlA will be produced in respect of the application.

11. Approach to consultation

Following approval of the Strategic Outline Case in June 2021, Barnet Homes worked with Instinctif Partners to prepare a holistic community engagement strategy.

In November 2021 an interactive workshop between Barnet Homes and Notting Hill Genesis (NHG) was held to ensure co-ordination between both organisations responsible for regeneration across the estate. This was to ensure streamlined communications for residents and to seek feedback on key themes of the proposed regeneration from Barnet Homes and NHG colleagues who work on the ground day to day supporting residents and the community.

Letters were sent to the residents living in the blocks earmarked for demolition in February 2022. The residents have been aware for some time now of the proposed regeneration, but it was imperative that those most impacted were briefed on the updated potential timescales, ask questions and provide feedback. A direct telephone number and email were provided, and residents from these blocks were invited to a drop in event for them only in March 2022.

In April 2022, three themed stakeholder workshops were held on separate dates on the following themes – Place, Landscape and Sustainability. Community groups serving Grahame Park and local community representatives were invited to these. Attendees included Friends of Heybourne Park, Colindale Communities Trust and councillors. The aim of the workshops was to understand aspirations for the project, what is key to maintain, improve or change in the future and discuss how the regeneration might be able to aid the wider estate.

A range of useful feedback was received which helped our architects and project team evolve the initial early-stage plans. Suggestions included:

- Introducing accessible and safe streets
- Supporting more attractive pedestrian routes
- More affordable small community spaces
- Inclusive play for children of all abilities
- Outdoor gyms and activities for older people
- Include a combination of open plan and closed plan homes i.e. kitchens
- Provide secure bike storage

In the summer of 2022 engagement began with the new administration. The proposed project has been shared with them.

During the Urban Games event in August 2022, we undertook an informal survey on key themes linked to the workshops held earlier in the year. This outreach resulted in 40 interviews with residents, again producing extremely helpful feedback to help us tailor the proposal. Key feedback was a desire for the regeneration to be tailored to help tackle loneliness and enable improved facilities for those with children.

In October 2022 a community engagement event for all residents living in Grahame Park was held at unit 15 The Concourse. This served the format of a drop in with some exhibition boards and break out mini workshops. The event was attended by around 35-40 people, a mix of tenants, leaseholders and freeholders from the affected phase and across the estate. Feedback included:

- Happy regeneration is coming forward and wish it was happening sooner
- Residents have been living in a regeneration estate for too long
- Tenants and leaseholders both querying what happens next for them and when, generally wanting to stay in the area
- Sense of pride in the history of the estate and wanting to retain the name "Grahame Park"
- Questioning what improvements are being done to the retained stock
- Concerns about the height of the proposed buildings
- Concerns about the ongoing quality of maintenance of communal gardens
- Issues of safety and security

Overall, the above engagement has helped to significantly shape our thinking on the proposed project.

Future engagement will be more extensive and detailed than what took place relating to the outline businesses case and key themes.

Our proposed draft approach to planning application engagement is outlined below. This approach will be shared with ward councillors, community representatives and

the community for feedback and will be subsequently updated to reflect suggestions when possible.

We believe it is important to co design the planning application with the community and stakeholders (within certain parameters, for example within viability constraints and taking into account the need to be policy compliant) so the following is by no means a final plan.

The following will also adapt and evolve to reflect the council position and guidance on community engagement which is currently being developed.

Our approach will include:

- A commitment to pre planning engagement
- Specific emphasis on the residents whose homes are likely to be decanted and demolished in this project
- Stakeholder meetings and one to ones when needed
- At least two community engagement in person exhibitions, the second of which will focus on how the scheme has evolved due to feedback
- Outreach in person
- Resident and stakeholder interactive workshops on key themes such as design, place and community
- Community newsletters and letters
- Website with feedback mechanism
- Promoting engagement via posters in blocks and local social media
- Further youth engagement via the local schools
- Engagement with faith groups. As well as inviting the faith community to our events we will meet with them at the most convenient locations for them
- Joining existing community events, we will review the full calendar of events for activity on and near the estate and attend these with a pop-up stand when appropriate to share the proposals and seek feedback, following on from the successes of our engagement at the Urban Gamez
- Advertising of dedicated enquiry line and email for feedback

Given that many different languages are spoken on the estate, some materials will be considered for translation.

Following approval of the Outline Business Case, the pre-planning engagement strategy will start again in January 2023 until the planning submission is made (approximately 12-18 months).

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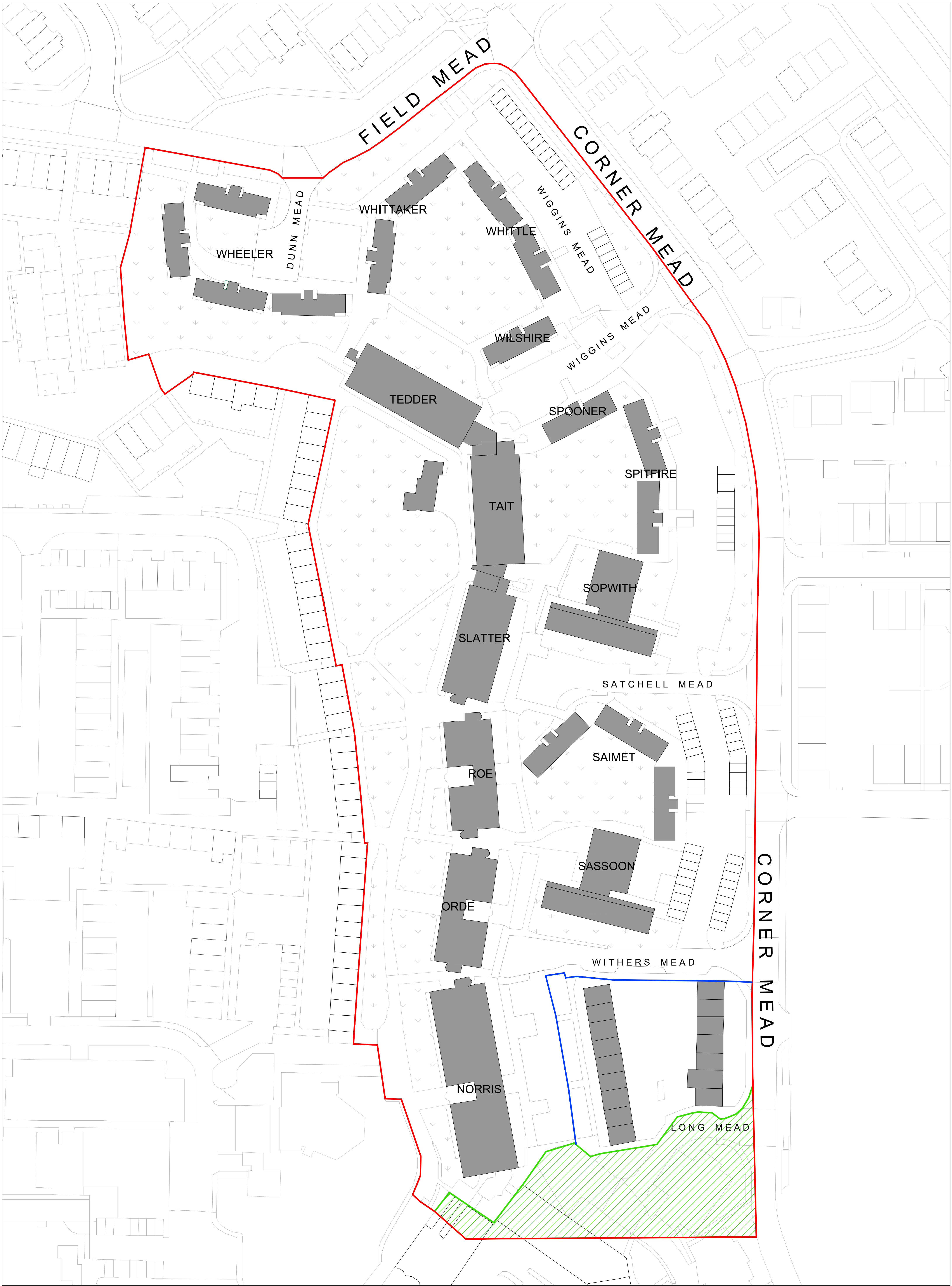
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By signing this document, the signatories below are confirming that they have fully reviewed the Project Brief including Strategic Outline Case (SOC) for xxxxxx project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

Enter the names of the people and their roles who need to sign this document in order to show agreement with the brief's proposal, with space for them to sign it



Rev	Date	Drawn	Description
-	09.04.20	PSM	Initial issue for comment
A	28.04.20	PSM	Amendment to southern boundary to match with Phase 2
B	30.04.20	PSM	Southern boundary options shown
C	02.12.20	PSM	Issue for information

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- Legend
- Boundary Line (indicative)
 - ▨ Boundary Line with Phase 2 land
 - Boundary Line with retained houses

Existing Site Plan
 drawing title
 Barnet Homes / Grahame Park Estate NE Phase 3
 client / project

LBB-GPB_HTA-A_DR_001
 drawing number
 1:500@A1
 scale @ A1

LBB-GPB
 project number

C
 revision
 PSM
 originated by

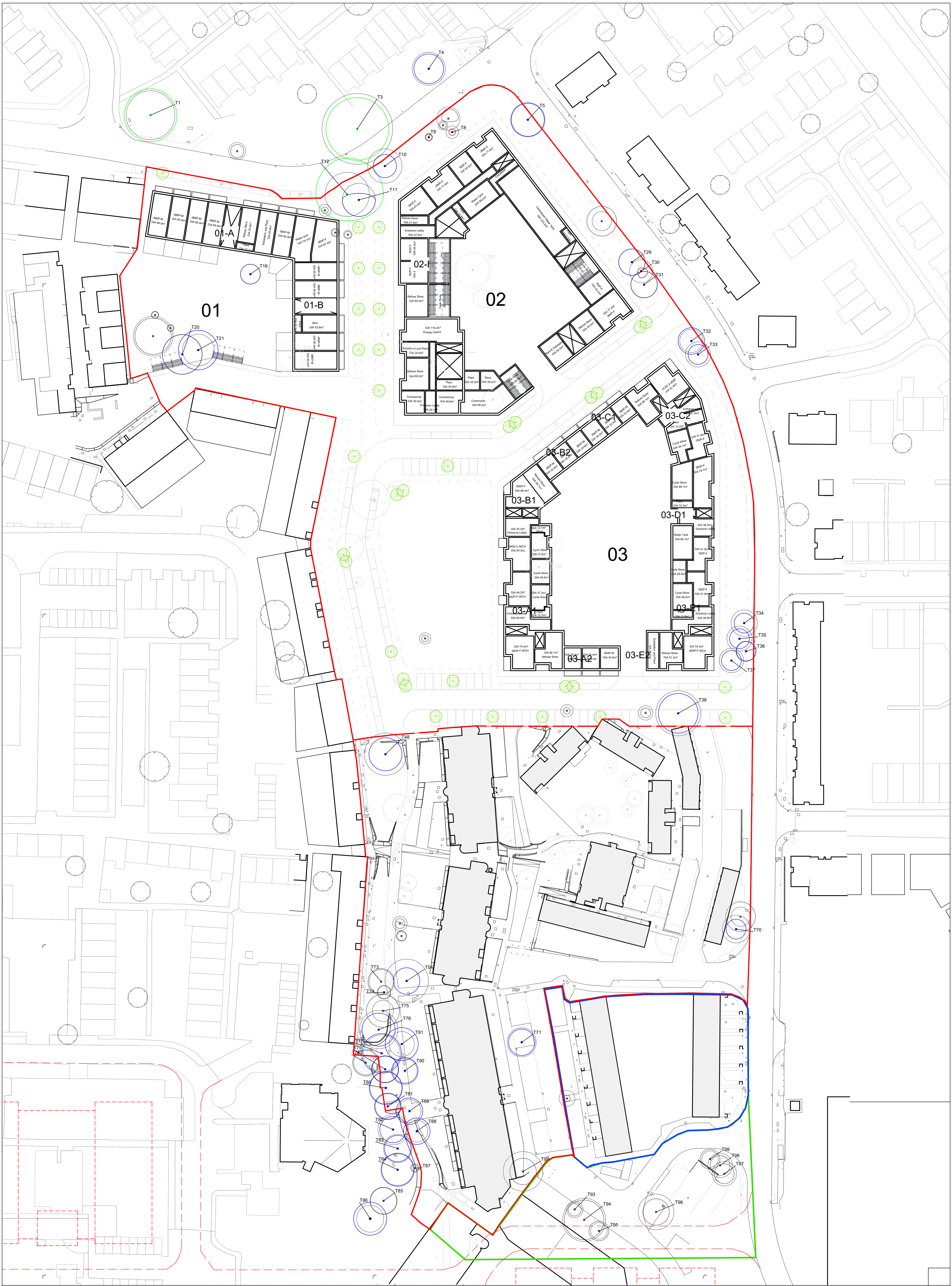


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Rev	Date	Drawn	Description
-	16.03.22	TAS	Work in progress
A	27.04.22	FSM	Stage 2A Issue

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- Legend
- Boundary Line (indicative)
 - Boundary Line with Phase 2 land
 - Boundary Line with retained houses
 - Phase 2 proposed indicative

<p>Proposed Masterplan-Phase 1</p> <p>Barnet Homes / Grahame Park Estate NE Phase 3</p> <p>client / project</p>	<p>LBB-GPB_HTA-A_DR_110</p> <p>drawing number</p> <p>1:500@A1</p> <p>scale @ A1</p> <p>LBB-GPB</p> <p>project number</p> <p>TAS</p> <p>originated by</p>	<p>—</p> <p>revision</p>
<p>STAGE 2A</p> <p>status</p>		
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Equalities Impact Assessment (EqIA)

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff¹. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010². They help us make good decisions and evidence how we have reached them.³

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA⁴.

Other key points to note:

- Full guidance notes to help you are embedded in this form – see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqIA

Title of proposal ⁵	Graham Park North East
Name and job title of completing officer	Cheryl Scott, Senior Project Manager
Head of service area responsible	Susanna Morales, Development Manager and Meera Bedi, Head of Development – New Build Team
Equalities Champion supporting the EqIA	
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
Representative (s) from external stakeholders	Deborah Beckford, Senior Community Engagement Officer and Kelly Edwards, Instinctif

2. Description of proposal

Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service <input type="checkbox"/>	Review of Policy /strategy / function / procedure / service <input type="checkbox"/>
Budget Saving <input checked="" type="checkbox"/>	Other <input checked="" type="checkbox"/>
If budget saving, please specify value below: Grahame Park is undergoing improvement and compliancy and essential health and safety improvement works being carried out by our Property Services Team. By bringing forward the regeneration of plots 13-16, there could be savings against these works costs.	If other please specify below: New Build development project on behalf of the London Borough of Barnet.

<p>The New Build team will work with Property Services to produce a detailed programme that will identify the sequence of decanting and demolition to identify any savings in the future.</p>	
<p><i>Please outline in no more than 3 paragraphs⁶:</i></p> <p>The Grahame Park North East project encompasses plots 13-16 of the original Grahame Park Estate Masterplan. The masterplan was approved in 2004, securing outline planning consent. The site is approximately 4.06ha, it is bounded by Field Mead to the north and Corner Mead to the east. There are currently 157 existing homes within this phase, with 20 leaseholders and 137 tenants.</p> <p>The Strategic Outline Case for the project was approved by the Housing & Growth Committee in June 2021. This approval enabled Barnet Homes to progress the design ahead of a planning submission and to start engaging with the local community. See report here: https://barnet.moderngov.co.uk/documents/s65214/Strategic%20Outline%20Case%20for%20the%20Regeneration%20of%20Part%20of%20Grahame%20Park%20Estate%20by%20Barnet%20Council.pdf</p> <p>Barnet Homes has now completed a RIBA stage 2a design study, assessed the site constraints, started community engagement and commenced financial appraisal and viability modelling. This shows there is the capacity to develop 505 homes in this phase. The aim is for a policy compliant, sustainable and good quality housing development. All of the strategic aims are in line with the Barnet Plan 2021-2025 and the Barnet Growth Strategy 2019-30.</p> <p>As part of the planning application process, the project will be classed as a Major Application for both the Local Planning Authority and the Greater London Authority (GLA). A comprehensive EqIA will be produced in support of the application.</p>	

3. Supporting evidence

What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis

	What does the data tell you⁷? <i>Provide a summary of any relevant demographic data about the borough's population from the <u>Joint</u></i>	What do people tell you⁸?
Protected group		

	<i>Strategic Needs Assessment, or data about the council's workforce</i>	<i>Provide a summary of relevant consultation and engagement including surveys and other research with stakeholders, newspaper articles correspondence etc.</i>
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<p>Age⁹</p>	<p>Potential issues concerning rehoming elderly residents.</p> <p>For elderly residents living near the site, there could be an impact from noise and construction traffic if the project proceeds.</p> <p>Elderly leaseholders who are owner occupiers may not have the ability to secure a mortgage or access additional funds if the compensation payable is not sufficient to acquire a property in the locality.</p>	<p>Our Housing Management Team will assess each individual resident and ensure support is in place for those with mobility issues and general anxiety that could be caused by moving.</p> <p>Whilst our surveys taken at the Urban Gamez event in August was not age specific, we feel issues around safety and mental health are likely to affect people of all ages.</p> <p>The need to have community spaces that are inclusive and welcome the elderly in the proposed scheme was highlighted at the previous workshop.</p> <p>We will establish further details once our Housing Management Team have had the opportunity to assess all residents for re-housing. Housing Management will deliver a Decant Strategy that will address all housing options available to residents irrespective of tenure.</p> <p>Leaseholders will be assisted in looking for suitable alternative accommodation and by applying CPO rules the additional 10% plus disturbance will hopefully assist in providing an increased budget. We will also be investigating equity share options together with the possibility of making retained stock available. We will have a named officer and the leaseholders will have access to independent advice to explore all options</p>
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Disability ¹⁰	Tenants/leaseholders in existing homes adapted for specific needs may have concerns about access to homes that meet their needs.	Our decanting / acquisitions policy will need to address moving to homes with adaptations that accommodate those with Disabilities. The decant policy must ensure via the housing needs application process that all future housing needs are accommodated. Compensation to leaseholders will need to reflect the cost of adaptations Previous workshops highlighted the need for play spaces/equipment to cater for children with disabilities and this will be addressed in design following further community engagement.
Gender reassignment ¹¹	No Foreseen impacts	None identified during the previous consultations
Marriage and Civil Partnership ¹²	No Foreseen impacts	None identified during the previous consultations
Pregnancy and Maternity ¹³	<p>Site logistics at the time of decanting and commencing works that include demolition could impact those with small children as well as those who are pregnant.</p> <p>Concerns regarding noise, dust and general disruption are common in regeneration estates.</p> <p>Prior to any works commencing we have a statutory duty to approve a method statement that sets out the controls in place for managing noise, dust, and any construction traffic.</p> <p>The appointed contractor will be required to employ a Resident Liaison Officer who will work with residents, report complaints, and ensure that the site works run to strict controls.</p>	In previous workshops, nursery provision and community facilities especially for young children were raised – this will be addressed in the design and further community engagement.

	<p>In addition, Barnet Homes will also have a project management role and regularly update residents on programme and encourage residents to provide feedback on any concerns on site.</p> <p>A key objective of the community engagement strategy is to encourage residents to form a steering group specific to GPNE and work closely with officers throughout the process.</p>	
<p>Race/ Ethnicity¹⁴</p>	<p>Graham Park has a large BME community and large Muslim community who currently use some community buildings for prayers on Fridays.</p>	<p>We are mindful that some residents may have English as a second language and therefore require translation services.</p> <p>As part of our community engagement strategy, we will ensure that all residents are encouraged to join a resident steering group.</p> <p>By having a resident steering group, we can actively encourage residents to get involved and provide suggestions as to the use of the proposed commercial / community spaces.</p> <p>We will also provide translations services when required – to ensure that all residents receive a fair service and encourage community engagement.</p> <p>Our Housing Management Team when assessing applicants for re-housing will need to be aware of members of the community that live in a close-knit environment and may rely on others in the community for support.</p>

<p>Religion or belief¹⁵</p>	<p>As stated, Grahame Park has a large Muslim population that use facilities in The Concourse for Friday prayers and community activities</p>	<p>Whilst NHG will be re developing the Concourse, our Community Engagement Strategy will be inclusive, we will also work with NHG on a range of community initiatives that are available to the entire estate.</p> <p>We have previously invited faith groups to our community engagement events and these groups remain as key stakeholders:</p> <ul style="list-style-type: none"> • GPISCO HAWA Peace and United Mosque • St Margaret Clitherow RC Church • Jain Centre London • St John's United Reformed Church • Living Way Ministries • Trinity Church
<p>Sex¹⁶</p>	<p>No foreseen impacts however we are mindful of issues around health and safety and drug use on the estate, this can be exacerbated during decanting and demolition.</p>	<p>We will take advice from our Housing Management colleagues on how to manage void properties.</p> <p>We will engage with the local police / safer neighbourhood teams.</p> <p>Our engagement strategy is inclusive and includes sufficient outreach to ensure girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), lone parents and parents on low incomes can be engaged.</p>
<p>Sexual Orientation¹⁷</p>	<p>No foreseen impacts</p>	<p>None identified during the previous consultations</p>

Other relevant groups¹⁸	None identified during the previous consultations	<p>Site logistics may affect access into homes.</p> <p>Noise levels, construction traffic and residents moving can impact the vulnerable.</p> <p>This will be addressed in the contractor's risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p>
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4. Assessing impact What does the evidence tell you about the impact your proposal may have on groups with protected characteristics ¹⁹ ?					
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction? Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	

Age	<ul style="list-style-type: none"> - Our engagement strategy includes methods of engaging with people of all ages, in particular children and young people, older people and carers, looked after children and young people leaving care. - We will only work with contractors / suppliers that are signed up to the Considerate Contactors Scheme. - Planning conditions will limit the amount of time specific works can take place. - The appointed contractor will deliver health and safety polices and will be required to produce a method statement of works. - The contractor will be required to employ a Resident Liaison Officer who is available to residents during working hours. - All temporary paths and or temporary construction will be subject to Barnet Homes approvals. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<ul style="list-style-type: none"> - Our engagement strategy aims to include people with all abilities and disabilities. - We will only work with contractors / suppliers that are signed up to the considerate contactors scheme and must take account and mitigate against noise, pollution, hazards, waste management and ensure full consideration for those living amongst construction works - Planning conditions will limit the amount of time specific works can take - The appointed contractor will deliver health and safety polices and will be required to produce a method statement of works - The contractor will be required to employ a Resident Liaison Officer who is available to residents during working hours <p>All temporary paths and or temporary construction will be subject to Barnet Homes approvals</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	No foreseen impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Marriage and Civil Partnership	No foreseen impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and Maternity	<p>Children will be considered in all aspects of the engagement and design process.</p> <p>Site logistics may affect mobility around the estate or to clear exit routes.</p> <p>This will be addressed in the contractor's risk assessment and health and safety plans. These are reviewed by health and safety consultants.</p> <p>The contractor will provide safe temporary paths and access ways to ensure no hazards are present</p> <p>The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.</p> <p>Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions</p> <p>A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with residents and stakeholders.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race/ Ethnicity	<p>May be affected in terms of communications and language barrier.</p> <p>Survey residents for language preferences at start of project to ensure translations are provided where necessary.</p> <p>Support needs of the BME community will need to be considered in the forthcoming Allocations Policy and Decanting Strategy</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	No foreseen impacts however we work with NHG and ensure a consistent community engagement strategy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sex	We will canvass opinion amongst women who may feel unsafe about parts of the estate during decanting and pre demolition	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	No foreseen impacts however we want to ensure full representation of all groups with respect to forming a resident steering group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

5. Other key groups Are there any other vulnerable groups that might be affected by the proposal? <i>These could include carers, people in receipt of care, lone parents, people with low incomes or unemployed</i>	Positive impact	Negative impact		No impact
		Minor	Major	

Key groups	Carers				
	People with mental health issues				
	Site logistics may affect access into homes.				
	Site logistics may be noisy and cause distress for some vulnerable residents.				
	This will be addressed in the contractor’s risk assessment and health and safety plans. These are reviewed by health and safety consultants.				
	The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions				
	A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with residents and stakeholders.				
	Our Community Engagement Strategy will seek to identify key stakeholders who work in health and wellbeing in order that Barnet Homes can assist with sign posting residents to a range of support services.				

6. Cumulative impact²⁰
 Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes No

--

7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures ²¹ <i>If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.</i>	Monitoring ²² <i>How will you assess whether these measures are successfully mitigating the impact?</i>	Deadline date	Lead Officer
Age, disability, race					

8. Outcome of the Equalities Impact Assessment (EqIA)²³

Please select one of the following four outcomes

Proceed with no changes

Proceed with adjustments

Negative impact but proceed anyway

Do not proceed

Reasons for decision

Sign-off

9. Sign off and approval by Head of Service / Strategic lead ²⁴	
Name	Job title
<input type="checkbox"/> Tick this box to indicate that you have approved this EqIA	Date of approval:
<input type="checkbox"/> Tick this box to indicate if EqIA has been published Date EqIA was published: Embed link to published EqIA:	Date of next review:

Footnotes: guidance for completing the EqIA template

¹ The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- **Timeliness:** the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- **Review:** the equality duty is a continuing duty – it continues after proposals are implemented/reviewed.
- **Proper Record Keeping:** we must keep records of the process and the impacts identified.

² Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give ‘due regard’ (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact:** if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- **Promote equality of opportunity:** by
 - Removing or minimising disadvantages suffered by people with a protected characteristic
 - Taking steps to meet the needs of these groups
 - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who don’t:** e.g. by promoting understanding.

³ EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact – e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

⁴ When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy

-
- When making changes that will affect front-line services
 - When amending budgets which may affect front-line services
 - When changing the way services are funded and this may impact the quality of the service and who can access it
 - When making a decision that could have a different impact on different groups of people
 - When making staff redundant or changing their roles

Wherever possible, build the EqIA into your usual planning and review processes.

Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide not to complete an EqIA you should document your reasons why.

⁵ **Title of EqIA:** This should clearly explain what service / policy / strategy / change you are assessing.

⁶ **Focus of EqIA:** A member of the public should have a good understanding of the proposals being assessed by the EqIA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason for the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

⁷ **Data & Information:** Your EqIA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqIA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?

-
- Is the service having a positive or negative effect on particular people or groups in the community?

⁸ What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB [Consultation and Engagement toolkit](#) for full advice or contact the Consultation and Research Manager, rosie.evangelou@barnet.gov.uk for further advise

⁹ Age: People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.

¹⁰ Disability: When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.

¹¹ Gender Reassignment: In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.

¹² Marriage and Civil Partnership: consider married people and civil partners.

¹³ Pregnancy and Maternity: When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.

¹⁴ Race/Ethnicity: Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.

¹⁵ Religion and Belief: Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.

¹⁶ Sex/Gender: Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.

¹⁷ Sexual Orientation: The Act protects bisexual, heterosexual, gay and lesbian people.

¹⁸ Other relevant groups: You should consider the impact on our service users in other related areas.

¹⁹ Impact: Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:

- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.

-
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.
 - Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
 - Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
 - Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
 - Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
 - If there are likely to be different impacts on different groups, is that consistent with the overall objective?
 - If there is negative differential impact, how can you minimise that while taking into account your overall aims?
 - Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
 - Does it relate to an area where equality objectives have been set by LBB in our [Barnet 2024 Plan](#) and our [Strategic Equality Objective](#)?

²⁰ **Cumulative Impact**

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

²¹ **Mitigating actions**

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

²² **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

²³ **Outcome:**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

²⁴ **Sign off:** You will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.

**London Borough of Barnet
Housing & Growth Committee
Forward Work Programme
2022/2023**

Contact: Allan Siao Ming Witherick (Governance) allan.witherick@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Author/owner
16 November 2022			
Brent Cross Update – <i>Quarterly</i>	To receive an update on the Brent Cross Programme and take such decisions as are required.	Director of Growth (<i>c/o Luke Ward</i>)	Luke Ward
Annual Housing and Growth Committee Business Planning Report	To consider and review savings and pressures proposals	Executive Director of Resources (<i>c/o Nick Stylianou</i>)	Nick Stylianou
Month 6 Housing & Growth Outturn Report	To Note the Month 6 Financial Position for the services within the remit of the Housing & Growth Committee.	Deputy Chief Executive (<i>c/o Cath Shaw</i>) Executive Director of Resources (<i>c/o Anisa Darr</i>)	Nick Stylianou/ Gary Hussein
Fire Safety Update	To receive progress updates on the Fire Safety Programme.	Deputy Chief Executive (<i>c/o Cath Shaw</i>)	Alaine Clarke
Quarter 2, 2022/23 performance report for Re and The Barnet Group services	To review and note the performance of Re and The Barnet Group services that fall under the remit of this committee.	Director of Commercial & Customer Services / Head of Commercial Management Programmes, Performance & Risk (<i>Cath Shaw</i>)	Alaine Clarke

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Author/owner
<p>Housing Revenue Account & GLA funded (programme) Scheme</p> <p>A. Coppetts Road FBC (Full Business Case) APPENDIX</p> <p>B. The Grange FBC APPENDIX</p> <p>C. Broadfields FBC APPENDIX</p>	<p>To note and approve the Full Business Case.</p> <p>1 paper x 3 Decisions (recommendations)</p>	<p>Director of Growth / Group Director, Growth & Development - Barnet Homes (c/o Derek Rust)</p>	<p>Tom Metcalf & Susanna Morales</p>
<p>Large Panel System Block Analysis Strategic Outline Case (Including EXEMPT)</p>	<p>To approve the strategic outline case for remedial works to large panel system blocks.</p>	<p>Director of Growth, LBB and Group Director, Growth & Development - Barnet Homes - The Barnet Group (c/o Susan Curran / Derek Rust)</p>	<p>Trisha Boland/ Susanna Morales</p>
<p>Grahame Park North-East (Including EXEMPT)</p>	<p>To note and approve the Outline Business Case.</p>	<p>Director of Growth, LBB and Group Director, Growth & Development - Barnet Homes - The Barnet Group (c/o Susanna Morales)</p>	<p>Susanna Morales</p>
<p>Housing Revenue Account Business plan update</p>	<p>To approve the updated HRA Business plan.</p>	<p>Deputy Chief Executive (c/o Shaun McLean)</p>	<p>Shaun McLean</p>

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Author/owner
17 January 2023			
Housing & Growth Priorities Update	To provide a progress update on delivery of Housing & Growth Priorities. This may include reports 'to note'.	Director of Growth (<i>c/o Susan Curran/Jamie Robinson</i>)	Susan Curran
Appendix: Fire Safety Update	To receive progress updates on the Fire Safety Programme.	Deputy Chief Executive (<i>c/o Elaine Clarke</i>)	
Month 8 Housing and Growth Outturn Report	To note the Month 8 Financial Position for the services within the remit of the Housing and Growth Committee.	Deputy Chief Executive (<i>c/o Cath Shaw</i>) Executive Director of Resources (<i>c/o Anisa Darr</i>)	Nick Stylianou/ Gary Hussein
1000 Homes	To set out how manifesto priority will be delivered	Director of Growth (<i>c/o Susan Curran</i>)	Susan Curran
Homelessness and Rough Sleeping Report	To seek Members input into the Homelessness and Rough Sleeping Strategy process.	Group Director, Growth & Development - Barnet Homes Deputy Chief Executive (<i>c/o Derek Rust</i>)	Laura Giles
Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation rents for 2023/24	To recommend the proposed charges to Council dwelling rents and services charges including temporary accommodation rents, to take effect from 1 April 2023.	Group Director Resources / Group Director Property and Resources - The Barnet group (<i>c/o Derek Rust</i>)	Laura Giles

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Author/owner
Housing Allocations Scheme	To review and approve options paper.	Deputy Chief Executive (<i>c/o Laura Giles/Susan Curran</i>)	Laura Giles
Tenancy Strategy	To approve draft for public consultation	Deputy Chief Executive (<i>c/o Laura Giles</i>)	Laura Giles
Private Housing Sector	To approve commencement of a new public consultation in relation to proposed revisions to the councils policy on delivering discretionary grant aid to elderly, vulnerable and disabled people resident in the borough	Director of Growth (<i>c/o Susan Curran/Jamie Robinson</i>)	Christopher James
<i>Annex: Private Sector Housing - Disabled Grants Facility</i>	<i>To update on consultation and get approval to proceed action to April-23</i>	Deputy Chief Executive (<i>c/o Christopher James</i>)	Christopher James
<i>Annex: Private Sector Housing Financial Assistance Policy Consultation</i>	<i>To approve commencement of a new public consultation in relation to proposed revisions to the councils policy on delivering discretionary grant aid to elderly, vulnerable and disabled people resident in the borough.</i>	Deputy Chief Executive (<i>c/o Christopher James</i>)	Christopher James
Whitings Road & Moxon Street Outline Business Case	To note and approve the Outline Business Case.	Group Director, Growth & Development - Barnet Homes (<i>c/o Susanna Morales</i>)	

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Author/owner
Cricklewood	To approve new town centre pocket park business case.	Director of Growth (<i>c/o Jamie Robinson</i>)	(Ryan Man) Ravinder Dhanjal
Brent Cross Update	To receive an update on the Brent Cross Programme and take such decisions as are required.	Director of Growth (<i>c/o Luke Ward</i>)	
The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 The Energy Efficiency (Private Rented Property) Regulations 2015	To be confirmed.	Director of Growth (<i>c/o Susan Curran</i>)	Susan Curran
Care Homes	To be confirmed.	Assistant Director, Estates and Acquisitions & Capital Strategy (<i>c/o Chris Smith</i>)	Uzma Ali / Matt Waters
23 March 2023			
Private Sector Housing Financial Assistance Policy	To review results of public consultation and approve changes to the grants scheme for discretionary	Deputy Chief Executive (<i>c/o Christopher James</i>)	Christopher James
Brent Cross Update	To receive an update on the Brent Cross Programme and take such decisions as are required.	Director of Growth (<i>c/o Luke Ward</i>)	
Selective Licensing	To receive the post property licensing consultation report	Deputy Chief Executive (<i>c/o Belinda Livesey</i>)	Belinda Livesey

Title of Report	Overview of decision	Report Of (officer)	Author/owner
Housing & Growth Priorities Update	To provide a progress update on delivery of Housing & Growth Priorities. This may include reports 'to note'.	Director of Growth (c/o Susan Curran/Jamie Robinson)	
Appendix: Fire Safety Update	To receive progress updates on the Fire Safety Programme.	Deputy Chief Executive (c/o Alaine Clarke)	
Quarter 3, 2022/23 performance report for Re and The Barnet Group services	To review and note the performance of Re and The Barnet Group services that fall under the remit of this committee	Director of Commercial & Customer Services / Head of Commercial Management Programmes, Performance & Risk	Alaine Clarke
Housing Revenue Account(HRA) Business Plan update	To approve the updated HRA Business plan.	Group Director Resources - The Barnet group (c/o Shaun McLean)	
Barnet Homes Annual Delivery Plan 2023/24	To approve the annual Barnet Homes delivery Plan	Group Director of Operations & Property - The Barnet Group (c/o Elliott Sweetman)	
Housing Strategy and Homelessness and Rough Sleeping Strategy	To approve drafts for public consultation.	Deputy Chief Executive (c/o Laura Giles/Susan Curran)	Laura Giles

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