

MEETING

ASSETS, REGENERATION AND GROWTH COMMITTEE

DATE AND TIME

THURSDAY 17TH MARCH, 2016

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Daniel Thomas

Vice Chairman: Gabriel Rozenberg

Richard Cornelius
Philip Cohen
Shimon Ryde

Pauline Coakley Webb
Geof Cooke

Rohit Grover
Nagus Narenthira

Substitute Members

Tom Davey
Paul Edwards

Ross Houston
Alison Moore

Val Duschinsky
Caroline Stock

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Wednesday 25th November at 10AM. Requests

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

Andrew Charlwood – Head of Governance

Governance Services contact:

Sheri Odoffin: 0208 359 3104, Email: sheri.odoffin@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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|--------------------|
| DECIDES ARE URGENT |
|--------------------|

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Decisions of the Assets, Regeneration and Growth Committee

30 November 2015

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)
Councillor Gabriel Rozenberg (Vice-Chairman)

| | |
|--|---|
| Councillor Richard Cornelius Councillor Pauline Coakley Webb Councillor Philip Cohen Councillor Geof Cooke | Councillor Rohit Councillor Nagus Narenthira Councillor Shimon Ryde |
|--|---|

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED – that the minutes of the meeting held on 16th March 2015 be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

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

None.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Mr Esmond Rosen, Chair of the Barnet Multi Faith Forum made public comments in support of item 9 Tarling Road Community Hub. Members were invited to ask questions and were asked. The Chairman thanked Mr Esmond for his contributions on the project.

Ms Jasmin Parsons made public comments in relation to the development proposals on the agenda at the meeting. Comments were with reference to item 12 - Housing Development Pipeline, item 13 - Grahame Park Development Project and item 14 - Brent Cross Cricklewood Project. Members asked questions following the comments which Jasmin Parsons answered.

6. MEMBERS' ITEMS (IF ANY)

The Chief Operating Officer provided a verbal update and noted that Councillor Cooke had received a briefing from officers to explain the legal position prior to the meeting. Councillor Cooke confirmed that this had been useful in clarifying the issues he had raised in his item. The Chief Operating Officer agreed to provide any further information required outside the meeting.

Having considered the Member's Item, the Committee **RESOLVED** that:

- **That the members item was noted.**
- **The request for contextual information was minuted and provided.**
- **The general feeling of dissatisfaction with the level of information provided was noted.**
- **Additional information is provided outside the meeting.**

7. ENTREPRENEURIAL BARNET - ANNUAL UPDATE

The Chairman introduced the report and noted for Committee that a correction was made to the end of paragraph 3.4.16 of the Officer's report which should have read "2016" instead of 2026. He also commented that this project is in its early stages and that updates will be reported to Committee. Aspects to be reported on in future include an Online Portal and procurement criteria.

Members welcomed the report and discussed the need for better coordinated support for small businesses, clarity on Business Rate Relief, the need for support for Town Centre and small businesses and the provision of useful and updated information on Barnet' Council's business website pages.

Following discussion and consideration of the item the Chairman moved to a vote on the report recommendations. The committee therefore:

RESOLVED

- 1. That the Committee noted the progress of Entrepreneurial Barnet to date.**
- 2. That the Committee noted the forward work plan set out on page 18 and that additional items would be identified for incorporation into the project in the future or to be reported to a future meeting.**

8. DAWS LANE COMMUNITY HUB - STRATEGIC OUTLINE CASE

Members requested that the key terms of the lease were to be presented to ARG Committee in March. Following discussion, the Chairman welcomed the project and praised all involved for the hard work done to date and then moved to a vote on the report recommendations.

It was **RESOLVED** that Committee:

- 1. Approved Option 3 of the Strategic Outline Case for the Daws Lane Community Hub including:**
 - a. The proposed approach and costs to facilitate a design prior to provisional head of terms agreement with a community organisation;**

b. Any leasehold arrangements to potential management organisations will be predicated on a business case outlining the management and funding of the facility and to report back to ARG in March 2016.

2. Approved the budget outlined in the report subject to a capital needs bid to be agreed at the Council's Policy and Resources Committee. This would be conditional on external funding being sought to mitigate the financial impact.

9. TARLING ROAD COMMUNITY HUB

The Chairman introduced the item and invited Councillor Arjun Mittra to speak as he had requested to address the committee on this item. Councillor Mittra informed Members that correct options for the new centre were being sought involving re-use of the Old Barn and a base for the Somali Bravenese organisation. He said work was taking place to widen the consultation to increase local resident, awareness and involvement. Key was ensuing that there is a robust management structure in place for the centre.

Members requested that the key terms of the lease were to be presented to ARG Committee in March.

Following discussion on the item,

It was **Resolved** that Committee:

- 1. Approved of the proposed Business Case for the Tarling Road Community Hub.**
- 2. Awarded the delegation of authority for the Tarling Road Community Hub Construction tender and use of identified contingency to the Chief Operating Officer in consultation with the Chairman of the Assets Regeneration and Growth Committee.**
- 3. Requested a report back on the lease arrangements to ARG Committee in March 2016.**
- 4. Ward Members are to be consulted on the proposals.**

10. YOUTH ZONE

The Chairman introduced the item and Members discussed the report. Councillor Cooke asked for special consideration to be given to the security requirements for the site, especially the Booth Road access and accesses under the railway which should have adequate lighting and security. Councillor Cooke asked that any potential flooding risks are considered. Councillor Grover wanted adequate day time use of the facility to be considered and to have a commitment to develop a good workforce for the service.

Following discussion on the item, the Chairman moved to a vote on the report recommendations.

It was **RESOLVED** that the Committee:

1. **Approved the preferred location, Montrose Playing Field, is the most suitable site for Barnet Youth Zone, allowing OnSide ('the developer') to move the project forward.**
2. **Agreed the core principles outlined as a framework for developing the lease agreement between the Council and on OnSide for Barnet Youth Zone.**
3. **Agreed to delegate to the Chief Operating Officer in consultation with the Chairman of the Assets Regeneration and Growth Committee authority to take subsequent decisions in the best interests of the Council to settle the detailed terms of the proposed lease with OnSide with the final terms of that lease being submitted to a future Assets Regeneration and Growth Committee for final approval.**

11. 30A, 30B, 30C, ALEXANDRA ROAD N10 - APPROPRIATION OF THE LAND TO THE COUNCIL'S HOUSING REVENUE ACCOUNT

The Chairman introduced the item regarding the appropriation of land and premises held in the Council's Housing Revenue Account.

Following discussion on the item, the Chairman moved to a vote on the report recommendations.

It was **RESOLVED** that Committee:

Approved the decision to appropriate the land and premises comprising 30a,b,c, Alexandra Road as set out in Appendix 1 for housing use and thereafter to be held in the Council's Housing Revenue Account.

12. HOUSING DEVELOPMENT PIPELINE - BARNET HOMES

The Chairman introduced the item. Following discussion of the item, the Chairman moved to a vote on the recommendations below:

It was **RESOLVED** that Committee:

1. **Approved the proposals set out in this report to develop new affordable homes for rent on existing housing land owned by the Council through Barnet Homes.**

2. **Noted expenditure of up to £2.1m from the Council’s Housing Revenue Account (HRA), the costs to achieve planning consents for approximately 120 affordable homes.**
3. **Noted that a further report will be put forward in March 2016 with details of proposed sites for development on Council owned housing land following consultation with ward councillors and local residents.**

13. GRAHAME PARK: VARIATION TO PRINCIPAL DEVELOPMENT AGREEMENT IN RESPECT OF PLOT 8.

The Chairman introduced the item and confirmed with Members that this project relates to the compensation only and that a Supplementary Planning Document would be coming to P&R for decision.

Following discussion of the item, the Chairman moved to a vote on the recommendations below:

It was **RESOLVED** that Committee:

1. **Approved the proposal to vary the Principal Development Agreement and the loan facility agreements in accordance with the terms outlined in this report and following approval of the Council’s capital programme and loan write off at Policy and Resources committee in December 2015.**
2. **Authorised the Commissioning Director Growth and Development in consultation with the Chairman of the Committee to agree the detail of the amendments to the Principal Development Agreement and related commercial documentation.**

Votes were recorded as follows:

| | |
|---------|---|
| For | 5 |
| Against | 0 |
| Abstain | 4 |

14. BRENT CROSS CRICKLEWOOD PROJECT UPDATE

The Chairman introduced the item which was presented by officers. Councillor Cooke questioned the possibility of involvement in the design of the Network Rail Station. Councillor Ryde informed the committee that the Brent Cross Scheme had received specific mention in the Spending Review. Following discussion, the Chairman moved to a vote on the report recommendations.

It was **RESOLVED** that Committee:

- 1 A) **Approved the terms for the amendments to the Brent Cross property Development Agreement and Co-operation Agreement as set out in the Exempt Report;**
- B) **Authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Property Development Agreement and Co-operation Agreement and any required subsequent changes in the associated commercial documentation.**
- 2 **Noted progress on land acquisitions within the CPO red line boundary and that the CPO Inquiry for Brent Cross Cricklewood CPO1 and Brent Cross Cricklewood CPO 2 is scheduled for 17 May - 17 June 2016.**
- 3 **Approved the Brent Cross South Joint Venture Structure that will inform the Project Agreement and documentation necessary to form the Brent Cross South Joint Venture.**
- 4 **Noted the establishment of the Shadow Joint Venture Board and give approval for the terms of reference for Shadow Shareholder Board for the Brent Cross South Joint Venture to be drawn up including a process for appointing Members for agreement at the next practicable meeting of the Council.**
- 5 **Noted progress on the Thameslink Station project, in particular the station design and funding strategy.**

15. BUSINESS PLANNING

The Chairman introduced the item following which, the he moved to a vote on the report recommendations.

It was **RESOLVED** that Committee;

1. **Noted the financial target of £10.1m set by Policy and Resources Committee in June 2014;**
2. **Noted the additional financial target of £3.7m;**
3. **Recommended the savings programme as set out in Appendix A to Policy and Resources Committee;**
4. **Recommended the capital investment priorities set out in Appendix B to Policy and Resources Committee;**
5. **Agreed to public consultation on the priorities and revised savings proposals contained within this report commencing immediately following the Policy and Resources Committee on 16 December 2015, before the Policy and Resources committee are asked to approve the final priorities and savings proposals on 16 February 2016.**

16. COMMITTEE FORWARD WORK PROGRAMME

The Chairman introduced the item, following which Members noted the report.

17. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

18. MOTION TO EXCLUDE THE PRESS AND PUBLIC

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

19. EXEMPT - BRENT CROSS CRICKLEWOOD PROJECT UPDATE

The Chairman introduced the item and members received a presentation on the report. There was interest in seeing more details on the finances presented and discussed and in receiving regular updates as ARG Committee only meets four times a year.

Following the discussion, the Chairman moved to a vote on the report recommendations and it was **RESOLVED** that committee:

- 1. Noted the information contained in the exempt report.**
- 2. Receive updates in between scheduled ARG Committee meetings.**

Votes were recorded as follows:

| | |
|---------|---|
| For | 5 |
| Against | 0 |
| Abstain | 4 |

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

None.

The meeting finished at 8.45 pm

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|  | <p style="text-align: center;">Assets, Regeneration and Growth Committee</p> <p style="text-align: center;">17 March 2016</p> |
| <p>Title</p> | <p>Member’s Item – Brent Cross Cricklewood Consultation – Cllr Pauline Coakley Webb</p> |
| <p>Report of</p> | <p>Head of Governance</p> |
| <p>Wards</p> | <p>All</p> |
| <p>Status</p> | <p>Public</p> |
| <p>Enclosures</p> | <p>None</p> |
| <p>Officer Contact Details</p> | <p>Paul Frost, Governance Service Team Leader Email: Paul.Frost@Barnet.gov.uk Tel: 020 8359 2205</p> |

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| <p>Summary</p> <p>The report informs the Assets, Regeneration and Growth Committee of a Member’s Item and requests instructions from the Committee.</p> |
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| <p>Recommendations</p> <ol style="list-style-type: none"> 1. That the Assets, Regeneration and Growth Committee’s instructions in relation to this Member’s item are requested. |
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1. WHY THIS REPORT IS NEEDED

Councillor Pauline Coakley Webb has requested that a Member's Item be considered on the following matter:

Following the recent City Hall Regeneration Committee hearing on the Brent Cross Cricklewood consultation, I request that the Assets, Regeneration and Growth Committee is provided with a full briefing on the consultation undertaken to date with all stakeholders including residents, community groups and local businesses.

2. REASONS FOR RECOMMENDATIONS

2.1 No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution (Meeting Procedure Rules, Section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members' items must be within the term of reference of the decision making body which will consider the item.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

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


5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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|  | AGENDA ITEM 7 Assets, Regeneration and Growth Committee 17 March 2016 |
| Title | Business Hub Development |
| Report of | Commissioning Director – Growth and Development |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | Appendix One: Strategic Outline Case |
| Officer Contact Details | Luke Ward, Commissioning Lead, Entrepreneurial Barnet, E: luke.ward@barnet.gov.uk , T: 020 8359 2672 Katie Randall, Head of Business, Employment and Skills, Re, E: Katie.Randall@capita.co.uk , T: 07710 378 815 |

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| <h2>Summary</h2> |
| <p>On 30 November 2015 the Committee considered the annual report and forward plan for Entrepreneurial Barnet, which aims to join up the local public sector to make Barnet the best place in London to be a small business. The report noted that work on the development of a Business Hub would commence in early 2016.</p> <p>Accordingly, this report presents an outline case for such a business hub, which would be independent of the council and operate as a part of the local business community as a social enterprise, and sets out the outcomes it will achieve, operating model, funding arrangements, and timescales for development. This outline case is dependent upon the success of a recent bid for external funding, which was submitted on 19 February 2016.</p> <p>If agreed, and subject to securing external funding to resource it, work will commence on the development of a Full Business Case that will return to the Committee in late 2016.</p> |

Recommendations

Assets, Regeneration and Growth Committee are requested to:

- 1. Note the Outline Case for an independent and financially sustainable business hub set out in Appendix One.**
- 2. Confirm the funding arrangements for the development of Business Hub activity, particularly the role of external funding to resource it.**
- 3. Agree to commence the development of a Full Business Case for the business hub, should external funding be secured.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report sets out a Strategic Outline Case (SOC) for the establishment of a “Barnet Business Social Enterprise” that will lead aspects of business support and economic development activity in the borough, and will focus in particular on small and micro enterprises and those businesses who are most likely to grow and create employment and new economic activity in Barnet.
- 1.2 If the Committee agrees the recommendations set out above then work will commence on the development of a Full Business Case (FBC) containing more detail and information on the governance, finances and operating model of the proposed hub (subject to funding being secured).

2. BACKGROUND

- 2.1 The Entrepreneurial Barnet approach was agreed by the Committee on 15 December 2014 setting out the objective for the borough to become the best place in London to be a small business. Subsequently at its meeting on 30 November 2015 the Committee considered the 2015 annual progress report and forward plan for 2016, which was agreed and included within it the development of a business hub that would support local entrepreneurs to succeed and grow.
- 2.2 The majority of businesses within the borough (93.2%) are micro businesses with fewer than nine employees (ONS, Inter Departmental Business Register, 2015). Entrepreneurial activity in Barnet is particularly high compared with other areas, with the highest level of registered businesses of any outer London borough. Despite this, the survival rate of businesses is one of the lowest in the capital; the one-year business survival rate is the lowest in Outer London at 91.6% (ONS Business Demography, 2014).
- 2.3 Existing provision of business support activity in the borough has been identified through a mapping process. The current offering is relatively disparate, and largely concentrated in the east of the borough. Rather than duplicate existing provision, the business hub would work to support and augment these existing services, and would itself be identified as an integral part of the business community rather than as a council service.

- 2.4 Additionally, the devolution of business rates growth to local areas from 2020 (at the latest) will result in business rates constituting a significant proportion of the council's budget, with the council likely to retain any subsequent growth locally. It will therefore be important that the council has a credible, targeted and evidence-based approach to business support and growth.
- 2.5 Given these points, the council is proposing to establish a social enterprise "Barnet Business Hub", coordinating and augmenting the existing disparate business support services in the borough. The outcome will be the provision of a comprehensive offer to local SMEs which includes professional mentoring, master classes, networking opportunities and facilitating access to space for working and meeting.
- 2.6 The Business Hub will be an independent organisation that is identified as being a part of the local business community, and will take an evidence-based approach to targeting its activity at businesses and entrepreneurs that data tells us are statistically most likely to grow. Services will be targeted at Barnet start-ups and businesses in sectors with high failure rates, with the aim of increasing the borough's business survival rate and business satisfaction, and creating new employment opportunities.
- 2.7 On this basis, a bid to the European Regional Development Fund (ERDF) was submitted in February 2016. If successful, this fund would provide £500,000 of funding, to be match-funded with an additional £500,000 from the Infrastructure Reserve. This would provide a total £1m for use towards the development of a business hub.

3. STRATEGIC CONTEXT

- 1.1 The Entrepreneurial Barnet approach seeks to provide the business growth objectives for the borough and was agreed by the Assets, Regeneration and Growth Committee on 15 December 2014. A key theme of the approach is facilitating business growth by ensuring that businesses are able to access the support they need to succeed and grow.

3. STRATEGIC OUTLINE CASE

- 1.2 The objective of the Barnet Business Hub is to create a sustainable and independent business support network that carefully targets its activity to increase the relatively low survival rate of Barnet businesses. The business hub brings together various existing business support services across the borough, increasing awareness and access to provision, addressing market failures where needed, providing evidence based targeted mentoring and B2B support to businesses with growth potential, and creating a digital networking and support platform. Over three years the business hub will seek to establish a self-sustaining social enterprise model as its legacy.

- 1.3 The Strategic Outline Case enclosed in Appendix One outlines the objectives and proposed deliverables of the Barnet Business Hub, along with the proposed approach for project management of the Hub.

4. REASONS FOR RECOMMENDATIONS

- 1.4 Geographically, Barnet does not have a central urban or natural area where a single business hub could be located. Mapping of existing business support provision in Barnet shows that although there is some provision of business support in the borough, there is evidence of an undersupply in key areas for businesses e.g. around business mentoring or in the geographical west of the borough.
- 1.5 Bringing together the business support provisions across the borough would increase access to existing support services without creating a new physical central hub or competing with existing market provision. **The business hub will work with new businesses and current providers of business support services to address the high business failure and death rate and facilitate survival and growth of new start-ups.**
- 1.6 The establishment of a sustainable and independent business hub social enterprise would better support business need within the borough than more traditional business support offerings which are dependent upon ongoing funding from government organisations.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 1.7 In developing the Strategic Outline Case feedback received from local businesses was taken into account. In January 2014, Barnet Council commissioned work to explore opportunities for a new Social Enterprise in the borough. This work included an analysis of gaps in the market for business support provision and recommended the creation of a Business Hub Social Enterprise.
- 1.8 Officers have undertaken research on existing business hub models, business mentoring models and other co-working models. These include: the London Small Business Centre, Harrow in Business, Westminster Enterprise Centre, Barking Enterprise Centre, Enterprise Enfield, Portobello Business Centre, HBV Enterprise, Birmingham City Council's Business Development Centre, among others.

- 5.1 Based on this research and review, an in-house model of business support is not being recommended due to their need for financial support on an ongoing basis and to keep bureaucracy and red tape to a minimum. In the Barnet context, a centralised point for all business support is not recommended as geographic needs do not support this model, whilst the eventual financial independence of the business hub as a social enterprise will be priority in order to ensure that it is sustainable and identified as being an integral part of the Barnet Business community.

6. POST DECISION IMPLEMENTATION

- 6.1 Should the recommendations in this paper be approved, and subject to the initial outline bid for ERDF funding being successful, work will commence on a more detailed ERDF funding bid along with the production of a Full Business Case (FBC) for the business hub social enterprise, which will return to the Committee at a future date. The broad timescales are set out below and are subject to securing external funding:

| Milestone | Start Date | Completion Date |
|---|--------------------------|--------------------------|
| Web site development /site up and running | Month 3 (March 2017) | Month 09 (ongoing) |
| Commencement of Pilot mentoring scheme | Month 9 (September 2017) | Month 12 (December 2017) |
| Establish mentoring scheme | Month 14 (February 2018) | Month 20 (August 2018) |
| Set up of independent and financially sustainable social enterprise | Month 18 (June 2018) | Month 36 (December 2019) |

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- 7.1.1 The establishment of a Barnet Business Hub furthers the priority to implement the business growth objectives in the borough to make Barnet the best place in London to be a small business. A network which brings together existing support provisions and intervenes in areas where there is a lack of provision addresses one of the fundamental building blocks to increasing Barnet's performance as a supporter of small businesses and to improving the business survival and growth rates within the borough.

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

- 7.2.1 The European Region Development Fund (ERDF) was submitted 19 February

2016. If successful this funding opportunity will provide £500,000 of funding from the ERDF, with a further £500,000 in match funding contributed by the Council from the Infrastructure Reserve.

7.2.2 Assuming that the bid is successful, all appropriate procurement and financial management processes would be adhered to.

7.2.3 If funding is not successfully secured, the business case for the business hub would need to be reassessed and reduced in scope.

7.3 **Social Value**

7.3.1 The business hub will work with those businesses and entrepreneurs from all backgrounds who are considering creating a business and provide support and advice to do so. Key outputs from this initiative are in relation to the number of new businesses started and how these businesses have been supported.

7.3.2 The mapping of current business support provision in Barnet has identified areas that lack provision and the “network” approach to business support that is proposed in the Strategic Outline Case offers a way to improve the business support in these areas.

7.4 **Legal and Constitutional References**

Council Constitution, Responsibility for Functions, Annex A- details the terms of reference of the Assets, Regeneration and Growth Committee-which includes ‘Engagement with the business community and measures to support local business’ and ‘To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved for Full Council or Policy and Resources.’ In addition, Annex A –The Assets Regeneration and Growth Committee has responsibility for “Asset Management. – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council. Where there are land and property implications for the council, the authorisation thresholds and asset disposals must be authorised by the Assets Regeneration and Growth Committee. ARG Committee also has a responsibility to authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out on the Contract Procedure Rules.

7.5 **Risk Management**

7.5.1 Risks for this proposal have been outlined in Appendix A – Strategic Outline Case, section 7. Key risks identified were:

7.5.2 *If the project is not taken forward*, the ongoing performance of businesses within Barnet will likely not change significantly from their current low levels of survival. The London Borough of Barnet currently has the third highest business “death” rate in London (ONS Business Demography, 2014). If business survival and growth rates are not improved, there will be consequences following the devolution of business rates, which links the

performance of businesses in the borough to the income that the Council receives. As such, the business hub assists in mitigating this risk.

7.5.3 *The outcome of the bid for ERDF funding* to support the delivery of business hub activity is one of the key risks to the current project proposal. This funding would unlock an income stream of £1m over three years. If unsuccessful, the project must be fundamentally re-evaluated in terms of scope and timescales, and Re Ltd will work with officers to revise the proposal in order to identify a feasible scope and timescale for the project and bring this revised proposal forward to the. All possible mitigations have currently been taken and the outline bid has been submitted for this project.

7.6 **Equalities and Diversity**

7.6.1 As part of the development of the Entrepreneurial Barnet approach, a full EIA was undertaken which informed the decision to develop the business hub. As the development of the Full Business Case progresses, a full EIA for the business hub will be undertaken.

7.7 **Consultation and Engagement**

7.7.1 This report recommends that, if funding is secured, that further development of the Barnet business support hub is continued. Members and businesses will be consulted on proposals as the Full Business Case is progressed. The project team is committed to encouraging a partnership approach towards business support in order to enhance the success of the business hub, which in itself will be a part of the local business community.

8. **BACKGROUND PAPERS**

8.1 The development of a model and business case for the Barnet Business Hub was agreed by Assets, Regeneration and Growth Committee on 30 November 2015 as part of the Entrepreneurial Barnet Forward Plan for 2016.

8.2 Entrepreneurial Barnet approach

<https://www.barnet.gov.uk/dam/jcr:e326f566-5394-4a68-921c-5fee57541c9a/Entrepreneurial%20Barnet%202015-2020.pdf>

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Project Brief including Strategic Outline Case (SOC) – Barnet Business Support Hub

The main purpose of the Project Brief including Strategic Outline Case (SOC) is to make the case for change and establish the need for investment.

| | |
|-----------------|-------------------------|
| Author: | <i>Katie Randall</i> |
| Date: | <i>26 February 2016</i> |
| Service / Dept: | <i>Re</i> |

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1. Strategic Context

- 1.1 The business growth objective of the London Borough of Barnet, as agreed by Assets, Regeneration and Growth Committee on 15 December 2014, is that the council and its public sector partners will make Barnet the best place in London to be a small business. A key theme of the approach is facilitating business growth by ensuring that businesses are able to access the support they need to succeed and grow.
- 1.2 Assets, Regeneration and Growth Committee agreed on 30 November 2015 to start the scoping and development of a business hub in early 2016. This Strategic Outline Case forms part of this development.
- 1.3 As part of their commitments, Re undertook a feasibility study looking at different models for the provision of business support in 2014. This study recommended that a business support social enterprise be developed in order to support delivery of the business growth objectives of the borough. As a result, the council and public sector partners, Barnet and Southgate College, Middlesex University, Barnet Homes, and the Department for Work and Pensions (DWP), agreed to develop an approach to small business support that is independent of the council and identified as being a part of the local business community rather than a part of the public sector. This support will provide a central point of contact in Barnet for business engagement, mentoring, advice and networking.
- 1.4 A number of business support services in Barnet offer workspace and wider support programmes to start-up and small businesses including events, networking opportunities and business advice. The support offer outlined in this report would explicitly work with and support these existing offers:
- The Wohl Enterprise Hub, Finchley Central, and The Barnet Enterprise Centre, North Finchley, are not-for-profit organisations offering work and meeting space, funding advice, training and support to businesses.
 - Middlesex University and Barnet and Southgate College also offer training, master classes and support to business owners and prospective entrepreneurs.
 - Regional business networks such as the North London Chamber of Commerce and London Federation of Small Businesses are active in the borough.
- 1.5 This existing business support offer provides an excellent foundation, but is also fragmented, being geographically concentrated in the East of the borough, resulting in an undersupply in other areas. The lack of a comprehensive business mentoring network targeted at high growth-potential businesses within Barnet represents a specific lack of provision in the current business support offer which the Barnet Business Hub will seek to address.

- 1.6 The Barnet Business Hub will act as the mechanism to address these gaps through activities including:
- Providing targeted business support for businesses with ambition and high growth potential.
 - Business-to-business mentoring from experienced business people
 - A digital portal for accessing and signposting to existing business support services and resources;
 - Facilitating the provision of appropriate and affordable workspace for small and micro businesses;
- 1.7 The proposed model for the Barnet Business Hub presents an important opportunity to deliver local business growth objectives, working with existing business networking organisations to support Barnet entrepreneurs, create employment opportunities and grow the local economy.
- 1.8 In December 2015, a funding call for the European Regional Development Fund (ERDF) was released, requesting bids for funding related to enhancing the competitiveness of small and medium-sized enterprises. The objectives for this call aligned directly to the agreed approach and so a bid for funding to develop a business support solution for Barnet was submitted. *If successful*, this funding would enable the project outlined below.

2. Rationale

- 1.1 Barnet's economy is characterised by a high level of entrepreneurial activity, with more registered businesses than any other outer London borough. The majority of businesses within the borough (93.2%) are micro businesses with fewer than nine employees (ONS, Inter Departmental Business Register, 2015). Entrepreneurial activity in Barnet is particularly high compared with other areas, with the highest level of registered businesses of any outer London borough. Despite this, the survival rate of businesses is one of the lowest in the capital; the one-year business survival rate is the lowest in Outer London at 91.6% (ONS Business Demography, 2014).
- 1.2 The **devolution of business rates from 2020** (at the latest), which constitute 12.5 per cent of the council's budget, will be impacted by the current economic figures for businesses within Barnet. In the context of business rates devolution it is important that the council has a credible, targeted and evidence-based approach to small business support and growth as there will be a stronger link between the success of local businesses and the financial health of local public services.
- 1.3 Given these issues, the council is proposing to establish a social enterprise "Barnet Business Hub", coordinating and augmenting the existing disparate business support services in the borough. The outcome will be the provision of a comprehensive offer to local SMEs which includes professional

mentoring, master classes, networking opportunities and access to space for working and meeting. The Business Hub, which will not be a 'Council-run' service but instead an independent organisation that is identified as being a part of the local business community, will take an evidence based approach to targeting activity at businesses and entrepreneurs that data tells us are statistically most likely to grow and create employment opportunities and new economic activity. Activity will be targeted at Barnet start-ups and businesses in sectors with high failure rates, with the aim of increasing the borough's business survival rate and business satisfaction.

- 1.4 Research into best practice in business support activities and enterprise centres in other local authorities, both directly delivered by the public sector or managed independently, has informed the development of the model. As an independent social enterprise, the Business Hub will have access to wider funding opportunities and greater flexibility in income generation to enable sustainability than an in-house model (overall the social enterprise will be not-for-profit). The proposed model will ensure the Business Hub is sustainable, transferable and scalable to other areas which are in many cases scaling back their business support activity in the face of continued pressure on public sector budgets.
- 1.5 Examples of other business hub models that have been researched and have informed the Barnet approach are: London Small Business Centre, Harrow in Business, Westminster Enterprise Centre, Barking Enterprise Centre, Enterprise Enfield, Portobello Business Centre, HBV Enterprise, Birmingham City Council's Business Development Centre, among others.
- 1.6 Ensuring entrepreneurs have access to the support they need to start well, grow and sustain their businesses is a key objective of the Barnet Business Hub. By coordinating and building upon existing business support networks in the borough, the Business Hub will provide a comprehensive and joined up support offer to the borough's extensive and dynamic business community. Offering targeted support for start-up businesses and SMEs with high potential to grow, the Business Hub seeks to address the causes of the high rate of business failure in Barnet, creating increased employment opportunities and supporting economic growth.
- 1.7 The research has highlighted the positive effect business support networks such as targeted mentoring, can provide in the outcomes relating to the growth and survival of business. Evidence has shown that business advice had a positive impact on at least one business outcome in 17 out of 23 evaluations, and that a 'managed brokerage' approach may perform better than light touch delivery models. (What Works Centre for Local Economic Growth)

Network

| 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 |
|--|--|-------------------------|-------------------------------|--|---|--|---|
| Non-financial benefit (Sustainability) | Increase in the one-year business survival rate | Small businesses | | Earliest likely affects minimum 18 months after project go live; most likely benefits to be seen 2+ years. | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Annual ONS survival rate data | 91.6% in 2014 |
| Non-financial benefit (Sustainability) | Increase in the two-year business survival rate | Small businesses | | Earliest likely affects minimum 18 months after project go live; most likely benefits to be seen 2+ years | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Annual ONS survival rate data | 69.8% in 2014 |
| Non-financial benefit (Sustainability) | Increase in the ranking of Barnet's one year survival rate against other comparable boroughs | Small businesses | | Earliest likely affects minimum 18 months after project go live; most likely benefits to be seen 2+ years | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Annual ONS data | Last when compared to outer-London boroughs 30 th when compared to all London boroughs. |
| Non-financial benefit (Sustainability) | Number of new enterprises supported | Small businesses | 190 (over three years) | Benefits to start to be realised in first quarter after project go live and to increase over the | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Details of new enterprises supported will be maintained by the project | Currently, the project offerings do not exist within the Authority; therefore, the |

| | | | | | | | |
|--|---|------------------|------------------------|--|---|--|---|
| | | | | life of the project as the service embeds into the community | | itself. | current baseline is 0. |
| Non-financial benefit (Sustainability) | Number of enterprises receiving support | Small businesses | 800 (over three years) | Benefits to start to be realised in first quarter after project go live and to increase over the life of the project as the service embeds into the community | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Details of enterprises assisted will be maintained by the project itself. | Currently, the project offerings do not exist within the Authority; therefore, the current baseline is 0. |
| Non-financial benefit (Sustainability) | Employment increase in supported enterprises | Small businesses | 79 (over three years) | Benefits to start to be realised in second quarter after project go live and to increase over the life of the project as the service embeds into the community | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Details of employment increase in supported enterprises will be maintained by the project itself. | Currently, the project offerings do not exist within the Authority; therefore, the current baseline is 0. |
| Non-financial benefit (Sustainability) | Number of potential entrepreneurs assisted to be enterprise ready | Small businesses | 420 (over three years) | Benefits to start to be realised in second quarter after project go live and to increase over the life of the project as the service embeds into the community | Commissioning Lead – Entrepreneurial Barnet, Growth and Development | Details of potential entrepreneurs assisted to be enterprise ready will be maintained by the project itself. | Currently, the project offerings do not exist within the Authority; therefore, the current baseline is 0. |

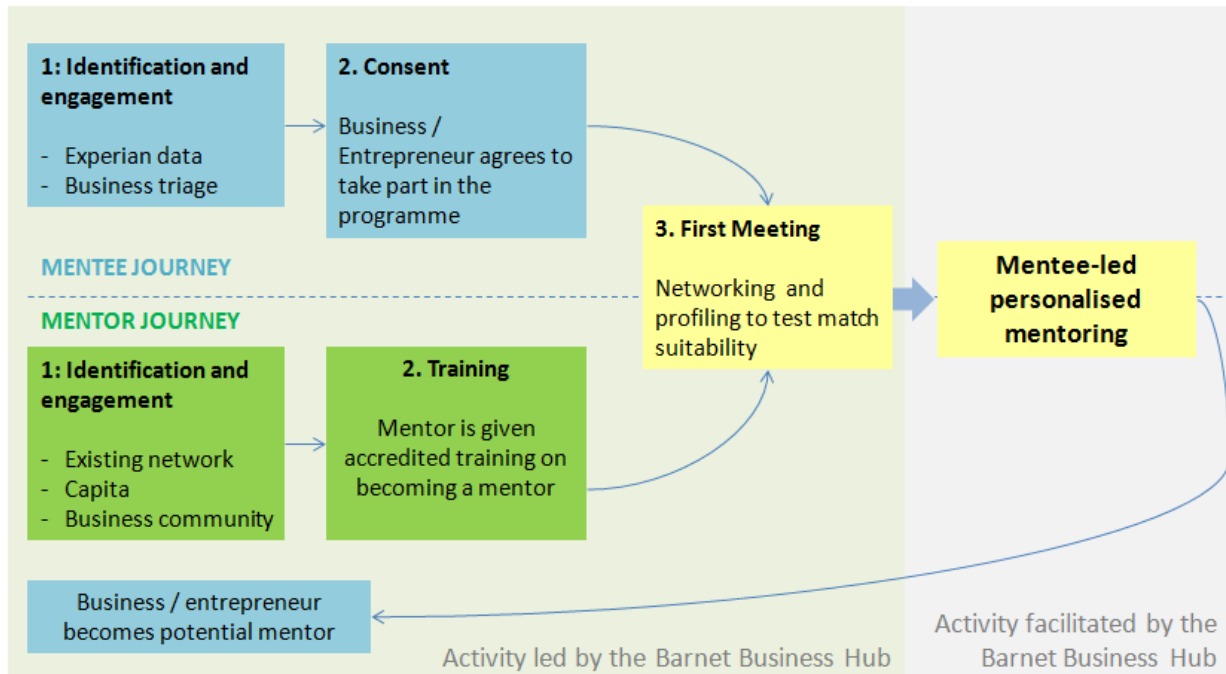
| | | | | | | | |
|---|--|-------------------------|-------------------------------|--|--|--|--|
| <p>Non-financial benefit (Sustainability)</p> | <p>Number of enterprises receiving information, diagnostic and brokerage support</p> | <p>Small businesses</p> | <p>760 (over three years)</p> | <p>Benefits to start to be realised in first quarter after project go live and to increase over the life of the project as the service embeds into the community</p> | <p>Commissioning Lead – Entrepreneurial Barnet, Growth and Development</p> | <p>Details of enterprises receiving information, diagnostic and brokerage support directly will be maintained by the project itself.</p> <p>Additionally, once digital support is live, hit rates of website will measure signposting effectiveness.</p> | <p>Currently, the project offerings do not exist within the Authority; therefore, the current baseline is 0.</p> |
|---|--|-------------------------|-------------------------------|--|--|--|--|

3. Project Definition

- 1.8 The objective of the Barnet Business Hub (BBH) will be to create an independent, financially sustainable, evidence-based business support network, that is recognised as being part of the business community by local businesses, to address the high business death rate of Barnet businesses. BBH brings together under one banner the fragmented business support services across the borough, increasing awareness and access to provision, addressing provision gaps and market failure, providing evidence based targeted mentoring to businesses with high growth potential, and creating a digital networking and support platform.
- 1.9 The deliverables for the project fall under five key strands and are outlined below:
1. **Creation of a new borough-wide business-to-business mentoring programme;**
 2. **Facilitation of the provision of appropriate and affordable workspace for small and micro businesses;**
 3. **Creation of a new collaborative network for business support network;**
 4. **Creation of a digital portal for accessing and signposting to existing business support services and resources;**
 5. **Creation of a self-funding, sustainable business support hub.**
- 1.10 The **creation of a network** of business support services will bring together multiple sites such as existing business support provision and stand-alone physical business hubs under a single banner. This collaborative network will then be supported to provide tailored business support networks. Within this deliverable, the project will develop an overarching entity and brand identity, separate from the Council, in order to draw together the disjointed and disparate support services within the area. By doing this, the project will increase the awareness of and access to existing services. Additionally, the project will identify gaps in the provision of support for new businesses and where valuable, add to or tailor this offer.
- 1.11 The business hub project will create a new borough-wide **business mentoring programme**, initially targeting 'pre-gazelle' businesses. This mentoring programme will provide evidence based, targeted interventions for start up businesses with high-growth potential. The Council, along with CSG, have worked to purchase a data set from Experian which identifies 'pre-gazelle businesses', that is, those businesses within the borough with key indicators of high growth potential. These businesses will be the initial targets of the mentoring programme. The mentors will be focussed on supporting the mentee over time by growing turnover, staff numbers and space requirements of the business. The emphasis of the mentoring programme will also be on 'giving back' as the capabilities and experience of the mentee increase. In this

way, the programme will be designed to develop its own mentors and create a sustainable initiative. An outline of this journey is shown below.

Pre-gazelle Business Mentoring Customer Journey



- 1.12 The business hub aims to work with partners to leverage their strengths and mitigate the weaknesses within the business support offerings in the borough, and will work with partners to provide business masterclasses, training and workshops. Throughout the support offer, a ‘business triage’ service will be offered, where the feasibility and performance of a start-up is assessed and appropriate guidance and advice provided as a result.
- 1.13 In **creating a digital portal**, the business hub will provide online space for further collaboration and support for budding entrepreneurs, new start-ups, business in their formative years and SMEs. The hub will develop a new website which will act as a one-stop shop for business support, linking in with and promoting other services such as the London LEP Growth Hub as well as providing a signposting service designed not to duplicate content but draw together information in one central digital space. It will also seek to leverage existing professional networks such as LinkedIn, allowing Barnet entrepreneurs and SMEs to connect with one another, providing B2B support and services.
- 1.14 There is evidence of undersupply in the market based upon permitted development data provided by the Planning Policy team. In January 2016, permitted development conversions resulted in over 30,000m² of office space converted into residential use, resulting in a loss of potential workspace within the borough. Within the funding bid, this project will investigate opportunities

for the provision of additional workspace for small and micro businesses. This would involve mapping spaces already available and space that could be made available by partners of the business hub. The lack of space in the borough has been identified as an area of concern for small businesses and one of the major barriers to growth for a start up business.

- 1.15 Finally, the ERDF funded project will create a **self-funding, sustainable business support hub that is independent of the Council and itself recognised as a part of the local business community**. One of the key objectives of this project will be to create a legacy business which will continue the work of business support without the need for additional funding by the Council. The ERDF funding will provide an initial 3 year period for the business hub to embed itself within the community and engage the business community.
- 1.16 Whilst the aim of the project is to create a legacy which is ongoing and self-sustainable, the initial timescale for the project will be 3 years. Re anticipates that enabling works would commence during 2016 which will include the development of detailed bid as the Full Business Case is developed, with a formal launch in January 2017. The project will commence upon the receipt of ERDF funding, as the conditions of the ERDF fund requires a maximum 3 year timescale. Current projections place the start date of the project in January 2017, with the recruitment of the team to occur in the last three months of 2016.
- 1.17 The project budget is dependent upon successfully securing ERDF funding. The conditions of the bid for funding required a minimum £1m project with £500,000 of match funding (from Infrastructure Reserve) to be provided by the Council.

4. Project Approach

- 1.18 The stages of the project and proposed project management approach are in line with the corporate project management toolkit, however additional work will be integrated with the second round bidding process for ERDF funding. Following the approval of this Strategic Outline Case, work will be undertaken to assess the project and outcome viability and justify the progression into delivery. Concurrently to this process, the development of a full business case for the European Regional Development Fund will occur. In both cases, the benefits of the project will be clearly articulated.
- 1.19 It is anticipated that there will be several key phases within the project, in line with the Council's project management guidance: concept, assessment, delivery and closure.
- 1.20 **Concept**
- 1.21 This Strategic Outline Case provides the rationale behind the project and the initial development that has been completed, as well as the proposed model for the business support hub. Following this Outline Case, the project will establish the key documentation (Full Business Case) required to progress the project. Additionally, an outline bid plan will be developed for round two of the bidding process, to ensure that the correct resources are in place to support the development of the second round bid.
- 1.22 **Assessment**
- 1.23 Assuming the Initial Outline bid for ERDF funding is successful, the Outline Business Case and the second round bid for ERDF funding will be developed concurrently in mid 2016. During this phase, assessments of the project will continue to take place. It is proposed that these include further demand assessments, as well as continued review of business support models utilised in other boroughs.
- 1.24 As the business case is refined, and assuming that the final bid for funding is successful, a full business case will be produced and delivery resources will be recruited in late 2016, for an expected project go-live date of 2017.
- 1.25 **Delivery**
- 1.26 The project itself will be delivered by Re Ltd on behalf of the Council together with support from partner organisations Middlesex University and Barnet and Southgate College. The reporting requirements of ERDF funding are resource intensive however these will be supported by the Council's Project

Management approach, including the provision of highlight reports and appropriate gateway reviews and milestone approvals.

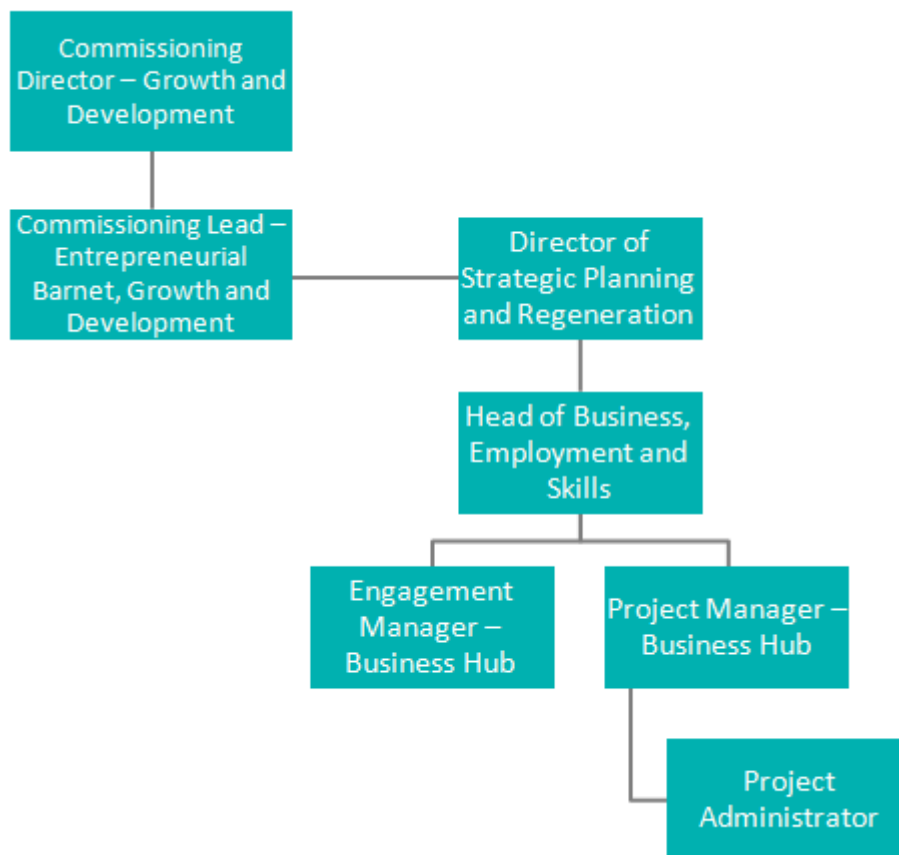
- 1.27 Outlined below is an overview of some of the key milestones in the delivery of the project (subject to securing ERDF funding):

| Milestone | Start Date | Completion Date |
|---|--------------------------|--------------------------|
| Web site development /site up and running | Month 3 (March 2017) | Month 09 (ongoing) |
| Commencement of Pilot mentoring scheme | Month 9 (September 2017) | Month 12 (December 2017) |
| Establish mentoring scheme | Month 14 (February 2018) | Month 20 (August 2018) |
| Set up of independent and financially sustainable social enterprise | Month 30 (June 2019) | Month 36 (December 2019) |

1.28 Closure

- 1.29 Project closure is anticipated to occur after the final payment has been received from ERDF funding, 36 months after project go live. At this time, a closedown and lessons learnt report will be created.
- 1.30 The core project team structure and project board structure is outlined below.

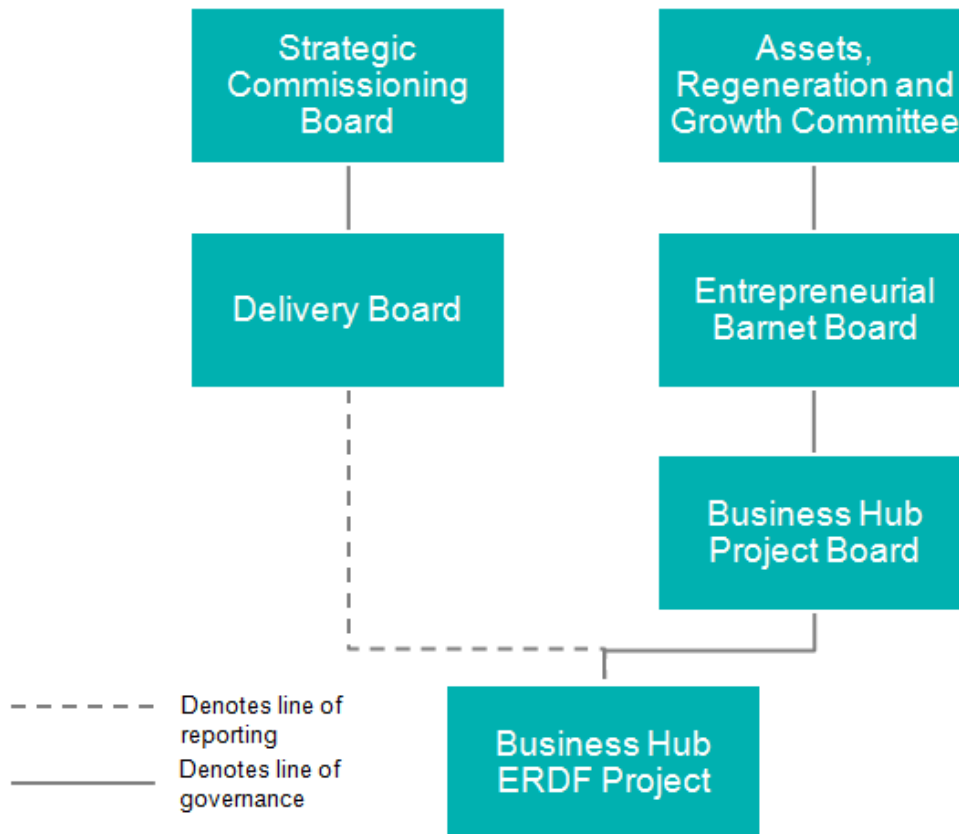
Figure 1: Project Team Structure



- 1.31 Whilst Re will deliver the programme, the oversight of the programme will be held by the London Borough of Barnet’s Entrepreneurial Barnet Board. An additional project board (Barnet Business Hub Project Board) will be set up in order to govern the specific ERDF project in line with the London Borough of Barnet’s programme requirements, and this project board will report to Entrepreneurial Barnet Board. The Entrepreneurial Barnet Board in turn reports to the Assets, Regeneration and Growth Committee for the London Borough of Barnet, and is the proposed governance route for the project.
- 1.32 In addition, the programme will be reported through a corporate governance route and monitored along with other projects currently in delivery. A monthly highlight report will be updated and provided to the Delivery Board and then the Strategic Commissioning Board (already in existence), ensuring that controls exist at the highest level of the London Borough of Barnet. Feedback or queries received from the Strategic Commissioning Board will be reported to the Barnet Business Hub Project Board directly. Any escalation of these queries or feedback that requires a formal decision will then be sent to the Entrepreneurial Barnet Board for decision, thus ensuring that both reporting and governance lines of control for the project are interlinked.

1.33 A diagram of the proposed project management controls is below.

Figure 2: Project Board Structure



6. Financial Appraisal

- 1.34 The financial appraisal is predicated upon successfully securing funding through the European Regional Development Fund call. This would provide £500,000 towards the project from the ERDF, with match funding of £500,000 required from the London Borough of Barnet (Infrastructure Reserve) and its delivery partners.
- 1.35 If the bid for funding is not successful, the project will need to be fundamentally reviewed in terms of the scope of the project as well as potential timescales and resource investment.
- 1.36 If the project does not go ahead, there is no further downside risk to the performance of the London Borough of Barnet in terms of survival rates of SMEs, which is currently the lowest in the outer London boroughs and third lowest in all of London. However, the upcoming devolution of business rates will result in an increased importance of the growth of businesses within the borough in relation to income received by the Council. Moving ahead with the project could therefore result in a positive impact to the project.

7. Risks

- 1.37 At this stage, there are several key risks identified to the project.
- 1.38 **If the project is not taken forward**, the likely outcome is that the current direction of travel for Barnet's performance in relation to small businesses will stay the same. The London Borough of Barnet is currently the worst performing outer London borough for the survival rate of SMEs and the 3rd highest business death rate in London as a whole. If business survival and growth rates are not improved, there will be direct consequences to the Council following the devolution of business rates. This devolution will link the performance of businesses within the Council to the income that the Council receives. As such, the business hub project is a way to help manage this risk.
- 1.39 **The outcome of the bid for ERDF funding** remains one of the key risks to the current project proposal. This funding would result in an income stream of £1m over three years to be allocated to the project. If the outcome is unsuccessful, the project must be fundamentally re-evaluated in terms of scope and timescales, and Re will work with officers of the Council to revise the proposal and bring forward an amended proposal to the Assets, Regeneration and Growth board. Currently, all possible mitigations have been taken and the outline bid has been submitted. As such, this risk is rated 'tolerate' and we await the outline bid decision. The outcome of the bid submission will be communicated through appropriate escalation levels when it is received

- 1.40 **A potential lack of willingness from external business support organisations to buy into the overarching business support brand** forms a risk to the long-term success of the project. This risk is rated as ‘treat’, and actions to mitigate the risk have been identified. Key stakeholder management in the concept stages of the project will mitigate this risk, and early conversations with external business support organisations indicates that these enterprises are in favour of stronger ties between organisations and with the Council. A stakeholder management plan will be fully developed as part of the ongoing project.
- 1.41 **Assuming the ERDF bid for funding is successful**, the establishment of the project must manage the risk related to legacy sustainability, i.e. how to ensure that the project is sustainable after the funding has ceased. There are two aspects to managing this risk: a) ensuring that the costs incurred through the project are managed as closely as possible and, where able, the project creates discreet initiatives that can be closed out prior to the end of the funding period to minimise cost for the legacy initiative; and b) where possible, the commercial viability of any initiative is maximised by ongoing commercial assessments. This could include, for example, identifying areas of support that are reasonable to charge fees for the provision of service and then using any generated surplus to offset areas of intervention when there are market failures. This risk must be treated on an ongoing basis.

8. Dependencies and Relationships

- 1.42 Currently, the key dependency of the project is the outcome from the ERDF bid for funding. This is an external dependency which must be accounted for but which cannot be managed.
- 1.43 As the project progresses, a dependency log will be used to track all dependencies throughout the project lifecycle and key dependencies will be noted on the project plan.

9. Approach to Equalities

- 1.44 The project team will take a proportionate approach to equalities. An EIA was undertaken as part of the development of the Entrepreneurial Barnet approach which informs the development of the business hub. A full EIA for the business hub will be incorporated at the Full Business Case stage. The project team recognise that the duty is a continuing one and will incorporate appropriate assessments into the ongoing project.

Document Control

Record the information relevant to this document in this section

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| 29/02/2016 | 3 | Amendments based upon comments and suggestions from LW. | Katie Randall |
| 29/02/2016 | 4 | Amendments based upon comments and suggestions from Bruce Crowther | Katie Randall |
| 29/02/2016 | 5 | Final version for submission to clearance. | Katie Randall |
| 29/02/2016 | 6 | Amended to include document control and overarching timeline. | Katie Randall |

Distribution List:

Enter the names of the people or groups that the document has been sent to, their role and when

| Name | Role | Date |
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| Bruce Crowther | Director of Strategic Planning and Regeneration | 29/02/2016 |
| Luke Ward | Commissioning Lead – Entrepreneurial Barnet, Growth & Development | 29/02/2016 |
| Benedicta Russell | | 29/02/2016 |
| | | |
| | | |

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Project Brief including Strategic Outline Case (SOC) for the Barnet Business Support Hub project and confirm their acceptance of the completed document.

| Name | Role | Signature | Date | Version |
|-------|-------------|-----------|------|---------|
| Bruce | Director of | | | |

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| | | | | |
|----------|-------------------------------------|--|--|--|
| Crowther | Strategic Planning and Regeneration | | | |
| | | | | |

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

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|--------------------------------|---|
| | <p>Assets, Regeneration, and growth Committee</p> <p>17 March 2015</p> |
| Title | <p>Annual update report on the Growth and Regeneration Programme</p> |
| Report of | <p>Commissioning Director Growth and Development.</p> |
| Wards | <p>All Wards</p> |
| Status | <p>Public</p> |
| Urgent | <p>No</p> |
| Key | <p>No</p> |
| Enclosures | <p>Appendix 1 – Growth and Regeneration Programme Annual Report</p> |
| Officer Contact Details | <p>Max Houseago Re: Regeneration Programme Manager Email: Max.houseago@barnet.gov.uk Tel: 0208 359 3032</p> |

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| <p>Summary</p> |
| <p>This report seeks to update the Committee on the progress being made towards delivering the Borough’s regeneration and development pipeline schemes; and skills and enterprise activities. The report also reports on key achievements and successes since March 2015, and expected activities in 2016/17.</p> |

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| <p>Recommendations</p> |
| <p>That Assets, Regeneration, and growth Committee:</p> <ol style="list-style-type: none"> 1. Note and approve the general progress being made towards delivering the Borough’s regeneration and development pipeline schemes; and skills and enterprise activities, 2. Note and approve key achievements and successes from April 2015 to March 2016, as well as expected activities in 2016/17. |

1. WHY THIS REPORT IS NEEDED

- 1.1 An external review of the Council's Regeneration Service was undertaken in 2011. At its meeting on 28 February 2012, Cabinet Resources Committee agreed the findings of the Regeneration Review and the proposed next steps. This included a recommendation to report on the regeneration schemes, and skills and enterprise activities by way of an annual progress report. The rationale for an annual report was to provide momentum and an opportunity to report success, rather than the minutiae of delivery.
- 1.2 The first annual Regeneration Report was considered by Cabinet Resources Committee on 17th December 2012. The Committee endorsed the general progress being made towards delivering the Borough's regeneration schemes, and skills and enterprise activities; including key wins, achievements and successes in the last twelve months, as well as current challenges and expected activities in 2013.
- 1.3 From 1st October 2013, the Council's Regeneration Service was outsourced, as part of the development and regulatory services, to Regional Enterprises (RE), a joint venture between Capita and the Council. The timing of the second Annual Report was altered to match the contractual cycle, and provided an update on the period November 2012 to March 2014. The report also provided a forward plan for the period April 2014 to March 2015.
- 1.4 The third Growth and Regeneration Programme Annual Report was presented at 16th March 2015 Assets, Regeneration, and Growth Committee. It provided information on the progress being made towards delivering the Borough's regeneration schemes, and skills and enterprise activities; including key achievements and successes since the report of March 2014, as well as expected activities for 2015/16.
- 1.5 The fourth Growth and Regeneration Programme Annual Report, attached in appendix 1, also provides information on the progress being made towards delivering the Borough's regeneration and Development Pipeline schemes; and skills and enterprise activities, including key achievements and successes since the report of March 2015, as well as expected activities for 2016/17.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The approach of presenting an annual plan for endorsement/comment is laid out above.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 No alternative option exists to presenting the activities of the Growth and Regeneration Programme to the Assets, Regeneration, and Growth Committee, to be able to review progress made in the year and proposed activities for the coming financial year. The approach has been recommended following an external review of the Council's Regeneration Service. In addition, Members have asked for progress updates this reporting mechanism

forms a key part of the response to that requirement. This report also provides an accessible way of keeping partners and the local residential and business communities informed on existing regeneration commitments and future plans.

4. POST DECISION IMPLEMENTATION

- 4.1 Following endorsement or comments, and any alternative or additional actions proposed, the activities of the Growth and Regeneration Programme will be progressed (both the regeneration and development pipeline schemes; and skills and enterprise activities) in line with the report for the next financial year 2016/17.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The regeneration and development pipeline schemes; and the skills and enterprise activities that comprise the Growth and Regeneration Programme, contribute to the delivery of key elements the Corporate Plan 2015-2020 vision aims to achieve, as follows:

- More involved and resilient communities, with residents taking on greater responsibility for their local areas.
- A clean and attractive environment, with well-maintained roads and pavements, flowing traffic, increased recycling.
- Barnet will be amongst the safest places in London.
- A responsible approach to regeneration, with thousands of new homes built and job opportunities created.

- 5.1.2 The regeneration and development pipeline schemes; and the skills and enterprise activities also contribute to the Barnet Draft Joint Health and Wellbeing Strategy 2016 – 2020, by:

- Creating better local urban environments and living conditions for local residents, and providing training and job opportunities that will create circumstances to enable people to have greater life opportunities.
- Offices for The Centre for Independent Living are being built which will support residents to be independent, with advice and sign posting to a range of support services, and assisting residents to gain and retain employment, and promote healthy workplaces.
- Health provision is considered and provided through the regeneration programme that will provide care and support to facilitate good outcomes and improve user experience.
- Schools, nurseries, and child health provision will be delivered through the Regeneration Programme that will improve outcomes for babies, young children and their families.

- Increasing employment and training opportunities for young people and those who have particular problems getting paid work.

5.1.3 Adopted in 2012, Barnet's Core Strategy sets out a 15 year 'vision', helping to shape the kind of place that Barnet will be in the future. It contains the most fundamental, cross-cutting objectives and policies that the local authority and its partners will seek to deliver. Barnet has been set the challenge of meeting the 4th highest housing target in London. Over 27,000 new homes are expected to be delivered across the Borough by 2026. The Local Plan Core Strategy sets out when, where and how this growth will be delivered. Over half of these are expected to be delivered in the Regeneration and Development Areas of Brent Cross, Mill Hill East and Colindale together with the Priority Estates of Dollis Valley, Grahame Park, Granville Road, and West Hendon. Barnet's Infrastructure Delivery Plan is the vehicle for highlighting infrastructure needs. It sets out key infrastructure programmes and projects to support the housing growth outlined in the Local Plan Core Strategy.

5.1.4 The regeneration and development pipeline schemes; and skills and enterprise activities comply with the six themes/priorities of the Council's Housing Strategy 2015-2025 which include:

- Increasing housing supply.
- Delivering homes that people can afford.
- Sustaining quality, particularly in the private rented sector.
- Preventing and tackling homelessness.
- Providing suitable housing for vulnerable people.
- Delivering efficient and effective services.

5.1.5 Furthermore, the regeneration schemes and skills and enterprise activities support the strategic objectives in the Council's Regeneration Strategy, September 2011, which include:

1. Enhance Barnet as a successful London suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal;
2. Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock;
3. Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities;
4. Promote economic growth by encouraging new business growth while supporting local businesses and town centres;
5. Help residents to access the right skills to meet employer needs and take advantage of new job opportunities;

5.1.6 Finally, the regeneration schemes, and skills and enterprise activities, are a key component of 'A Growth Strategy for Barnet'. The Strategy sets out the Council's commitment to mitigating the impact of continued austerity by

creating the environment for growth in the local economy. The regeneration and enterprise activities are key drivers for growth as they bring significant investment in infrastructure, create new jobs and homes, support residents into work, reinvigorate communities, improve living standards and support local town centres.

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

5.2.1 **Finance** - The Council's development partners are currently responsible for a substantial amount of the Council's costs to bring these schemes to fruition. The Principal Development Agreements and Regeneration Agreements allow the Council to recover its costs at certain stages of the regeneration projects.

5.2.2 **Finance** - On each scheme, the Council's costs are budgeted and recorded on a monthly basis, and are invoiced either quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner. It is the responsibility of Regional Enterprise (Re) to manage the project budgets and manage the reclaim of costs on behalf of the Council.

5.2.3 **Finance** - In order to receive funding from the Mayor of London's High Street Fund for Burnt Oak Town Centre, the Council was required to provide match funding of £348,416. The match funding is found in the Council's Capital Programme as an approved fund for Town Centres, which was intended to provide match funding for grant bids. Details of this were set out in a report for Assets, Regeneration and Growth Committee and were approved on 7 September 2015.

5.2.4 **Finance** – The Platforms Programme has been funded by £1m of Council monies and commenced in July 2012. The delivery phases of the Platforms Programme have now ended and final payments are being completed by the end of the financial year 2015/16. Phase 2 of the Platforms Programme has contained two projects which are based on payment-by-results for completion of 3 month work placements through Internships and Voluntary Sector placements. A full evaluation of the Platforms Programme will be completed by the end of the financial year 2015/16. Approximately £1 million spent.

5.2.5 **Finance** – The WorkFinder Project is being funded by three separate pots of s106 monies from the Grahame Park, Beaufort Park and Stonegrove Spur Road regeneration development schemes totalling £171k. The current contract is a payment-by-result project, being delivered by Groundwork London, which started in April 2015 and is due for completion by March 2017. So far a total of £15,900 has been paid to Groundwork, a further invoice is due before the end of the financial year 2015/16 which will be based on evidence provided towards outcomes achieved.

5.2.6 **Finance** - The implications in relation to funding the regeneration programme have been included in the Council's Capital Programme 2015/16 where appropriate, and looking forward have been included in Council's Capital

Programme 2016/17.

- 5.2.7 ARG Committee on 30th November 2015 approved the Business Planning Report which contained strategic priorities, indicative budget and capital programme proposals up to 2019/20. The process allocated/committed budgets, and forward financial planning, for key capital elements of regeneration schemes to support their timely delivery.
- 5.2.8 **Performance and Value for Money** - The Council and its development partners have obligations within the respective Principal Development Agreements to maintain a transparent and open book approach to the management and monitoring of each development. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.
- 5.2.9 **Property** - The Principal Development Agreements for each of the estate regeneration schemes commit the Council, subject to certain pre-conditions, to the phased disposal of all land and property owned by the Council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State. In general the land is disposed of without taking cash receipt but in consideration of the development partner's obligations to redevelop the estate. Where the land/property has been specifically acquired by the Council to enable the regeneration schemes to proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders), then all costs incurred by the Council in these acquisitions will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the Council will generally receive a share of the eventual profits known as overage.
- 5.2.10 **Procurement** - The Growth and Regeneration Programme is now delivered for the Council by Re (Regional Enterprise). However, the Council's procurement procedures and processes are adhered to in relation to Barnet Council funds.
- 5.2.11 **Procurement** - The requirements for technical experts and professional support services will be identified and brought into projects as needed, from within the Capita group, without the need for external procurement (i.e. Architecture, cost consultancy, employers' agents). A Special Project Initiation Request (SPIR) will be presented to the council for services outside of the core contract.
- 5.2.12 Re will manage the procurement of the build contract in line with Barnet Councils Contract Procedure Rules. Upon the successful appointment of a preferred contractor Re will project manage the delivery of the schemes.
- 5.2.13 Any services brought in as required to deliver the schemes of the Regeneration Programme are procured in line with the procurement process of Barnet council and detailed on the Council's Procurement Forward Plan as

appropriate.

5.2.14 **Procurement, Staffing, IT and Sustainability** - There are no issues to report around Procurement, Staffing, IT and Sustainability.

5.3 **Social Value**

5.3.1 The next 5 years represents a great opportunity for Barnet residents and businesses, with the borough set to benefit from a growing economy and local investment in regeneration. This is an essential part of Barnet Council's strategy with growth, housing, and responsible regeneration indispensable for the borough; revitalising communities, providing new homes and jobs, and delivered in a manner that protects the things residents love.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so we're providing targeted help for those that need it, and commissioning a range of partnership services to help residents into work. We want everyone in Barnet to have access to a good job and good housing, or a better job and better housing, so that the borough remains a place where people want to live and work. In this way it can be said that the very purpose of the Barnet Council Regeneration Programme is to provide and improve Social Value for all of its citizens.

5.3.3 The regeneration programme is turning deprived mono tenure estates into mixed tenure neighbourhoods with new modern homes for social rent tenants, currently giving 50% of non-secure tenants secure tenancies.

5.3.4 An increased number of better quality community facilities will be provided through the programme, including: GP surgeries, pharmacies, nurseries, a minimum of 10 schools, libraries, community centres, and religious centres.

5.3.5 The Skills and Enterprise Programme is providing a number of initiatives to support residents into work including: A retail job shop, construction training and employment through developer S106 contributions, the workfinder project for unemployed residents, and the Platforms project for out of work/education 16 – 24 year olds. The latter was subject to a social return on investment audit which showed the programme delivered £2.12 in social value return for every £1 spent.

5.3.6 Page 52 of the report in appendix 1 details our benefits realisation measures. These will be used to measure the regeneration programme against specific measurable indicators. They will measure both the social and business improvements the regeneration programme will bring with very specific and tangible outputs.

5.4 **Legal and Constitutional References**

5.4.1 Brent Cross North, Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road, and West Hendon regeneration schemes are regulated and governed by Development Agreements. Each of these Development Agreements are long term, legally binding agreements, under which, all

parties, usually made up of the Council, a Private Sector Limited Company and a Registered Provider as well as any Special Purpose Vehicles or subsidiaries of the development partners required for the delivery of the schemes, have obligations and responsibilities which in the event they are not fulfilled, could give rise to legal liabilities. A development agreement for Brent Cross South is due to go to Assets Regeneration and Growth Committee in March 2016.

- 5.4.2 Any changes to the schemes are generally enabled within the contractual framework established by the Development Agreements. Any such changes will usually be detailed in delegated powers reports. However, the change is not then exempt from other statutory requirements such as planning permission.
- 5.4.3 Most of the Development Agreements and ancillary documents were made pursuant to the now defunct, “wellbeing power” under Section 2 of the Local Government Act 2000, whilst the more recent ones have been or are being entered into pursuant to the general power of competence provisions of Section 1 of the Localism Act 2011. In entering into disposal, appropriation and acquisition arrangements, the Council is also relying upon its powers to deal with land contained in the Local Government Act 1972, the Housing Act 1985 and the Town & Country Planning Act 1990.
- 5.4.4 Millbrook Park is administered through the Inglis consortium of which Barnet Council is a partner. The arrangements of the consortium have been agreed at committee.
- 5.4.5 The nature and extent of development within Colindale is controlled through the Colindale Area Action Plan, which has been incorporated into the Barnet Local Plan 2012. Developments are undertaken by private developers without development agreements with the council.
- 5.4.6 Regional Enterprise (Re) is responsible for supporting the Council in meeting its obligations under the Development Agreements.
- 5.4.7 Legal and constitutional arrangements between Barnet Council and Regional Enterprises are laid out within the Joint Venture contract.
- 5.4.8 The High Street Fund projected in Burnt Oak required the Council to enter into legally binding agreements with the Greater London Authority for the period of the one year Grant.
- 5.4.9 In accordance with the Council Constitution, Responsibility for Functions - Annex A – The Assets Regeneration and Growth Committee has responsibility for “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council”.
- 5.4.10 The Council Constitution, The Management of Asset, Property and Land Rules, Appendix 1, Table A sets out the authorisation thresholds and requires the disposal of

an asset to be authorised by the Assets Growth and Regeneration committee.

5.5 Risk Management

- 5.5.1 Despite the challenging economic climate over the past five years, the Council has continued to progress the physical regeneration schemes. Risks are monitored across the programme as well as at project level.
- 5.5.2 The viability of each of the physical regeneration projects is substantially dependent on the performance of the housing market over the lifetime of the developments. Delays to the delivery of the schemes could result in reduced resident satisfaction levels. To help mitigate this, continual monitoring of the local housing market and housing delivery takes place with the development partners. Economic sensitivity measures review mechanisms have been included in the Development Agreements.
- 5.5.3 In 2001 the Department for Transport, Local Government and the Regions issued guidance to local authorities on meeting 'decent homes' standards. The Council was advised that on the basis of the known data the homes on the priority regeneration estates would fail to meet the required standards. In response to the need to address problems around heating, condensation and general structural repairs, as well as the modernisation requirements for the homes on these estates, the Council decided to embark on the programmes to regenerate these estates to provide well designed, high quality and efficient homes. If the estate regeneration schemes do not complete, the Council will be required to bring the remaining properties up to Decent Homes Standard.
- 5.5.4 The Council's development partners are currently responsible for a substantial proportion of Council costs in delivering the regeneration schemes. These costs include, but are not limited to, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance Payments to secure tenants required to move, qualifying staff costs, Resident Independent Advisors and cost consultancy advice. The Principal Development Agreements set out the framework for these costs being recovered. It is the responsibility of Regional Enterprise (Re) to manage the reclamation of these costs on behalf of the Council, however if the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the Council may not be able to recover all the costs incurred. To mitigate this risk, anticipated costs are agreed with the Development Partners in advance of expenditure wherever possible.
- 5.5.5 The Council also has obligations under the Principal Development Agreements and Regeneration Agreements. If the Council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's development partners. It is the responsibility of Regional Enterprise (Re) to support the Council in meeting its obligations under the Development Agreements.

5.5.6 There is a risk that the delivery of physical and socio-economic regeneration could be endangered due to restrictions in the availability of funding coming from sources outside the Council. This could lead to reputational issues for the Council and resident dissatisfaction. The Council and Regional Enterprise (Re) will maintain close working relationships with development partners, the Greater London Authority and other government bodies to ensure a flexible approach to future problems that may threaten individual projects. The Council and Regional Enterprise (Re) will also keep residents well informed through appropriate communications and will work with development partners to undertake continual value engineering of development proposals.

5.6 **Equalities and Diversity**

5.6.1 Pursuant to the Equality Act 2010 (“the Act”), the Council has a legislative duty to have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The ‘protected characteristics’ are ages, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.

5.6.2 The Regeneration and Growth Programme will follow the principles set out in the London Borough of Barnet Equalities Policy (revised January 2014).

5.6.3 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life in the Borough. This is achieved by pursuing successful regeneration of the Borough’s regeneration areas. This will benefit all sections of society and the Borough’s diverse communities who are seeking housing and contribute to addressing the shortage of housing in the Borough across all tenures.

5.6.4 The regeneration schemes will deliver a mix of approximately 27,000 new affordable, intermediate and private sale flats and houses (including Colindale). The developments will also provide new community facilities and commercial units for business to rent or lease. The Council will have 100 per cent nomination rights to the new affordable housing on the housing estate regeneration schemes and re-housing offers will be made to all the existing secure tenants on the existing housing estates who live in a property to be demolished. Thus the regeneration schemes will provide new areas of mixed tenure housing that will make these parts of the borough better place to live and contributing to improved community cohesion in areas with highly diverse populations.

5.6.5 Entrepreneurial Barnet has the main aim of addressing unemployment and deprivation through specific initiatives to support our most vulnerable residents. It also aims to support business and employment growth.

5.6.6 Also included in the Skills, Employment and Enterprise programme is our

work on town centres. The Outer London Fund (OLF) town centre projects support Barnet's aspiration to create the right environment for vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them. The actions aim to deliver economic uplift to the area, the benefits of which can be shared by all those who live, work and use the North Finchley and Cricklewood town centres. Work is also underway on other Priority Town Centres.

5.6.7 On 12th December 2013, Health Overview and Scrutiny Committee considered an interim update report on GP services, from NHS England and the Council's Regeneration. The Committee resolved that health provision across the Borough is monitored by the Health and Well-being Board. An Estates Working Group had been established with representation from Barnet Clinical Commissioning Group, NHS England, NHS Property Services and the Council to improve joint working on NHS estates issues.

5.6.8 Work is ongoing in partnership with the public health team, to understand the health challenges faced by communities in Barnet and identify the health priorities when designing places.

5.6.9 Equality considerations will be kept under review and updated as proposals develop under the regeneration schemes so that an up to date assessment of the equalities impact will accompany any future proposals which are put to decision makers.

5.7 Consultation and Engagement

5.7.1 Consultation is a fundamental part of the Growth and Regeneration programme with each regeneration scheme having its own stakeholder engagement plan as part of its Project Initiation Document (PID).

5.8 Insight

5.8.1 The table on page 52 of the report in appendix 1 shows the sources from which social and business data is obtained for the indicators that will be measured to quantify the success of the regeneration programme.

5.8.2 Other sources of data used in the Annual Regeneration Plan include:

- The Barnet Regeneration Strategy. Barnet Council, 2012.
- The Barnet Housing Strategy, Barnet Council, 2015-25.
- A Growth Strategy for Barnet, Barnet Council.
- Developing Barnet's economic Strategy, Middlesex University, May 2014.
- Barnet Local Plan, Barnet Council, 2012.
- GLA Wellness score, GLA datastore Website.

6. BACKGROUND PAPERS

6.1 28 February 2012, Cabinet Resources Committee Regeneration Review Paper -

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201202281900/Agenda/Document%2013.pdf>

Minutes, Item 17:

RESOLVED –

That the Committee Agree the findings of the Regeneration Review and the proposed next steps (as set out in the detailed Action Plan attached as Appendix A) with the following actions delivered as a priority:

(i) A review of the structure and skill set of the Regeneration Service to be concluded by end of March 2012

(ii) A major review of programme management to include Member involvement in the Regeneration Board, and establishment of a new, internal Regeneration Programme Board and reconstituted Project Boards to be completed by end of March 2012

(iii) The development of a Corporate Property Strategy and asset register to be completed by May 2012.

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201202281900/Agenda/Document%202.pdf>

(iv) A Skills, Employment and Enterprise Strategy to be prepared with particular focus on 16-24 year olds and post riot actions for adoption by Cabinet April 201

6.2 17th December 2012, Cabinet Resources Committee Annual Regeneration Report –

<http://barnet.moderngov.co.uk/documents/g6757/Public%20reports%20pack%2017th-Dec-2012%2020.00%20Cabinet%20Resources%20Committee.pdf?T=10>

Minutes, Item 11:

RESOLVED – That the Committee endorses the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.

<http://barnet.moderngov.co.uk/documents/g6757/Printed%20minutes%2017th-Dec-2012%2020.00%20Cabinet%20Resources%20Committee.pdf?T=1>

6.3 30th August 2012, Delegated Powers Report 1,773 –

<http://barnet.moderngov.co.uk/documents/s5377/1773%20-%20The%20Mayors%20Outer%20London%20Fund%20Round%202%20Grant%20agreements%20with%20the%20Greater.pdf>

6.4 12th December 2013, Health Overview and Scrutiny Committee Interim Update Report on GP Services –

<http://barnet.moderngov.co.uk/documents/g6564/Public%20reports%20pack%2012th-Dec-2013%2019.00%20Health%20Overview%20and%20Scrutiny%20Committee.pdf?T=10>

Minutes, Item 10:

RESOLVED that:

1. The Committee note the update on GP Services in Barnet as set out in the report and above
2. The Committee keep a watching brief on this issue
3. The Committee refer this issue to the Health and Well-Being Board to consider alongside the refresh of the Joint Strategic Needs Assessment.

<http://barnet.moderngov.co.uk/documents/g6564/Printed%20minutes%2012th-Dec-2013%2019.00%20Health%20Overview%20and%20Scrutiny%20Committee.pdf?T=1>

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Growth and Regeneration Programme



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INTRODUCTION

Since 2015 Barnet has become the most populous borough in London with 393,000 residents. With this in mind the next 5 years represents a great opportunity for Barnet residents and businesses, with the borough set to benefit from a growing economy and local investment in regeneration. This is an essential part of Barnet Council's Strategy with growth, housing, and responsible regeneration indispensable for the borough; revitalising communities, providing new homes and jobs, and delivered in a manner that protects the things residents love.

Growth will generate more money for the council to spend on local services. The council's existing regeneration programme will see £6bn of private sector investment over the next 25 years, create around 27,000 new homes and up to 30,000 new jobs. The programme will also generate £11m of additional recurrent income for the council by 2020.

Some residents will need extra help to take advantage of the opportunities that growth will bring, so we're providing targeted help for those that need it, and commissioning a range of partnership services to help residents into work.

The Regeneration Programme will help the Council become financially sustainable by maximising local sources of revenue, including Council Tax, businesses rates, and increased income through commercialisation. Capital receipts and revenue income from development will outstrip increased demand for services; and through the use of Section 106 agreements, we're ensuring that developers invest in the borough by providing apprenticeships and facilities for local communities.

A key part of Barnet's strategy is capital investment in infrastructure now, to gain in the medium to long term. The borough will benefit from investment of £550m between 2016 and 2020 funded from capital receipts,

borrowing, revenue and external grants. This will include £50m investment in improving the condition of the borough's roads and pavements, consistently the top local priority for residents, over the next five years.

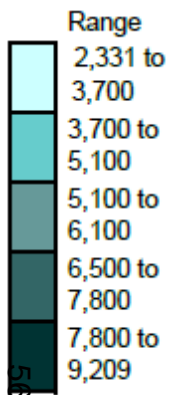
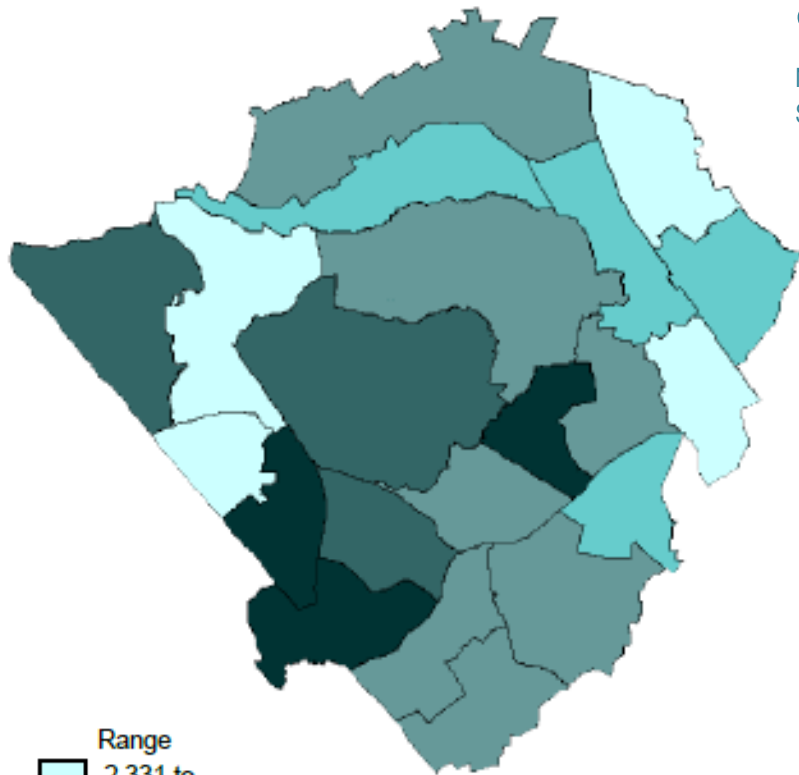
Housing and employment are essential elements to achieving a good quality of life, and we believe that people who contribute to the life of the Borough should be able to live here, in good quality homes that they can afford. We want everyone in Barnet to have access to a good job and good housing, or a better job and better housing, so that the borough remains a place where people want to live and work.

We are building more than 20,000 new homes by 2025 through our regeneration programme, the most in outer London, with more being delivered through a pipeline of future brownfield redevelopment, and working with developers to identify land owned by the council which could provide sites for housing now, rather than selling it on the open market which could result in development being delayed. We are also investing in our key Town Centres ensuring that they are well-connected, and accessible using a range of transport options, with attractive public realm and a sustainable mix of retail, leisure, business and residential use.

A thriving local economy is essential to maintaining the supply of jobs, and income for the council that will help to support the future prosperity of the borough. The Entrepreneurial Barnet strategy aims to ensure that Barnet is the most attractive place in London to start up and run a business, building on the high levels of skill, mobility and flexibility that characterise the local labour market.

KEY FACTS

Barnet's Concentration of Employment by Ward.



2,020

NO OF MICRO BUSINESSES

In Barnet employing 5 to 9 people. This is the second highest in London, with City of London first with 2,210 micro businesses of this size.

87%

NO OF START UPS SURVIVING THEIR 1ST YEAR

While 2,995 businesses started up in 2013, 2,615 survived the first year. But the most recent three year survival rates for Barnet (2009-12) showed that 53.1% of businesses survived after 3 years.

32%

EMPLOYEES IN PROFESSIONAL OCCUPATIONS

With 57,600 jobs in this class, within Barnet, it is the highest of all job classes. The next highest is associated professional and technical with 23,400 (13.3%).

11.5%

INCREASE IN 85+ AGE CLASS FROM 2011-2016

This is the highest increase of any of the age classes, with the next highest 0-19 and 40-64 both at just under 7%. The growth in the younger population over the next 10 years is predicted to be greater than other cohorts as a consequence of regeneration programmes and recent high birth rates.

£2.12

RETURN IN SOCIAL VALUE FOR EVERY POUND SPENT

The amount gained in terms of social return on investment for every pound spent on the Platforms Programme managed by Regional Enterprise Skills and Employment Team.

- 539** **New homes delivered in 2015/16 from the Regeneration Estates including Millbrook Park, 463 private, 72 affordable, and 76 social rent homes.**
- 60%** **The rate of increase on the previous year's homes delivered.**
- 563** **New homes forecast to be completed across the Regeneration Estates and Millbrook Park over the next financial year 2016/17, comprising 377 private and 186 affordable homes.**
- 1,914** **The total number of new homes delivered within the Regeneration Estates and Millbrook Park since 2010, 1,206 private (61%) and 780 affordable (39%).**
- 3,108** **The net total number of new homes delivered in Colindale alone up to the end of March 2016.**
- 5,022** **The total number of new homes delivered over the entire Regeneration Programme between 2010 and March 2016.**

In regenerating our estates and providing tenants with new, modern, quality homes; existing tenants need to be rehoused to enable demolition of the former estate buildings. Where we can, tenants are rehoused directly into their new homes which are built prior to the demolition of their old blocks. Tenants who have secure rights to social rent housing are housed permanently in their new home.

Tenants who do not have secure rights will be assessed and if appropriate will be offered secure tenancies in new homes. Where ever possible those tenants who do not obtain secure rights following assessment will be housed in long term temporary accommodation in the surrounding area. In the current phases of Estate Regeneration schemes, where tenants have been rehoused, we have been able to give 50% secure tenancies.

Homelessness is an increasing problem across London. The number of households presenting as homeless, and being accepted as homeless, has increased significantly over the past five years. As a consequence the number of new admissions into temporary accommodation, used for households that are homeless, has also risen.

Barnet Council has taken action to reduce the number of homeless households living in emergency temporary accommodation and, in doing so, has enabled more families to remain close to their support networks in Barnet and in more settled accommodation.

This has been achieved through:

- Increasing focus on early intervention and homelessness prevention measures.
- Formation of a Welfare Reform Taskforce to work closely with households affected by welfare reform to minimise the risk of homelessness.
- Undertaking a financial assessment as part of the housing application and signposting applicants to debt advice.
- Increasing the effectiveness of our private rented sector procurement strategy, including the launch of the Let2Barnet team and landlord incentive scheme for private sector landlords.
- Sourcing affordable accommodation in less expensive areas outside of Barnet.

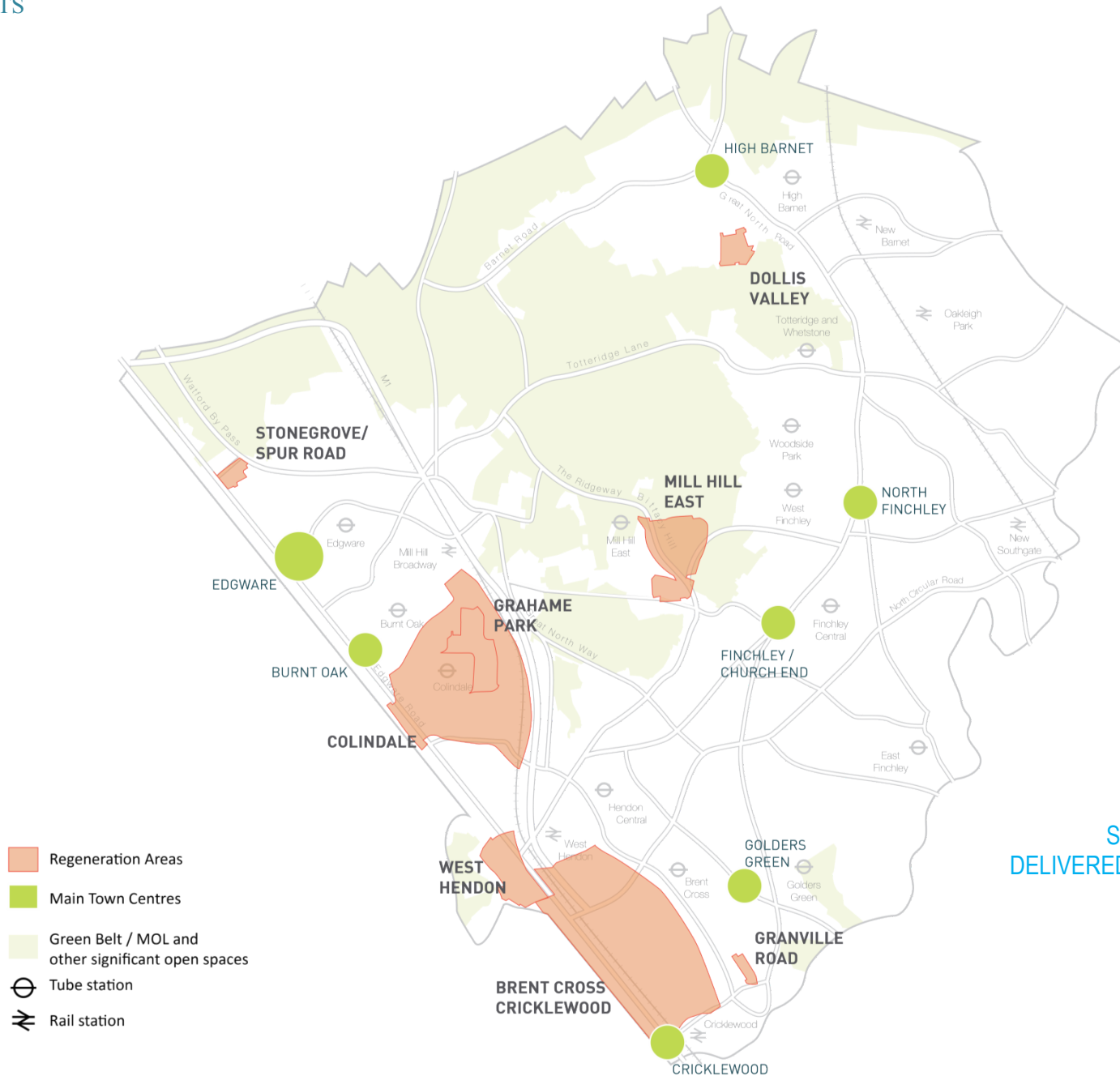
HOW ACCURATE ARE OUR FORECASTS OF HOUSING

The Table to the right shows the forecast and actual numbers of homes delivered by the Regeneration Estates and Millbrook Park over the last year:

- **667** - The original forecast of homes that would be delivered over the year as detailed in the 2014/15 annual regeneration plan, 419 private 248 affordable.
- **629** - The forecast of homes to be delivered following a reviewed at the beginning of the year, 543 private 86 affordable.
- **539** - The actual number of homes delivered in 2015/16, 451 private 88 affordable.
- **563** – The forecast of homes to be delivered through the Regeneration Estates and Millbrook Park in 2016/17, 377 private 186 Affordable.
- **580** – The forecast of homes to be delivered through the regeneration of Colindale in 2016/17.

Forecasting homes to be delivered is difficult, developers change phasing and issues such as bad weather, or unforeseen site conditions, can delay completions. That said through increased monitoring of delivery, forecasting is getting better. Initially 667 homes were forecast for completion in 2015/16. However, following a review of the Stonegrove scheme earlier in the year it was clear that 159 affordable homes would not be delivered in 2015/16, leading to a revised forecast of 629 completions overall. Whilst Dollis Valley, Grahame Park, and West Hendon more or less achieved target, Millbrook Park and Stongrove have been under target. A tranche of 72 homes at Stonegrove, with expected delivery March 2016, have been slightly delayed with delivery now in April 2016. The nature of the Millbrook Park scheme makes it difficult to forecast or influence delivery, as essentially parcels of land are sold to developers who will then build out plots to their own programme.

| <i>Scheme</i> | <i>Type</i> | <i>Actual</i> | <i>Forecast</i> | <i>Net</i> |
|-------------------------|--------------|---------------|-----------------|------------|
| Dollis Valley | Private | 61 | 61 | 0 |
| | Affordable | 32 | 40 | -8 |
| | Total | 93 | 101 | -8 |
| Grahame Park | Private | 52 | 52 | 0 |
| | Affordable | 0 | 0 | 0 |
| | Total | 52 | 52 | 0 |
| Millbrook Park | Private | 133 | 146 | -13 |
| | Affordable | 0 | 46 | -46 |
| | Total | 133 | 192 | -59 |
| Stonegrove | Private | 75 | 142 | -67 |
| | Affordable | 41 | 0 | 41 |
| | Total | 116 | 142 | -26 |
| West Hendon | Private | 130 | 142 | -12 |
| | Affordable | 15 | 0 | 15 |
| | Total | 145 | 142 | 3 |
| Total Affordable | | 88 | 86 | 2 |
| Total Private | | 451 | 543 | -92 |
| Grand Total | | 539 | 629 | -90 |



27,000+
NEW HOMES BUILT
ACROSS THE
REGENERATION
PROGRAMME

30,000+
NEW JOBS CREATED
THROUGH THE
REGENERATION
PROGRAMME

10
SCHOOLS ACROSS
PRIMARY, SECONDARY &
HIGHER EDUCATION LEVELS

+91,509
SQM OF RETAIL & COMMERCIAL SPACE
DELIVERED IN BRENT CROSS SHOPPING CENTRE

£11m+
RECURRENT INCOME TO
THE COUNCIL BY 2020

REGENERATION PROGRAMME KEY OUTPUTS

| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT |
|---|--|--|--|
| <ul style="list-style-type: none"> Over 27,000 new homes will be delivered through the programme. 19,210 private and 7,896 affordable homes are currently forecast to be delivered by the programme. 30% affordable housing will be delivered by the regeneration programme. Excluding Colindale the programme is currently forecast to deliver 16,734 homes (464 will be retained). 5005 will be affordable (30%). (Current figures 2,925 rented, 2,080 shared ownership). | <ul style="list-style-type: none"> 10 new and replacement schools across Borough at Primary and Secondary level, plus new college and university buildings. Enable access to employment & apprenticeship opportunities. Skills training programmes in regeneration areas. New nursery provision and replacement children's centres. | <ul style="list-style-type: none"> New mainline station and bus interchange at Brent Cross. Improvements to Brent Cross and Colindale tube stations. Bus service and infrastructure improvements across Borough. New, improved, and realigned strategic road linkages and junction improvements. New and improved pedestrian and cycle routes. | <ul style="list-style-type: none"> c116,500 sqm of retail space, including 91,500 sqm in Brent Cross. Up to 20,000 jobs over lifetime of projects (inc. construction). New and improved town centres, incl. business engagement initiatives. 500 workplace and training opportunities for young people through the NEET Platforms project. Over 100 vacancies filled by local people at Brent Cross Shopping Centre, including 45 Barnet residents, who were previously unemployed. |
| COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| <ul style="list-style-type: none"> New and replacement community hub facilities in various locations. Re-provision of Library and Community Services space in Colindale. New youth provision in Colindale. Resident partnership boards established on all Regeneration Estates. Community trusts supported to help deliver local community benefits. | <ul style="list-style-type: none"> Provision of at least 4 new and replacement health care facilities across Borough. Significant Health provision in Colindale to be implemented following Business Case. All new homes built to Lifetime homes standards & energy efficient. Provision and improvement of pedestrian and cycle routes. | <ul style="list-style-type: none"> Sustainable homes in regeneration areas with a focus on efficiency. New waste handling facility Re-location of Council's depot Joint refuse & recycling street bins. New energy centres in Colindale, Brent Cross, Millbrook Park, and West Hendon (CHP). 630 sqm of Sustainable Urban Drainage networks. | <ul style="list-style-type: none"> New more accessible town centres & improvements to existing town centres. New and improved public and green spaces across Borough near developments Improved river corridor and many parks at Brent Cross, four new parks at Mill Hill East, over £10m investment in parks in Colindale and a new public square. Place-making strategies and initiatives across the Borough. |

KEY PROGRAMME OUTPUTS MARCH 2015 – MARCH 2016

| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT |
|---|---|---|---|
| <ul style="list-style-type: none"> Over the year 2015/16 611 home have been delivered through the regeneration estates and Millbrook Park, comprising 463 private and 148 affordable. A total of 5144 new homes have been delivered through the regeneration programme since 2010. Housing delivery for 2015/16 shows an 85% increase on last year's housing completion figures. All original properties have been decanted on Stonegove estate and the final block is currently being demolished. CPO for West Hendon confirmed by the Secretary of State in Nov. 2015. All resident, leaseholders and tenants, are on track to be amicably rehoused from the current phase of West Hendon by March 2016. Plot 3 has been completed & Plots 5 and 6 have started on site in Grahame Park. | <ul style="list-style-type: none"> A new nursery has been opened in Dollis Valley. Urban plan workshops for six form pupils promoting regeneration and planning skills and careers. GoConstruct careers portal for schools and College went live, with 60,000 hits in 2 month. New Barnet College now under construction in Colindale scheduled opening Sept. 2016. MSc Fashion Business Creation Scholarship launched for 2016 in partnership with Hammersons with plans to develop pop-up facilities at Brent Cross. 28 apprenticeship starts from residents within the regeneration estates. | <ul style="list-style-type: none"> £3.4 million of highway improvements in Colindale presented to LBB for approval. £106 Funding for Colindale Avenue pedestrian and cycle link through to Peel Centre, Colindale, secured from developer. Skye Lane completed at Stonegrove. £11 million contribution agreed by developer of the Peel Centre to improve Colindale tube station. A Full Business Case for the redevelopment of Thameslink station, Brent Cross, submitted to DfT, DCLG, & Treasury. Approval will release £97 million long term loan to redevelop the station. Completion of highway works at the junctions of Pursley Road/Sanders Lane/Bittacy Rise, and Bittacy Hill/Frith Lane, Millbrook Park. | <ul style="list-style-type: none"> Employment & Training Strategies have been developed for Dollis Valley, Stonegrove, and Grahame Park. The Strategy for West Hendon is currently being finalised. Stonegrove Partnership Board has approved their Employment & Training Strategy. Workfinder project is underway in Colindale, Grahame Park and Stonegrove. 3 year Platforms programme completed and benefits being evaluated. "Skills for Growth" business event held in July 15 with circa. 48 construction related businesses attending. Award winning Let's Talk Shop initiative has now facilitated the filling of a total of 140 vacancies in the retail sector, 93% were Barnet residents. Entrepreneurial Barnet competition organised in partnership with Middlesex University & Barnet College promoting innovative start-ups. |

| COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
|--|---|---|--|
| <ul style="list-style-type: none"> • Proposal for £6 million Youth Zone facility in Montrose Park, Colindale, agreed by LBB committee, with LBB providing £4.2 million. • S106 funding obtained for furniture re-use social enterprise project in Grahame Park. • New library under construction as part of the Barnet College development, scheduled for opening Sept. 2016. • The Stonegrove Partnership Board has now evolved into Stonegrove Community Trust. • Construction is nearing completion for a new co-located church and community centre, established in partnership with London Diocese and Stonegrove Community Trust. • A new Sainsbury's supermarket has been built on recently completed Plot 3 Grahame Park. • The Final stage of consultation is taking place for Grahame Park Stage B Supplementary Planning Document, for adoption in May 2016. | <ul style="list-style-type: none"> • New Pharmacy has been opened at Plot 3 Grahame Park. • New community services centre, including Centre for Independent Living is under construction as part of the Barnet College Development scheduled for opening Sept. 2016. • Options Appraisal for future health services in Colindale has been completed and discussed through public consultation. • Planning proposals secured potential for two new health centre sites in Colindale. | <ul style="list-style-type: none"> • The Barnet and Southgate College at Grahame park will be built to BREEAM Excellent standard. • A temporary energy centre has now been built at Millbrook Park. | <ul style="list-style-type: none"> • £5 million approved by LBB for Montrose & Silkstream Parks, and design development, survey, & project development works are underway. • Borough wide Parks & Open Spaces Strategy in final phase of consultation, with submission to committee in May 2015 for approval and adoption. • Integration of regeneration plans and capital investments into the borough-wide Parks & Open Spaces Strategy, now in final phase of consultation, anticipated May 2015 for approval and adoption. • Central and Panoramic Parks nearing completion at Millbrook Park. |

PROGRESS BY PROJECT & FORWARD PLAN

Brent Cross Cricklewood North – West Hendon Ward

Brent Cross Cricklewood South – Golders Green Ward/Childs Hill Ward

OVERVIEW

Comprehensive regeneration of 250 acres to create a vibrant mixed use and accessible community; a key element of the Borough’s regeneration and growth strategy. Outline planning consent was granted in 2010. The project is split into the Redevelopment of Brent Cross Shopping Centre in the North with associated roads and bridges, and a primarily residential and commercial development to the South.

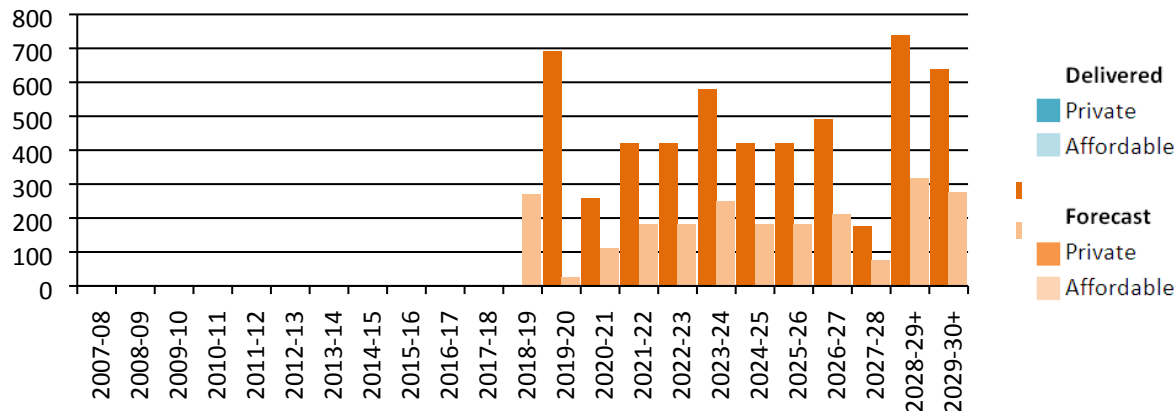
DELIVERY PARTNERS

Brent Cross Cricklewood North: Hammerson UK PLC; Standard Life Investments; Cricklewood Regeneration Limited.

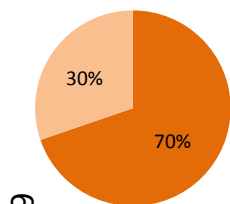
Brent Cross Cricklewood South: Argent and Related Companies; The London borough of Barnet; Network Rail.



Forecast of housing delivery for Brent Cross Cricklewood



Percentage of affordable & private home to be delivered

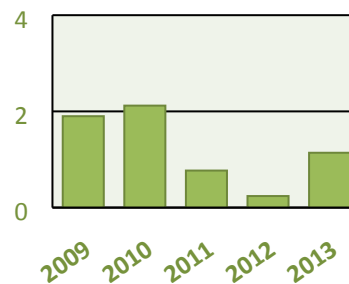


64

Housing type to be delivered

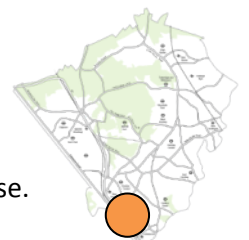
| Housing Type | Proposed |
|--------------|--------------|
| Affordable | 2,250 |
| Private | 5,250 |
| TOTAL | 7,500 |

Golders Green Wellness Score¹



SUMMARY

- Doubling Brent Cross Shopping Centre (91,509 additional sqm of retail and leisure space).
- Creation of a new town centre, spanning the North Circular Road.
- 7500 new homes.
- New landscaped pedestrian bridge connecting Brent Cross and Cricklewood communities.
- New bus station and improved link to Brent Cross Tube station.
- New Thames Link Station and transport interchange.
- Major highway improvements e.g. at A5/M1/A41 junctions.
- New Claremont School and improved Clitterhouse Playing Fields.
- 3,000 construction jobs.
- 2,500 - 3,000 permanent jobs in the 1st phase.



1. GLA Ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.

BRENT CROSS: OUTPUTS & OUTCOMES

| PROJECT LIFETIME | | | | | | | |
|---|---|--|---|---|-----------------------------------|--|---|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| <p>Provision of 7500 new homes over the scheme's duration, 217 of which to replace Whitefield Estate.</p> <p>The affordable housing is currently set at a minimum of 15%. However, if the scheme is built out, and subject to financial viability, a target of 30% affordable housing is to be reached.</p> | <p>New Claremont Primary school.</p> <p>Replace Whitefield Secondary and Mapledown Schools.</p> | <p>New bus station at Brent Cross shopping centre, and new and improved bus routes.</p> <p>Improved linkages between northern and southern developments.</p> <p>New Thameslink mainline station and public transport interchange.</p> <p>Major road improvement schemes at key junctions and a new road connection from the A5 to the southern development and Thameslink station.</p> <p>New pedestrian and cycle routes.</p> | <p>Double the size of Brent Cross shopping centre.</p> <p>Space for up to 27,000 new jobs over the lifetime of the project.</p> <p>1000 construction jobs.</p> <p>6,000 Retail/end user jobs.</p> <p>20,000 office jobs at a later stage.</p> <p>In October 2014 the first Employment and Skills Action Plan (Phase 1a North) was approved for RMA submission</p> | <p>New community facilities.</p> <p>Re-provision of Claremont Park.</p> | <p>New healthcare facilities.</p> | <p>New waste handling facility.</p> <p>Combined heat and power plant.</p> <p>New homes built to sustainable standards.</p> | <p>New town centre.</p> <p>New and improved public spaces.</p> <p>New landscaped pedestrian bridge.</p> <p>Improvements to Clitterhouse Playing fields.</p> <p>River corridor realignment and improvements.</p> |

KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016)

- CPO's 1 and 2 have been made following Barnet Councils resolution to proceed.
- The Full Business Case for Thameslink Station has been completed and submitted to DCLG, DfT, and the Treasury for approval. Approval of the Business Case by these agencies will release £97 million funding for the station.
- Reserve Matters for plots 53 and 54 were approved at Committee on 15th May 2015.
- Reserve Matters Applications for Phase 1A North Infrastructure, and Brent River Park, were approved at Committee on 10th Sept. 2015.

CURRENT STAGE

- The Section 73 application has been approved by the Secretary of State and has been endorsed by the Mayor of London. Planning consent has been issued for the scheme. The BXC Development Partners are focusing on discharging the relevant conditions and a number of reserved matters applications have been submitted in respect of the Phase 1A North of the Scheme.
- The Section 106 agreement has been completed.
- Partners have been working together to develop, and are beginning to implement, a robust advanced acquisition strategy which involves acquiring properties and commercial interests in both BXC North and BXC South.
- The Government has made a firm commitment to support the BXC Thameslink Station subject to an approved business case.

FORWARD PLAN (April 2016 – March 2017)

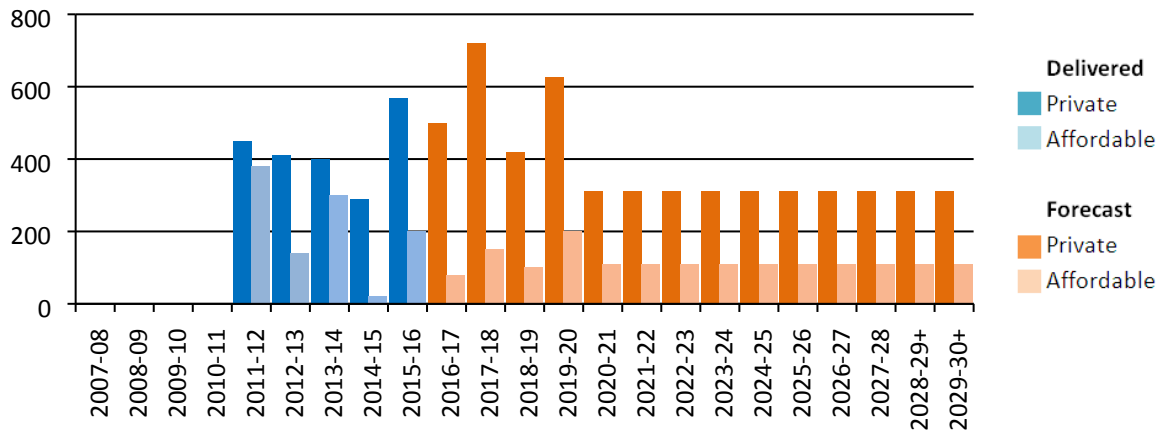
- March 2016: DCLG/Treasury Decision on Full Business Case for Thameslink Station.
- April 2016: LBB and south side preferred development partner Argent Related to formally implement the joint venture structure.
- May 2016: Brent Cross Cricklewood North and Brent Cross Cricklewood South CPO1/2 conjoined Public Inquiry.
- October 2016: Enabling works for Start on Site on Phase 1A.
- March 2017: Submission of Phase 1B (shopping centre design).

Colindale - Colindale Ward

OVERVIEW

Colindale has been identified as an area for significant growth within the Colindale Area Action Plan and is one of the largest growth and regeneration areas in the Borough. Colindale represents an opportunity to deliver sustainable housing growth and a new compact neighbourhood centre which will be well served by both improved public transport services and high quality public open space.

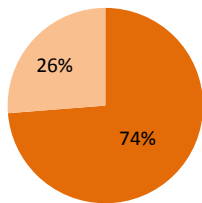
Forecast of housing delivery for Colindale



SUMMARY

- 10,170 new homes (Of the 5,420 homes currently in the pipeline 3,623 are private, 1183 affordable rent, and 614 are shared ownership).
- New primary schools.
- Higher & further education – New Barnet & Southgate College campus.
- Infrastructure, highways, parks & public realm improvements.
- Community & health facilities.
- Youth provision.

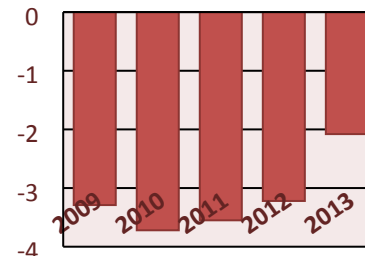
Percentage of affordable & private homes to be delivered



Housing type to be delivered

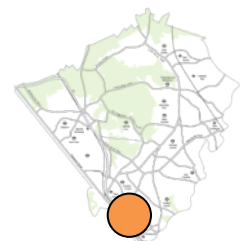
| Housing Type | Proposed |
|--------------|---------------|
| Affordable | 2670 |
| Private | 7500 |
| TOTAL | 10,170 |

GLA Ward Wellness Score¹



KEY SITES

- Former Hospital Site, 'Pulse', *Fairview New Homes*
- Former British Library Site, 'editions', *Fairview New Homes*
- Grahame Park, *Genesis Housing Association*
- Beaufort Park, *St. George PLC*
- Peel Centre Site, *Redrow*
- Former Barnet & Southgate College Site, *Barratt Homes*
- Zenith House, *Genesis*
- Oriental City (Brent), *Development Securities*



¹ GLA Ward level wellness scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good, a negative number is bad.

COLINDALE: OUTPUTS & OUTCOMES

| PROJECT LIFETIME | | | | | | | |
|--|---|--|--|--|---|--|---|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| 10,170 new homes across various sites. | Primary, Secondary, Higher and Further Education Schools. | <p>Improvements to key junctions and roads within the area.</p> <p>The redevelopment of Colindale tube station, including provision of step free access.</p> <p>New pedestrian /cycle bridge linking Montrose Park to the Hospital site, and to tube station.</p> <p>Improved bus service links.</p> <p>More effective parking management including a review and extension of the Controlled Parking Zone.</p> | <p>New retail, including a supermarket, on Grahame Park.</p> <p>New retail, pub & business centre at Beaufort Park.</p> <p>Improved Colindale Avenue mixed residential and retail offer.</p> | <p>Relocation of library and centre for independent living.</p> <p>new Neighbourhood Hub comprising, health, children and community facilities.</p> <p>New Youth Zone in Montrose Playing Field.</p> | <p>Health centre re-provision</p> <p>Provisionally three new health centre sites are identified.</p> <p>New pharmacy provision at Plot 3.</p> <p>Pharmacy provision at new Grahame Park Community Hub being given consideration in Outline Business Case.</p> | <p>Energy Centre.</p> <p>New homes built to sustainable standards.</p> | <p>Improvements to Rushgrove, Colindale, Montrose and Silkstream parks.</p> <p>Public realm improvements at Colindale Ave and Grahame Park Way.</p> |

KEY OUTPUTS AND ACHIEVEMENTS (April 2015 –March 2016)

- Proposal developed for new children’s centre with integrated nursery space on Grahame Park (100 children).
- New primary school provision on former Peel Centre site. Potential children’s facility at Fairview ‘Editions’.
- Colindale Community Trust provided research training for local residents of Grahame Park, significantly contributing to Community Asset Strategy Mapping.
- New Colindale Community Trust website and App for booking of community space.
- Proposals for three new health centre sites in Colindale (Peel Centre, Beaufort Park, and Grahame Park) at Outline Business Case stage.
- Redrow confirm completion date for former British Library site March 2018. Community space use (113sq m2) confirmed. Three commercial units to be occupied by Co-op, Fraser and Co, and Edition Estates Ltd.
- Colindale open spaces strategy complete.
- Montrose, Silkstream & Rushgrove Parks masterplans complete.
- Improvement to 3 key junctions in Colindale.
- Development of proposals for Controlled Parking Zone in Colindale.

CURRENT STAGE

- Peel Centre (Redrow) planning application and S106 agreed.
- Significant infrastructure being planned & major housing growth underway (c700 units currently on site).
- Lanacre Avenue shift completed.
- Design development underway on Montrose and Silkstream Parks.
- Joint working with Redrow, TfL on redevelopment of Colindale Underground Station.
- Fairview confirm completion date for former British Library site March 2018. Community space use (113sq m2) confirmed (potential nursery). Three commercial units to be occupied by Co-op, Fraser and Co, and Edition Estates Ltd.

FORWARD PLAN (April 2016 – March 2017)

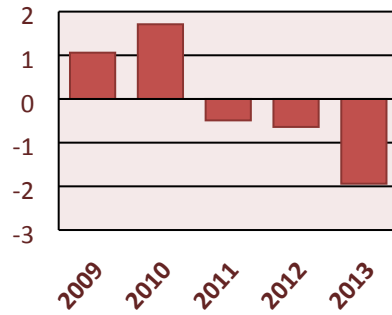
- Collaborative working with TfL on the development of an optimal solution for the improvement of Colindale Tube Station.
- Montrose and Silkstream parks subject to further consultation and subsequent development.
- Agree strategy for health provision across Colindale with NHS/CCG. Agree locations for education provision.
- Collaboration with Redrow on Colindale Avenue public realm. Collaboration with Redrow on Colindale Avenue public realm improvements.
- Collaboration with RAF museum regarding the development of the museum site.

Dollis Valley (Brook Valley Gardens) – Underhill Ward

Housing type to be delivered

| Housing Type | Previous | Proposed |
|--------------------------------|----------|----------|
| Secure Social Rent | 189 | 230 |
| Non - Secure Lease/Free holder | 174 | - |
| Low Cost Home Ownership | 77 | - |
| Private | - | 20 |
| TOTAL | 440 | 631 |

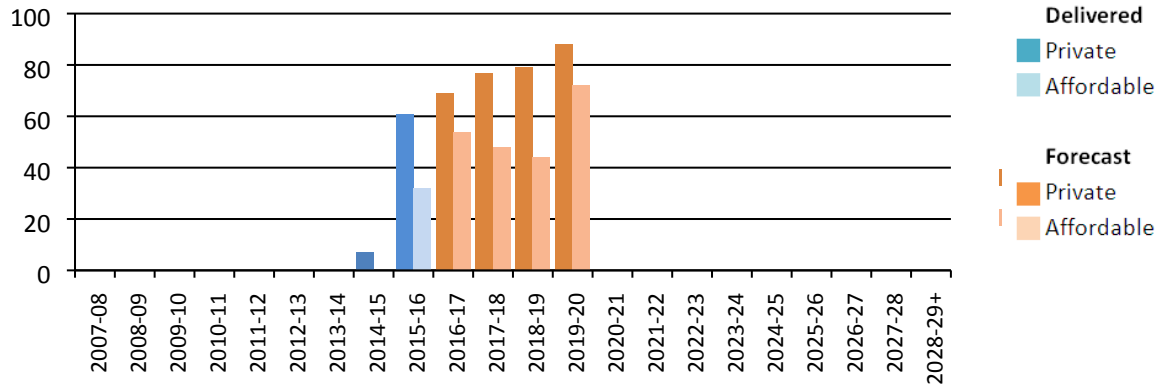
GLA Ward Wellness Score



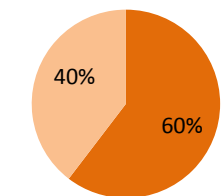
These ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.



Forecast of housing delivery for Dollis Valley

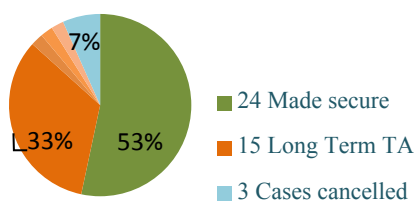


Percentage of affordable & private home to be delivered

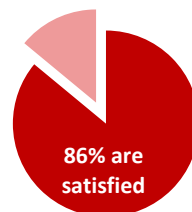


70

Rehousing of non-secure tenants in current decant phase



Satisfaction with area (ward) as a place to live



OVERVIEW

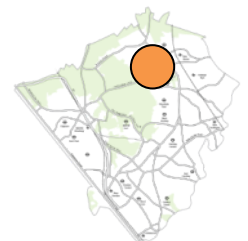
The regeneration of the Dollis Valley estate aims to create a new integrated community by replacing the existing system built multi-storey homes on the estate with new mixed tenure housing development of 631 homes. The scheme also includes re-provision of community facilities and children's day care provision.

DELIVERY PARTNERS

Countryside Properties UK; L&Q

SUMMARY

- New suburban area – 50% houses/50% apartments
- New nursery & community space
- Apprenticeships initiatives



DOLLIS VALLEY: OUTPUTS & OUTCOMES

| PROJECT LIFETIME | | | | | | | |
|--|---|--|---|------------------------------------|---------------------------------|---|---|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| 631 new homes. Outputs from Phase 1 will include: 108 units housing. (40 affordable, 68 private sale). | New nursery (25 nursery places for under 5s). 4 total apprenticeships over the duration of the scheme. | A new extended bus service for the Dollis Valley locality. At least one parking space for each new home plus visitor parking. | Access to apprenticeships, work tasters, placement days, non-construction training, ESOL classes. Skills Audit completed and Skills and Enterprise Strategy being developed. | New multi-purpose community space. | Provision of children day care. | New homes built to Sustainability Code Level (4) and to Lifetime Homes Standards. | Re-landscaping of the old public and private spaces that adhere to the Secure by Design guidelines. |
| KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016) | | | | | | | |
| <ul style="list-style-type: none"> • First secure tenants move into new homes in Summer of 2015. Block 12 and 13 completed providing 27 new homes in total. • Completion of Hope Corner (re-provision of community centre) and open to the public from mid-January 2016. • Completion and launch of new nursery which is managed by private operator KidzChoice. • Over 40 new private homes have been sold in the open market in the last 12 months. • Countryside's Training and Employment Strategy approved by Partnership Board. • Partners agreed the split of Phase 2 into Phase 2a and 2b in order to keep on track with the programme. • Sale completed on 5 shared equity properties for existing leaseholders. | | | | | | | |
| CURRENT STAGE | | | | | | | |
| <ul style="list-style-type: none"> • Preliminary General Vesting Declaration actions being implemented in relation to the compulsory purchase order for Phase 2 (The Ridge and Homefields). • On-going negotiations to reach Private Treaty agreements in relation to remaining 3 leaseholder properties. • Commencement of preparatory work to allocate new housing for residents into Phase 2 in Summer 2017. • Joint review with partners of Phase 1 decanting and preparing detailed Decanting Protocol, with particular attention to support for vulnerable residents. • | | | | | | | |
| FORWARD PLAN (April 2016 – March 2017) | | | | | | | |

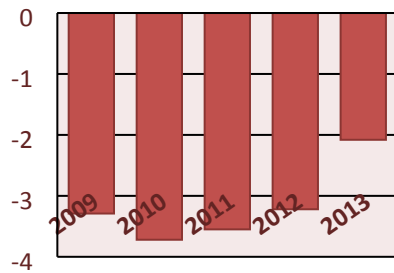
- Demolish of The Ridge and start of construction in Phase 2b.
- Stopping Up Order 5 to be agreed.
- Completion of Phase 1 in full, with 108 new homes.
- First homes online in Phase 2a in Autumn 2016.
- Successful implementation of GVD on The Ridge and 1-41 Homefields, and full vacant possession gained on all properties.
- Recruitment of Training and Employment Outreach Worker.

Grahame Park – Colindale Ward

Housing type to be delivered

| Housing Type | Previous | Proposed |
|-------------------------|-------------|-------------|
| Secure Social Rent | 1428 | 816 |
| Lease/Free holder | 349 | 348 |
| Low Cost Home Ownership | - | 340 |
| Private | - | 1600 |
| TOTAL | 1777 | 3104 |

GLA Ward Wellness Score



These ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.



OVERVIEW

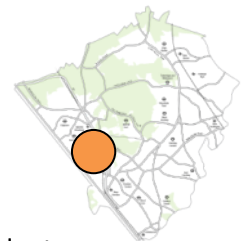
The Regeneration of Grahame Park estate will create a mixed tenure neighbourhood within Colindale. The new area will comprise around 1,600 new private homes, over 1000 new affordable homes, and 463 retained homes. Revised proposals for the area are contained within the Grahame Park Supplementary Planning Document (SPD), currently subject to consultation. The original housing target has been amended in response to the development of educational and employment facilities as part of the new southern hub. The area will also include a wide range of high quality facilities including health, library, community and retail. Following the re-phasing of the housing programme it should be noted that all vacant properties, which are programmed to be demolished, will be let as non-secure tenancies.

DELIVERY PARTNERS

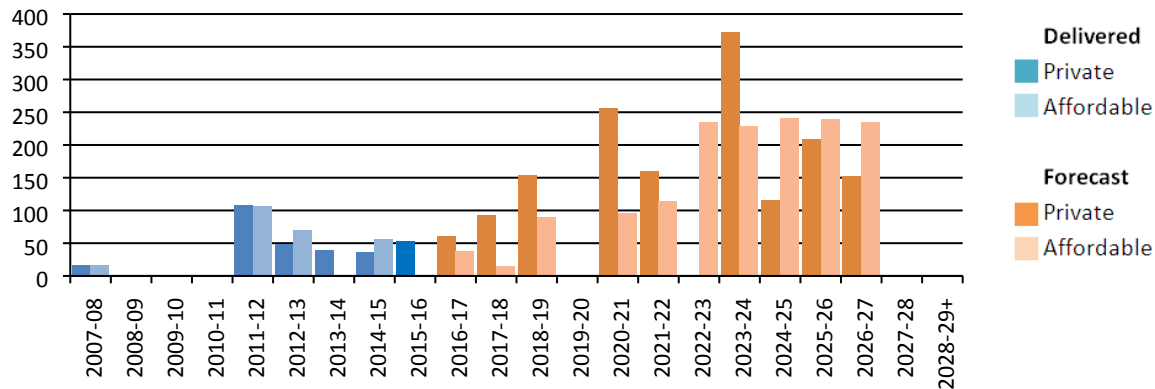
Genesis Housing Group

SUMMARY

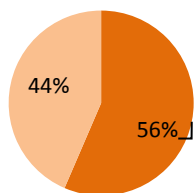
- Barnet college re-location.
- Major highways and infrastructure works.
- Replacement library & Centre for Independent Living.
- New Lanacre Avenue.



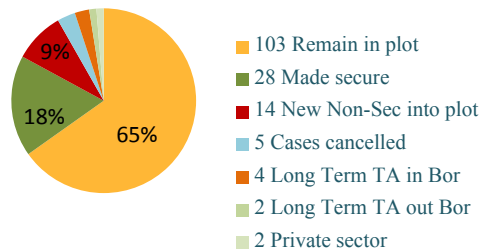
Forecast of housing delivery for Grahame Park



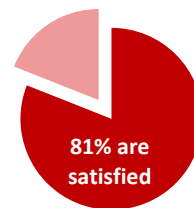
Percentage of affordable & private home to be delivered



Rehousing of non-secure tenants in current decant phase



Satisfaction with area (ward) as a place to live



GRAHAME PARK: OUTPUTS & OUTCOMES

| PROJECT LIFETIME | | | | | | | |
|--|--|--|--|--|---|---|--|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| <p>3,104 new homes will be delivered, over 800 social rent and 1600 private sale.</p> <p>533 homes (301 affordable) have been completed by March 2016.</p> <p>Plots 5 and 6 on site to provide 152 homes (52 affordable).</p> <p>G10A application to Secretary of State for Plots 10, 11 and 12 to be submitted by March 2016.</p> | <p>Barnet College to be relocated in Grahame Park in a newly build Campus.</p> <p>Colindale Training Programme, "Towards employment outcomes", being delivered on a termly basis.</p> <p>3 Apprenticeship opportunities being delivered.</p> | <p>New road, pedestrian and cycling network.</p> <p>Work with TfL to ensure that the existing bus services in the estate are improved.</p> | <p>Retail and commercial floorspace as part of Phase 1b & Stage B.</p> | <p>Replacement library, community centre & children's activity centre (Greentop Centre).</p> | <p>Health Centre to be re-provided.</p> | <p>All new homes built to sustainable code 4.</p> | <p>Heybourne Park already delivered in July 2011 (see picture on page 24).</p> |

KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016)

- Phase 1b(i), 143 homes (55 affordable) completed June 2015.
- Central Government has announced Genesis to be given loan of £56 million for acceleration of the demolition of the Concourse.
- The re-location of Barnet College started on site in June 2015 and is due to complete by September 2016.
- Audit of Concourse commercial leasehold units taking place 2016.
- Negotiations on new Council offices are taking place.
- New Sainsbury's has been in operation since July 2015.
- New Grahame Park SPD will look at re-provision of community facilities.
- Outline Business Case for replacement of Grahame Park Health Centre and new Health Centre on the Peel Centre site to be considered October 2016.
- All new homes built to sustainable code 4.
- New southern square at bottom of new Lanacre Avenue in operation.

CURRENT STAGE

- Council has worked with Genesis Homes to produce a Grahame Park SPD which develops proposals for Stage B. Full consultation to take place February 2016.
- 88 homes from Plot 3 (143 homes) completed, which includes 55 for social rent.
- College on site and will open September 2016.
- Plots 5 and 6 are on site (152 homes).

FORWARD PLAN (April 2016 – March 2017)

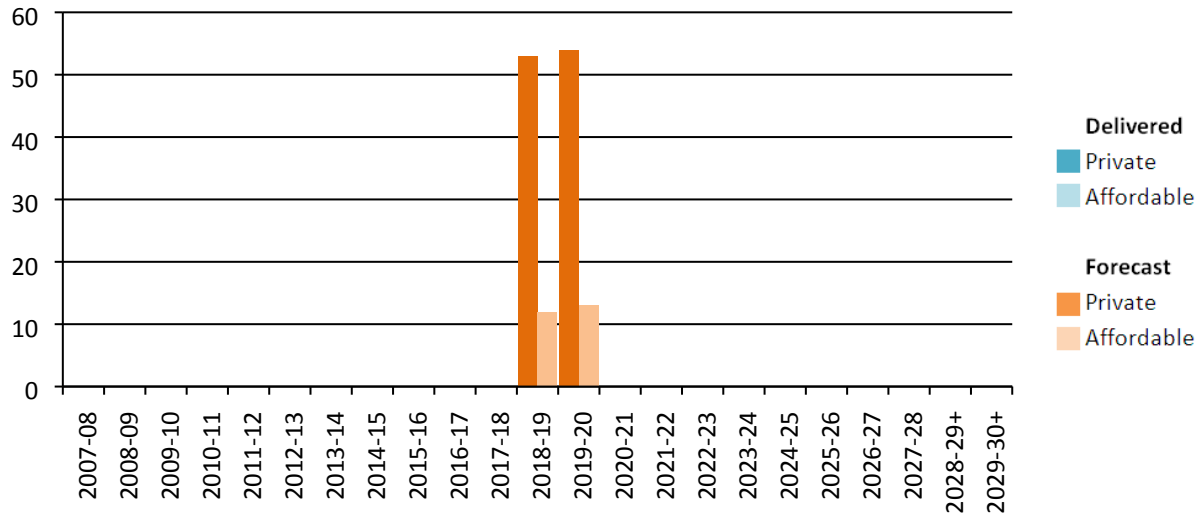
- SPD to be adopted May 2016.
- CPO to be initiated for Plots 10, 11 and 12 following Government loan to Genesis.

Granville Road – Childs Hill Ward

OVERVIEW

Following the completion of Phase 1 in 2012, phase 2 is tasked with the improvement the estate environment and public realm through the creation of a mixed tenure, balanced community with new homes for sale and shared ownership, a coherent sense of place and integration with the surrounding areas.

Forecast of housing delivery for the Granville Road



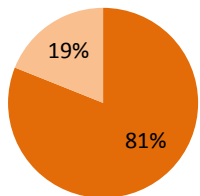
DELIVERY PARTNERS

Mullalley; One Housing Group

SUMMARY

- 132 new homes (107 private, 25 affordable).
- Provision of construction jobs.
- Public realm improvements.

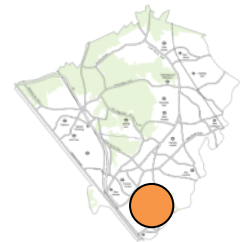
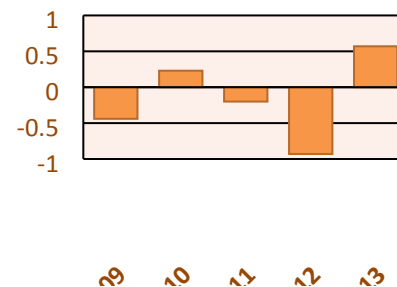
Percentage of affordable & private homes to be delivered



Housing type to be delivered

| Housing Type | Proposed |
|--------------|------------|
| Affordable | 25 |
| Private | 107 |
| TOTAL | 132 |

GLA Ward Wellness Score¹



1. GLA Ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.

GRANVILLE ROAD: OUTPUTS & OUTCOMES

| PROJECT LIFETIME | | | | | | | |
|--|-----------|------------------------------------|--|--|---------------------|---|-------------------------------|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| 132 new homes (30% shared ownership). | | Designated parking for each block. | Creation of jobs during the construction (no. to be agreed). | Integration with existing communities. | | Design employs sustainable construction techniques. | Improved public realm. |
| KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016) | | | | | | | |
| <ul style="list-style-type: none"> Planning permission refused, developer appealed against planning decision, and the public inquiry is to take place in summer 2016. | | | | | | | |
| STAGE | | | | | | | |
| <ul style="list-style-type: none"> Reviewing current design proposals. | | | | | | | |
| FORWARD PLAN (April 2016 – March 2017) | | | | | | | |
| <ul style="list-style-type: none"> Agree a vision for the future. | | | | | | | |

Mill Hill East (Millbrook Park) – Mill Hill Ward

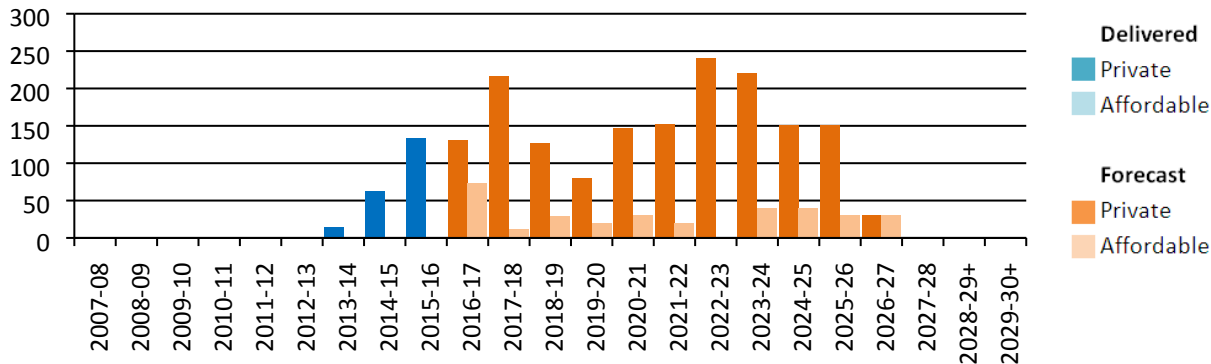
OVERVIEW

The Millbrook Park scheme represents an opportunity to create a high quality successful new suburb in the heart of Barnet and North London. Over 40 hectares of mainly vacant and disused Brownfield land previously comprising the former Inglis Barracks and the Council Depot site will be transformed into a thriving new community within an outstanding setting on a hill top location. To take this forward and ensure that implementation delivers the vision a unique partnership of the principal landowners has been established.

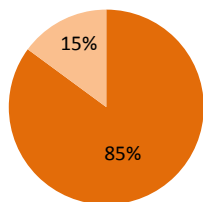
This is delivered through focusing on land remediation, building suitable infrastructure and releasing serviced parcels of land on the open market, through the life of the project. Potential purchasers of parcels of land will be responsible for building the new properties and obtaining detailed planning consent, the consortium through a selection panel will vet potential bids from developers taking into consideration Price, design & credibility in the market place.



Forecast of housing delivery for Millbrook Park



Percentage of affordable & private homes to be delivered



Housing type to be delivered

| Housing Type | Proposed |
|--------------|--------------|
| Affordable | 324 |
| Private | 1,850 |
| TOTAL | 2,174 |

GLA Ward Wellness Score¹

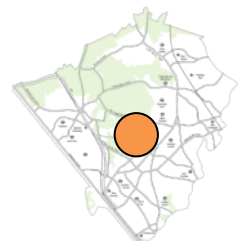


DELIVERY PARTNERS

Inglis Consortium LLP consisting of key partners: London Borough of Barnet, VSM Estates Ltd., & Annington Property Ltd.

SUMMARY

- Sustainable, good quality housing, governed by a design code.
- High quality architecture and urban design in character with area's context.
- Create a more intensive form of development better served by public transport.
- Upgrade Mill Hill East tube through S106 contributions to increase use of public transport.
- To support sustainable communities through the provision of infrastructure to support growth and the changing demographic make-up of the area and management of the estate.
- Realise the environmental and wider value of open space with green infrastructure.
- New 3 Form Entry Primary school
- Retaining current sources of employment.



1. GLA Ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.

MILLBROOK PARK: OUTPUTS & OUTCOMES

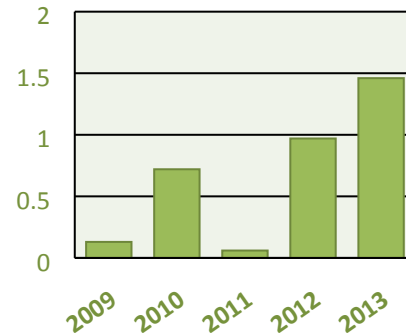
| PROJECT LIFETIME | | | | | | | |
|--|--|---|---|------------------------------------|--|---|---|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| 2,174 new homes (1850 private sale, 324 affordable). | <p>A new three-form entry primary school.</p> <p>Apprenticeship opportunities and CTI work placements being created through s106 agreements.</p> | <p>Upgrade Mill Hill East tube station & enhanced bus services.</p> <p>Improvements to key junctions in the area.</p> <p>East-West link route; junction improvements at Bittacy Hill / Frith Lane and Holders Hill Circus.</p> <p>Access roads for individual plot development.</p> | <p>3,470 sqm employment; 1,100 sqm town centre retail.</p> <p>Conversion of the historic former officers' mess building to mixed uses.</p> <p>Creation of 500 jobs.</p> | Community facilities and new park. | New health facility including a 530sqm GP surgery. | <p>New energy centre of 630sqm .</p> <p>Sustainable Urban Drainage.</p> <p>Relocation of the Council's Depot and Recycling facilities.</p> <p>Practical Code Level 4 for new homes.</p> <p>BREEAM Excellent for commercial buildings.</p> | <p>New parks and open spaces including a "Panoramic Park" providing excellent views across London.</p> <p>A new public piazza opposite the station.</p> |
| KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016) | | | | | | | |
| <ul style="list-style-type: none"> Both Central and Panoramic Parks completed. Completion of land transfers of parcels 4B and 4C to developers to begin the process of designing and developing these plots. Completion of highway works at the junction of Pursley Road/Sanders Lane/Bittacy Rise and Bittacy Hill/Frith Lane. Completion of 133 private sale homes. East-West road connection complete. | | | | | | | |
| CURRENT STAGE | | | | | | | |
| <ul style="list-style-type: none"> Planning application for Phase 4C to be considered at Planning Committee on 24th February 2016. Amendment to planning application for 6B to change use from employment to mixed use: Employment & residential to be considered at Planning Committee 24th February 2016. | | | | | | | |
| FORWARD PLAN (April 2016 – March 2017) | | | | | | | |
| <ul style="list-style-type: none"> Completion of 130 private and 73 affordable homes. Commence phased construction on Mill Hill depot site. | | | | | | | |

Stonegrove Spur Road (Edgware Green) – Edgware Ward

Housing type to be delivered

| Housing Type | Previous | Proposed |
|-------------------------|------------|------------|
| Secure Social Rent | 402 | 342 |
| Lease/Free holder | 201 | - |
| Low Cost Home Ownership | - | 109 |
| Private | - | 548 |
| TOTAL | 603 | 999 |

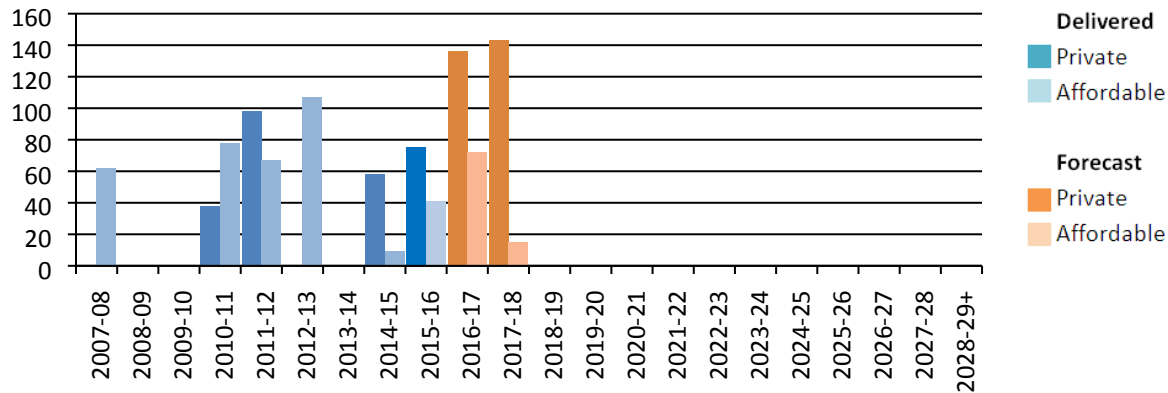
GLA Ward Wellness Score



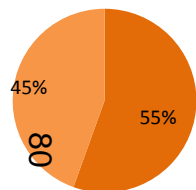
These ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.



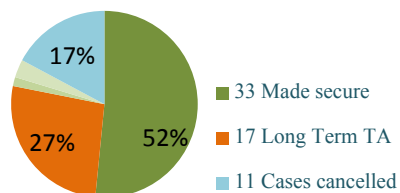
Forecast of housing delivery for Stonegrove Spur Road



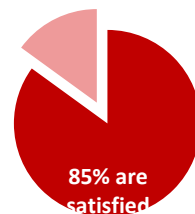
Percentage of affordable & private home to be delivered



Rehousing of non-secure tenants in current decant phase



Satisfaction with area (ward) as a place to live



OVERVIEW

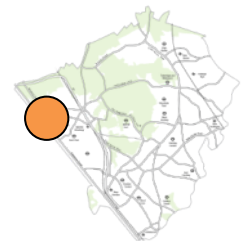
The regeneration of the Stonegrove Spur Road estates aims to create a new integrated community by replacing the existing homes with a new mixed tenure housing development of 999 homes. The scheme includes improved transport links, a new academy, community hall and church buildings, improved parking and open space. In 2014/15, construction commenced on Academy Lane and Kings Lane Mews, which will deliver 212 new private and social homes. The next phase is on track for completion in 2018/19, along with a delivery of a new joint Community Centre and Church, and new roads.

DELIVERY PARTNERS

Barratts Evolution Limited; Family Mosaic

SUMMARY

- New London Academy school & sport facilities (completed).
- New roads and highway improvements.
- Joint Community/church replacement facility.
- New open spaces.



STONEGROVE SPUR ROAD: OUTPUTS & OUTCOMES

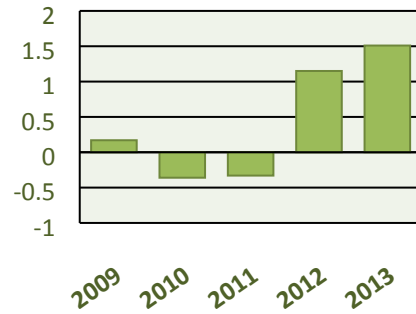
| PROJECT LIFETIME | | | | | | | |
|---|--|--|--|--|---------------------|--|--|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| 937 new homes (417 affordable, 520 private sale (an additional 62 affordable units were provided in Phase 0 – Penniwell Close). | Re-provision of school and sports facilities (London Academy) as part of phase 0 (prior to PDA). | New roads and improvements to junctions between Spur Road and Green Lanes, Spur Road and Stonegrove. | Skills and job training for residents. Skills Audit completed and Skills and Enterprise Strategy being developed. | Re-provision of a joint church and community centre, together with ancillary buildings. Establishment of Community Trust. | | All homes built to Decent Homes and energy saving standards. | Improvements to existing play facilities and open space. |
| KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016) | | | | | | | |
| <ul style="list-style-type: none"> • Progress of construction of Joint Community Centre and Church; on target for handover to Community Trust in Spring 2016. • Last remaining 8 secure tenants were successfully moved to new homes in Academy Lane in summer 2015. All secure tenants have now been re-housed. All non-secure tenants have been re-housed. • Completion of last CPO phase, with successful vacant possession of remaining units in Havilland Court. • Demolition of last remaining block Wilberforce. • Training and Employment Strategy offered by Barratts was approved by Partnership Board. • Final Partnership Board held with agreement reached on a Succession Plan for onward continued interface with residents. • Planning application for final phase to deliver vicarage and remaining units approved. • Agreement reached on final design for Joint Community Centre and Church, with planning application submitted and approved. • Completion of Academy Lane delivering 137 units, Kings Lane 61 units, Canon’s Square Extension 21 units, and Canon’s Row 22 units. | | | | | | | |
| CURRENT STAGE | | | | | | | |
| <ul style="list-style-type: none"> • On-going partnership work with Stonegrove Community Trust during transition stage, ahead of the handover of new joint facility. • Phase Stage 4b Canon’s Way South - ongoing construction on site, to deliver 80 private housing units, and Stage 6a Kings Mews (including Vicarage) to deliver 15 private units. | | | | | | | |
| FORWARD PLAN (April 2016 – March 2017) | | | | | | | |
| <ul style="list-style-type: none"> • Completion Phase 4a Sterling Court Return delivering 97 units, and Phase 4b Canon’s Way South delivering 80 units. • Support Barratts in the appointment of an Outreach Worker, as part of the Employment and Training Strategy. | | | | | | | |

West Hendon (Hendon Waterside) – West Hendon Ward

Housing type to be delivered

| Housing Type | Previous | Proposed |
|-------------------------|------------|-------------|
| Secure Social Rent | 478 | 262 |
| Lease/Free holder | 171 | - |
| Low Cost Home Ownership | - | 287 |
| Private | - | 1645 |
| TOTAL | 649 | 2194 |

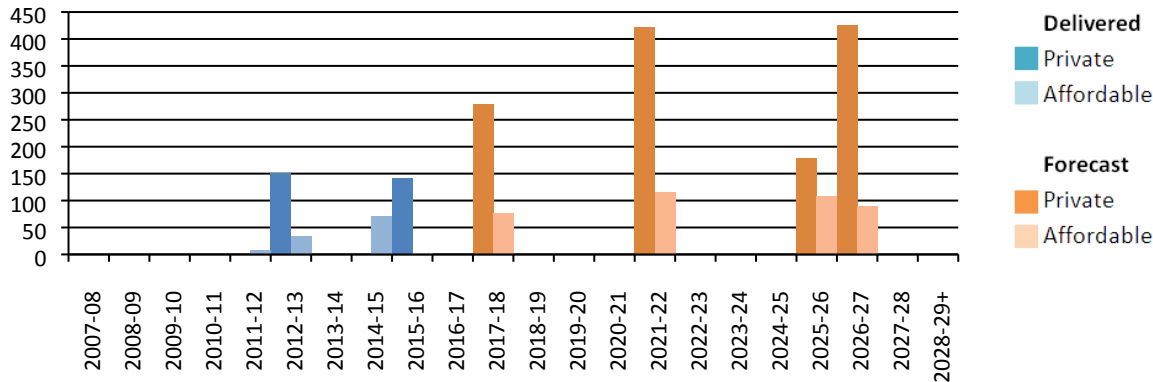
GLA Ward Wellness Score



These ward level wellbeing scores are a combination of 12 wellness indicators of the resident population of a ward. A positive number is good a negative number is bad.



Forecast of housing delivery for West Hendon



OVERVIEW

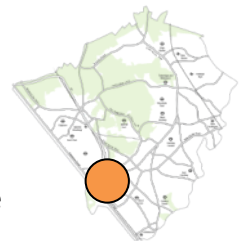
The regeneration of the West Hendon estate aims to create a new integrated community by replacing the existing homes on the estate with new mixed tenure housing development of 2,194 homes, a net gain of 1,553 over a 17 year period. The scheme also includes improved transport links and creation of a commercial hub. Delivery of new homes is expected to complete in 2027.

DELIVERY PARTNERS

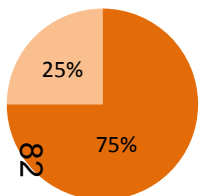
Barratt Metropolitan Limited Liability Partnership

SUMMARY

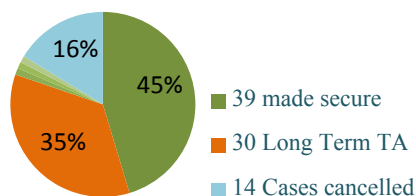
- 2,000 new homes; 1,600 car park spaces.
- A new town centre & commercial hub.
- 2 new bridges & creation of a vista.
- Integration to the Welsh Harp Reservoir.
- Three-form community school.
- Major highway improvement scheme to the Broadway and Station Road, removing the existing Perryfield Way gyratory and taking traffic off local.



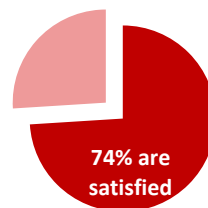
Percentage of affordable & private home to be delivered



Rehousing of non-secure tenants in current decant phase



Satisfaction with area (ward) as a place to live



WEST HENDON: OUTPUTS & OUTCOMES

| PROJECT LIFETIME | | | | | | | |
|--|--|---|--|---------------------------|---|--|--|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE & EMPLOYMENT | COMMUNITY | HEALTH & WELL-BEING | SUSTAINABILITY | PUBLIC REALM & SENSE OF PLACE |
| Up to 2,000 new homes (25% affordable). | 3-form community school for around 400 pupils. Nursery. | 2 new bridges. Improvements along the A5 and Station Road & removal of the gyratory system. Improved A5 crossings and pedestrian links to Hendon train station. | A new town centre and commercial hub with new shops and restaurants. 1000 full time construction jobs, 126 non-construction full time jobs. | Community use facilities. | Lifetime homes standards and better quality homes will lead to improved health and living conditions for the residents on the estate. | Code Levels 4 and above for new homes. BREEAM Excellent for commercial buildings. | Improvements to York Park. Integration to the Welsh Harp Reservoir. |
| KEY OUTPUTS AND ACHIEVEMENTS (April 2015 – March 2016) | | | | | | | |
| <ul style="list-style-type: none"> • CPO1 confirmed by the Secretary of State in November 2015. • Of the 34 leaseholders within CPO1, 33 completed private treaty negotiations and 1 will vest on the 4th of March 2016. • Launch of the Community Trust with associated funding for community projects. • Permission granted for an interim community centre within Bullfinch and Gadwell. | | | | | | | |
| CURRENT STAGE | | | | | | | |
| <ul style="list-style-type: none"> • Soft stripping and demolishing 1-76 Franklin House, 11-98 Marriotts Close and 1-32 Tyrrel Way. • Preparing CPO2 and CPO2A. • Working through plans to bring forward Phase 3C. | | | | | | | |
| FORWARD PLAN (April 2016 – March 2017) | | | | | | | |
| <ul style="list-style-type: none"> ▪ Begin construction of blocks F1-F6. ▪ Approval granted for CPO2 and CPO2A. ▪ Begin negotiations with leaseholders/freeholders within CPO2 and CPO2A. ▪ Completion of interim community centre within Bullfinch and Gadwell by the end of March 2017. | | | | | | | |

DEVELOPMENT PIPELINE

DEVELOPMENT PIPELINE

Prior to the Regional Enterprises Joint Venture between Barnet Council and Capita PLC, the council did not have sufficient in-house resources, with the skills and expertise, required to develop mixed use housing developments on its land. Instead, to enable the regeneration of sites, the council had in the past entered into partnership agreements with private developers who had these skills to deliver housing developments relatively quickly and effectively.

The Council owns land and buildings across the borough that could be used to provide more housing where these are surplus to requirements. The Council has embarked on a programme of developing these sites itself which will ensure that new high quality homes that meet local housing need are delivered in a timely fashion. In addition, the uplift in land values generated by development will be captured for the benefit of the Council so that it can be used to provide more new homes and help address the budget pressures faced by the authority.

The delivery of a significant development programme on Council land represents a step change for the Council, which will not have directly developed Council housing in any significant numbers. In order to deliver the programme, the Council is using a range of development agents including its joint venture partner, Re.

The Council has identified 60 sites which have the potential to deliver hundreds of new homes on its own land over the next decade. This will focus on building new affordable homes for rent on existing pockets of council housing land, mixed tenure homes on other sites, and a range of other projects.

| <i>Project</i> | <i>Achievements 2015/2016</i> | <i>Forward plan for 2016/2017</i> |
|--|--|--|
| Tranche 0 – Infill development on HRA land | <ul style="list-style-type: none"> • 3 units for affordable rent complete in January. | <ul style="list-style-type: none"> • Remaining 37 units to complete by June 2017. |
| Tranche 0 – Moreton Close | <ul style="list-style-type: none"> • Planning approval • Procurement of build contractor commenced | <ul style="list-style-type: none"> • Contract award • Start on site |
| Tranche 1 – Mixed tenure development on General Fund land | <ul style="list-style-type: none"> • Procurement of build contractor commenced • Planning applications submitted | <ul style="list-style-type: none"> • Contract award • Start on site |
| Tranche 2 – Replacement Childrens Home | <ul style="list-style-type: none"> • Survey and feasibility work undertaken | <ul style="list-style-type: none"> • Business case approval • Planning submission • Contractor procurement • Start on site |
| Tranche 3 – Infill development on HRA land | <ul style="list-style-type: none"> • Feasibility work undertaken • Outline business case prepared | <ul style="list-style-type: none"> • Detailed design and stakeholder engagement to be undertaken • Planning application to be submitted • Contractor procurement • Start on site |

DEVELOPMENT PIPELINE

Tranche 0

Tranche 0 is a development programme of 40 new homes, across six sites, being built by Barnet Homes on behalf of the London Borough of Barnet. The sites are generally infill sites on housing land, such as underused garages and redundant play areas, so will help to improve the landscapes of Barnet's estates. One site at Barnes Close, HA8 completed in January 2016 and the remaining sites are due to complete between March and June 2016. These homes will all be let as affordable units through the Council's letting policy and will be wholly owned by the Council, helping to address the shortfall of affordable housing in the borough. 10% of the homes created will be wheelchair accessible properties built to Habinteg standards. They will be allocated and adapted according to the needs of individuals through joint working with Adults and Communities. All of the units will achieve level 4 of the Code for Sustainable Homes, exceeding the statutory requirement. The schemes will all meet Secure by Design standards and have all been built under the Considerate Constructors Scheme.

Moreton Close Extra Care Scheme

Barnet Homes, on behalf of the London Borough of Barnet, are developing a 51-bed extra care scheme on the site of a former sheltered housing scheme. The previous building was no longer fit for purpose and the residents of the original block have all been successfully rehoused in suitable accommodation following individual assessments. The new scheme will provide 51 self-contained flats and associated communal facilities. The scheme will have a dementia focus with design features incorporated to make it suitable for those with various stages of dementia along with other extra care needs. PRP Architects have been employed to design this scheme due to their experience and skill within this field. The new facility will have the potential to provide services to the local community and will improve the street scene in this area. A contractor is currently being procured and it is expected that the scheme will be completed in autumn 2017.



Tranche 3

Tranche 3 represents the development of 320 new affordable homes by March 2020. These homes will be the first developed by Opendoor Homes, a Registered Provider being set up by Barnet Homes, using prudential borrowing from the Council. The first phase of development of approximately 170 new homes will be completed by March 2018 and about 101 of these will be in receipt of grant-funding from the Greater London Authority. The second phase of 150 homes will be complete by March 2020. The homes will be let at affordable rents and built to London Housing Design Guide standards. 10% of the homes in the programme will be built to wheelchair accessible standards that will be allocated and adapted to the needs of new residents through joint working with Adults and Communities and Barnet Homes.

DEVELOPMENT PIPELINE

Tranche 1 Mixed Tenure Housing

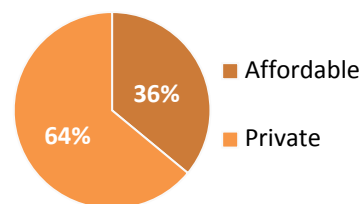
A tranche of 5 sites have been identified on council land which over the next 3 years will provide 289 mixed tenure homes, of which 36% will be affordable, either for rent or low cost home ownership, with 10% wheelchair housing provision. These new homes will be funded through receipts from the sale of market homes. Work is expected to commence on building these homes early in 2016.



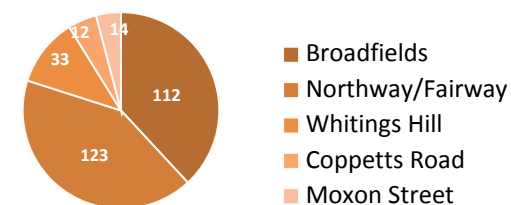
The expected benefits of the Tranche 1 Mixed Tenure Housing scheme are as follows;

- By realising the delivery of more units both private and affordable the Council benefits from economic growth ensuring that the Borough remains an attractive place to live whilst contributing towards its housing objectives
- The proposed residential developments represent an opportunity to create high quality new housing, commercial space and amenity areas
- Promoting high quality architecture and design
- Opportunity to create a variety of housing tenures and facilitate new products being introduced to promote first time buyers i.e. Home buy/First buy
- Achieving high standards of sustainable development
- Contributing to the housing needs of residents, savings in Temporary Accommodation costs
- Generating funding i.e. Council Tax, New Homes Bonus, /Cil for local infrastructure and service improvements
- By taking the direct development route the Council benefit from the value uplift
- Creation of employment and training opportunities targeted at Barnet's disadvantaged groups, unemployed etc.
- Creating opportunities to design out crime and improve community cohesion i.e. secure by design
- Creation of play and recreational facilities such as Northway/Fairway
- 10% wheelchair accessible- savings to adult and social care circa £50k per person
- Provision of new retail space

Tranche 1 Tenure Mix Summary



Tranche 1 Housing Summary



DEVELOPMENT AND HOUSING

STRATEGIC

Strategic Planning is key to facilitating the growth and regeneration in the Borough. The Local Plan sets out a 15 year vision to guide and shape the kind of place that the Borough will be. It sets out when, where and how growth will be delivered, and contains cross-cutting objectives and policies that the Council and its partners will seek to deliver.

The Strategic Planning team is undertaking a number of activities to ensure quality schemes are delivered efficiently, including planning for: the Peel Centre, Brent Cross Shopping Centre, West Hendon, Granville Road and sites within Edgware and Chipping Barnet town centres. The team is producing master plans and planning briefs for strategic sites including the Copthall estate, Grahame Park, the North London Business Park and National Institute for Medical Research; supporting emerging Neighbourhood Plans in Mill Hill and West Finchley, managing the spread of Homes in Multiple Ownership (HMOs) through an Article 4 Direction, as well as protecting heritage; and CIL/S106 collection.

Given the extent of regeneration in Barnet the Infrastructure and Delivery Team have developed a plan for highlighting the infrastructure needs in the Borough within the context of the extensive regeneration and growth taking place. The Infrastructure Delivery Plan sets out key infrastructure programmes and projects to support the housing growth outlined in the Local Plan.

In response to London's demographic growth, the London Mayor revised the London Plan in 2015 and increased Barnet's housing target by 4%, over a 10 year period, to 2,349 units per annum. With the election of a new Mayor in May 2016 a new review of the London Plan will take place and the expectations for boroughs to deliver more new homes will require the Council to consider different approaches to its housing supply, such as an increase of homes in town centres, and providing a greater range of products including student accommodation and older persons housing. This review of the London Plan together with national changes to planning policy will require the Council to

consider reviewing its Local Plan adopted in 2012.

The Government continues to reform the planning system in order to speed up the delivery of housing. It seeks to increase the options for low cost home ownership mainly through the introduction of Starter Homes. The emerging Housing and Planning Bill together with proposed changes to the National Planning Policy Framework will have implications for the delivery of Strategic Planning from 2016 onwards. Further details are awaited on Starter Homes and the introduction of a new type of planning consent 'permission in principle' as well as the housing delivery test which will make local planning authorities more accountable for the under-delivery of Local Plan housing numbers.

Below: CGI of potential new development at North London Business Park



HOUSING DEVELOPMENT IN BARNET AND LONDON

Since 2008 London's population has increased by 600,000. By 2020 the population of London will have increased to an estimated 9 million, and by 2031 it is expected that the city's population will break the 10 million barrier. These increases are inevitably leading to increasing demand for housing and putting pressure on housing supply in the city; which has already created the current situation of extremely high house prices, now unaffordable for many London residents and first time buyers trying to enter the housing market in the city. A survey in 2014, instigated by the GLA, showed that for Londoners housing was the number one priority.

Post –recession London has responded to this pressure with a vast expansion of house-building. A record number of new homes were registered to be built in 2013, and Affordable house-building is on track to deliver the GLA target of 100,000 homes by 2016.

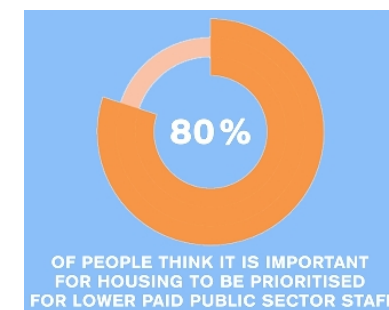
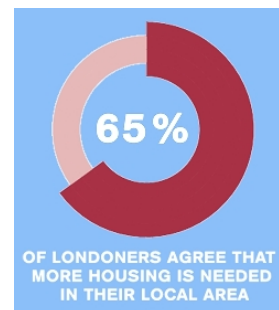
As The Mayor of London states in the London Housing Strategy, “With increased supply come opportunities to address affordability, help for people to meet their aspirations, improve quality, renewal of post-war estates, and the ability to tackle entrenched issues like homelessness and overcrowding.”

However, the response does not effectively address the huge shortage of homes created by over 30 years of low house building in the capital, which means that current levels are still halve what they need to be to meet housing demand and need.

This leaves London facing the challenge of doubling house-building to deliver 42,000 new homes per year every year for the next 20 years.

The issue is exacerbated in Barnet where the population has increased by 23% since 2001 from 319,000 residents to 393,000 residents in 2015; making Barnet now the most populous borough in London. This figure in turn is expected to grow by 76,000 over the next 25 years; an increase of 19%. Adding to the pressure of delivering more homes in Barnet is that approximately a third of the borough comprises green belt. This inevitably restricts opportunities for housing growth.

The Mayor's Strategic Housing Land Availability Assessment (SHLAA), from which new housing targets for each borough are identified, have given a target of



LONDONERS THINK FAMILIES AND YOUNG PEOPLE NEED NEW HOUSING MOST, WHILE LOWER PAID KEY WORKERS SHOULD BE PRIORITISED

23,490 new homes to be delivered in Barnet between 2015/16 and 2024/25. This has been set in the London Plan 2015.

However, Barnet's Housing Needs Assessment (HNA) has translated its predicted population increase into a potential need for 27,350 new homes in the borough over the next 10 years up to 2025. This extra required capacity for the new homes has been formally adopted with the Boroughs statutory local plan in 2012.

Over half of this target is expected to be delivered within the current regeneration areas of Brent Cross Cricklewood, Colindale, Grahame Park, West Hendon, Stonegrove Spur Road, Dollis Valley, Granville Road, and Millbrook Park which will deliver in the region of 27,000 homes over the course of the current programme, which following the demolition of existing housing provides a net of 23,505 new homes.

Much of the remainder of housing delivery will be focused on development opportunities that come through the normal planning process. The majority of growth will be focused in Brent Cross/Cricklewood, Colindale and Mill Hill East. These areas have the capacity to deliver up to 20,000 new homes by 2029/30. This growth will provide opportunities for improvements to public transport and employment growth.

In essence the Regeneration programme will increase housing densities in the south-west of the Borough which associates more strongly with Central London in terms of look and feel. Development in other parts of the borough Will be delivered in a manner that doesn't impact excessively on the suburban leafy nature of Barnet.

PLANNING POLICY

The table below shows how the Regeneration Programme contributes to achieving the objectives of the Local Plan.

| Linkage between the Local Plan and the Regeneration Programme | |
|---|--|
| Local Plan Objectives | How the Regeneration Programme contributes? |
| To manage housing growth to meet housing aspirations | <ul style="list-style-type: none"> • New housing provision in the priority housing estates as well as through the regeneration of Colindale, Mill Hill East and Brent Cross Cricklewood. |
| To meet social infrastructure needs | <ul style="list-style-type: none"> • Ensuring that developments contribute appropriate infrastructure. • The provision of new and improved primary and secondary schools. • The provision of new and improved community facilities, including libraries and health facilities. • Improving open spaces, green spaces and sports provision, including delivery of the Sports and Physical Activity project. |
| To promote Barnet as a place of economic growth and prosperity | <ul style="list-style-type: none"> • Supporting the improvement and expansion of further and higher education. • Encouraging new business growth while supporting local businesses. • Delivering new jobs across the regeneration areas. • Initiatives to help residents access the right skills to meet employer needs and take advantage of new job opportunities. • Supporting existing town centres and creating a new town centre at Brent Cross Cricklewood. |
| To provide safe effective and efficient travel | <ul style="list-style-type: none"> • Delivery of high quality transport systems in regeneration areas. • Improvements to the road network, new strategic road linkages, local roads, pedestrian and cycle routes. • A new Thameslink mainline and bus station at Brent Cross. • Improvements to Brent Cross, Mill Hill East and Colindale underground stations. • Replacement bus station at Brent Cross Shopping Centre. • Bus service enhancements. • Promoting sustainable travel via improvements to cycle and pedestrian routes. |
| To promote strong and cohesive communities | <ul style="list-style-type: none"> • Programme of community events delivered as part of the Outer London Fund projects. • New and improved community facilities. • Establishment of resident partnership boards and community trusts. |
| To promote healthy living and well-being | <ul style="list-style-type: none"> • Promoting cycling and walking through new and improved routes. • Improved open spaces. • New health facilities at Colindale, Mill Hill East and Brent Cross Cricklewood. |
| To protect and enhance the suburbs | <ul style="list-style-type: none"> • The regeneration schemes seek to respect local context and distinctive local character. • Developments should address the principles, aims and objectives set out in the following national design practices: By Design, Secured by Design, Safer Places, Inclusive Design, Lifetime Homes and Building for Life. |

| Linkage between the Local Plan and the Regeneration Programme | |
|---|---|
| Local Plan Objectives | How the Regeneration Programme contributes? |
| To ensure efficient use of land and natural resources | <ul style="list-style-type: none"> • New energy centres in regeneration areas. • Sustainable design and construction of new developments. • Integration with Welsh Harp Reservoir at West Hendon. |
| To enhance and protect our green and natural open spaces | <ul style="list-style-type: none"> • The creation of new and enhanced public open spaces including at least 18 ha in Brent Cross Cricklewood, Colindale and Millbrook Park. • Integration with Welsh Harp Reservoir at West Hendon. |

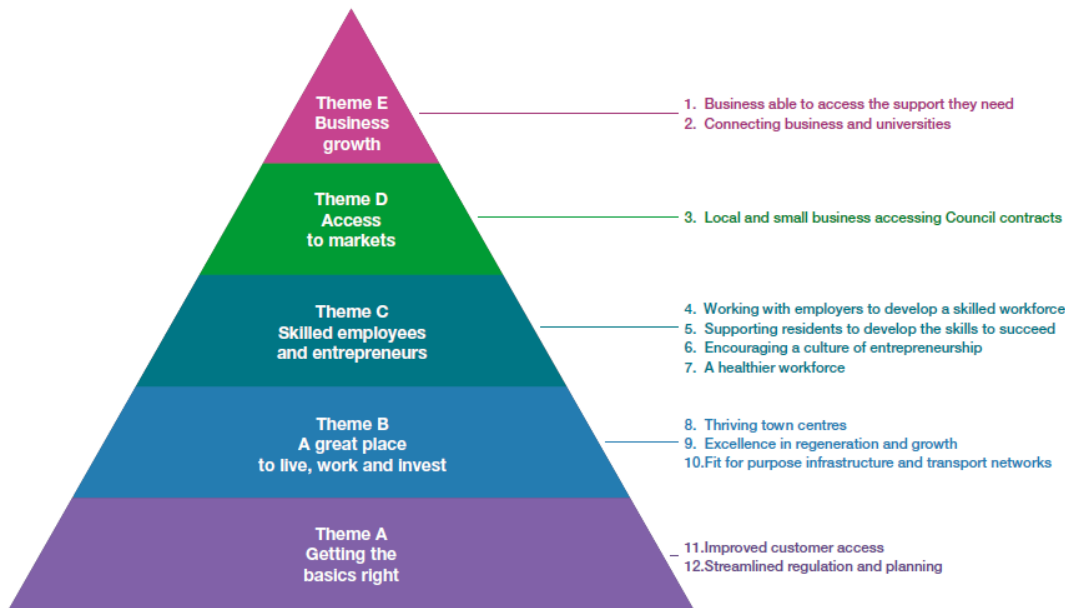
SKILLS AND ENTERPRISE PROGRAMME

BARNET BUSINESS, EMPLOYMENT AND SKILLS PROGRAMME

The Barnet Business, Employment and Skills Programme supports the strategic objectives set out in Entrepreneurial Barnet, which aim to maximise the positive impact of the public sector on Barnet's economy and people, whilst ensuring that local businesses and entrepreneurs have the space and support they need to thrive. The Vision for Entrepreneurial Barnet is to make Barnet the best place in London to be a small business. The business, employment and skills programme is one of the key delivery mechanisms underpinning this ambition, and as the Local Plan is updated, the objectives of Entrepreneurial Barnet will be embedded into it.

KEY STRATEGIC OBJECTIVES

The strategic objectives for the business, employment and skills programme as identified through the Entrepreneurial Barnet Forward Plan are shown below.



The public sector contribution to Barnet's economy, 2015-2020

Entrepreneurial Barnet



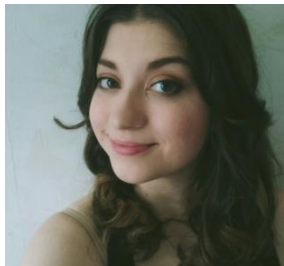
THE PLATFORMS PROGRAMME

The Platforms Programme has been delivered to support 16-24 year olds who are Not in Employment, Education or Training (NEET) into employment and further training opportunities. Platforms commenced in July 2012 and has been delivered through partnership working over a three year period with final work placements completing in December 2015.

The Platforms Programme brings together a suite of initiatives to meet the different needs of Barnet's young people, including internships and work placements. The programme has delivered excellent outcomes. A full evaluation of the Platforms Programme is being developed and can be requested from Spring 2016.

“It has been great to support young people through their Platform’s Internship Work Placements, to see them develop their skills and carve out their future career pathway”

Carolyn Roche, Project Manager



Platform’s Graduate Intern Successes

Jess was originally signed on for a 3 month Platforms graduate internship starting in March 2015, and later successfully applied for a full time role as Project Support officer at Re.

“The Platforms Internship Project has given me the skill and experience to develop my career within Re”



Elsie was one of many graduates seeking work in a difficult labour market after graduation. She completed the Platforms Internship work placement and successfully gained employment as a Project Support Officer at Re.

“Platforms gave me excellent experience, and I was then confident to apply for work within Re”

THE WORKFINDER PROJECT

WorkFinder assists unemployed residents who experience multiple constraints to securing sustainable employment. The WorkFinder Project started in April 2015 and is being delivered over a two year period on behalf of Barnet Council, by Groundwork London.

The WorkFinder Project provides holistic support based around the needs of the individual. This could include initial assessment, confidence building workshops, advice on creating and improving CVs and skills development, job search techniques and interview preparation.

The project engages with local employers to support them to recognise and recruit from the pool of local talent in Barnet. WorkFinder supports local Work Clubs and community projects to gain referrals to the project, in order to support more residents into employment.

BARNET WORKFINDER
LOOKING FOR WORK?
NEED MORE HOURS?

Barnet Council and Groundwork London are working together to help Barnet residents in YOUR area secure work.

We can help with...

- ✓ CV writing
- ✓ Job applications
- ✓ Pre-employment support
- ✓ Training to gain new skills
- ✓ Access to live vacancies with local employers

Contact us to find out more about this project
Dami Ayanda: Employment Advisor
07870 924 267 / dami.ayanda@groundwork.org.uk
Marion Phillip: Employment and Skills Programme Training Manager
07702 939 600 / marion.phillip@groundwork.org.uk



S106 EMPLOYMENT AND TRAINING SCHEMES

The pace of physical regeneration across Barnet is inspiring. Plans are in place to deliver more than 25,000 new homes across Barnet. To ensure local residents benefit from the physical regeneration of the borough the Council is working closely with Developers to gain maximum benefit from their Section 106 obligations. S106 Employment and Training obligations outline that property developers make provision to train Barnet residents. Partnership working enables Barnet applicants to enter employment and training with a range of developers and training providers. Planned obligations across these Barnet sites will offer over 300 apprentice obligations throughout their oncoming construction periods.

Activities undertaken to support residents to gain from Section 106 obligations include:

- Supporting Development partners to develop Employment and Training Strategies and underlying annual action plans for achieving the aims of these strategies as part of their Section 106 commitments. To date, Employment and Training Strategies have been developed for the following regeneration sites: Dollis Valley, Stonegrove Spur Road Estates and Grahame Park. A strategy for West Hendon is currently in development (to be completed in 2016).
- Delivering local Employment and Training Fairs on these regeneration scheme with partners to support resident's access employment. Fairs held included at West Hendon in July and in Grahame Park in October 2015. Further Employment and Training Fairs are being planned in regeneration areas for 2016.
- Supporting and approving local projects and initiatives, for example, the Loop and Social Researchers project. The Loop is a new furniture reuse project based at Grahame Park. This free service collects unwanted but reusable furniture, local volunteers are trained to help to clean and refurbish the furniture, before selling it on at a low price to the residents.



The aim of the project is to reduce the amount of fly tipping on the estate whilst providing a range of different volunteering opportunities for local residents. A group of Barnet residents have been trained through the Colindale Training Programme as Social Researchers. They have recently set up as a Social Enterprise, which has been successfully delivering social research projects, thus creating employment for these local residents.

- Supporting the growth of apprenticeships. The Council, Re, Jobcentre Plus, and Barnet & Southgate College work with wider business community to support individuals to develop the skills needed to progress in their careers, in line with the Entrepreneurial Barnet plan and English Apprenticeships :2020 vision. The mix of workplace and classroom or on-line teaching, ensures Apprentices get a clear picture of how their new skills help the employers. Over the past 12 months 28 Barnet residents were offered employment, as Apprentices, under Section 106 on Barnet development sites. As of January 2016 there are 25 Apprentices still in training or who have progressed to employment within the construction industry.

LET'S TALK SHOP – BRENT CROSS RETAIL JOB SHOP PROJECT.

The award winning Brent Cross Retail Job Shop was launched in July 2014 at Brent Cross Shopping Centre. The Retail Job Shop is a virtual Job Shop that is supported by our Employer Brokerage Officer and Job Centre Plus. The project is focused on engaging employers to offer retail, hospitality, management and customer service vacancies to local people. In December 2015 140 vacancies had been filled by local people, 93% of successful applicants are Barnet residents who were previously unemployed. The Job Shop won Exceptional Retailer Support award at Brent Cross Customer Service Awards in October 2015.

Training and jobs matching of residents takes place through Barnet and Southgate College at the flagship 'Hospitality House' and in partnership with Job Centre Plus. Barnet Council's Education Services also worked closely to engage local schools in raising the awareness of their pupils of the career opportunities in retail and hospitality, through Let's talk Shop. The Let's Talk Shop Evaluation report is being completed January 2016.

Local Graduate, Gigs Kyrucas (Picture opposite) was helped by the job shop to find a new job at the Charles Tyrwhitt store in Brent Cross. Gigs said:

"I had been looking for work for some time and I was keen to work in retail."



TOWN CENTRES

Entrepreneurial Barnet, the public sector in Barnet's approach to supporting economic growth in the borough, was approved at Assets, Regeneration and Growth Committee in March 2015. Its focus will be on building and sustaining the confidence of the business community in Barnet; confidence to start a business, confidence to invest in and take on more employees, and confidence in the local public sector to work together to create the long-term circumstances that allow people with ideas, energy and ambition to succeed. This is in line with the Council's ambition to make Barnet the best place to be a small business.

Based on existing data about town centre size and function provided by the GLA, and the capacity the council has to support town centres, A main town centre is a place that has a wider economic and social function due to its larger scale, size of the local population, infrastructure connections, and broader mixture of businesses and amenities than other centres. It might for example be a place that people travel from further afield to do some shopping, enjoy a meal, work, or to have a business meeting. The following town centres are designated as "Main" in Entrepreneurial Barnet: Burnt Oak, Chipping Barnet, Cricklewood, Edgware, Finchley Church End, Golders Green, and North Finchley.

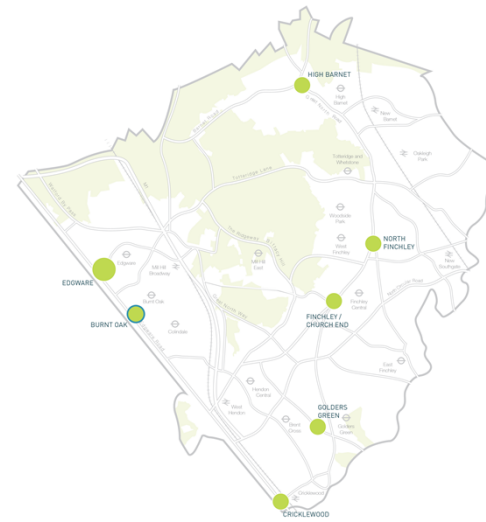
Entrepreneurial Barnet also outlines the Town Centre Offer, which provides a framework for the Council to work with and support local town teams in Barnet, identify further funding and investment priorities and promote greater stewardship in our Town Centres.

Projects in Town Centres

Work in **North Finchley** and **Cricklewood** Town Centres, funded through the Mayor of London's Outer London Fund (OLF), was completed in 2015, bringing to a close a programme of improvements that included public realm improvements and support for local businesses.

Cricklewood town team consulted on and successfully set up a **weekly market in Cricklewood Town Square**, bringing vibrancy to the town centre.

The **Ten Grand Arcade** project at North Finchley Town Centre was successful in obtaining £16k of funding from the Mayor of London's High Street Fund to continue operating for a further year. In its first two years, Ten Grand Arcade played a key role in revitalising the North Finchley arcade, led on a number of community events, and provided incubation space for new businesses.



"Main" Town Centres in Barnet



Activities in Main Town Centres

Case study: The London Balloon Boutique



The London Balloon Boutique is a start-up that got its first space at Ten Grand Arcade and has now moved to its own unit at the arcade.

"I have noticed over my short time in the Arcade that there is a buzz in the air, people are walking through to stop and talk and I for one would like to see more of this in the near future. I would advise anyone who is running a business from home that is perhaps not in the position to make the leap to come down to Ten Grand Arcade. This has given me the confidence to go through the process of opening one of the other units in the Arcade in order to grow my business."

High Street Fund Project: Burnt Oak Town Centre

In February 2015, the Council was successful in obtaining funding from the Mayor of London's High Street Fund (HSF) for **Burnt Oak** Town Centre. The main aim of the project is helping to shape future local development by identifying investment priorities through a town centre strategy. The investment will focus on achieving the following:

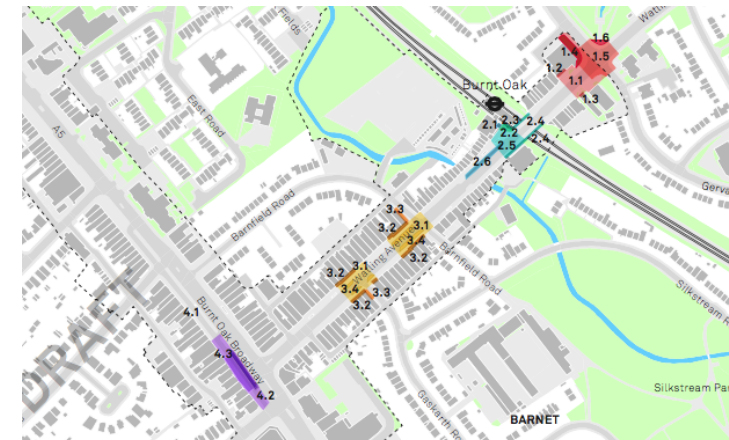
- helping businesses adapt to change
- reducing anti-social behaviour
- creating better links with the surrounding area
- revealing built heritage

The area is also a focus point piloting a Place-based commissioning (PBC) approach, which is a way of coordinating action across local partners to best tackle existing issues in the area and achieve improvements in local outcomes. Its defining characteristic is that it requires the rewiring of traditionally silo'd activities to lead to better integrated services and ensure that there are outcomes for local residents as a result of investment in physical regeneration.

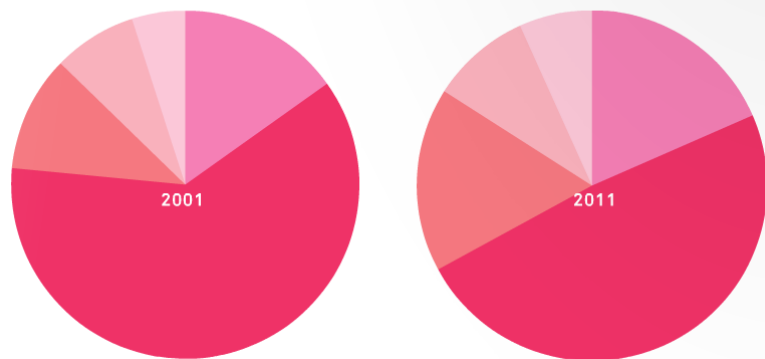
Proposals for Burnt Oak in the short, medium and long term are being developed. The proposals are framed around a set of 'Guiding Principles', which have been developed on the basis of the Burnt Oak area appraisal and comments from previous consultation. These guiding principles and initial proposals for HSF projects, focusing on four 'hot spots' in Burnt Oak, were presented to the local community in February 2016.



Above: **Guiding principles** for Burnt Oak Town Centre



Right: **'HSF Hot spots'**
 • Community cluster
 • Station arrival
 • Watling Avenue
 • Burnt Oak Broadway



9% of the economically active population are unemployed (a rise of 1% since 2001). Self employment has risen by 6% over this 10-year period.

- Employees Part Time
- Employees Full-Time
- Self-Employed
- Unemployed
- Full-Time Student

Burnt Oak town centre analysis: Changes in economic activity between 2001 and 2011



Consultation on proposals for Burnt Oak, Feb 2016

ENTREPRENEURIAL BARNET BUSINESS COMPETITION

Business start-ups and entrepreneurial students have the chance to win up to £1,000 prize money and raise the profile of their businesses in a new business competition. The Entrepreneurial Barnet Competition, organised by Middlesex University, Barnet Council and Barnet and Southgate College, gives the chance for Barnet entrepreneurs and students to showcase their ideas. The competition also links young people and new ideas into local engagement with Businesses. The competition offers prize money provided by Hammerson, one of the developers of the Brent Cross regeneration scheme.

The competition plans to be an annual event and details can be found at www.barnet.gov.uk/business-competition

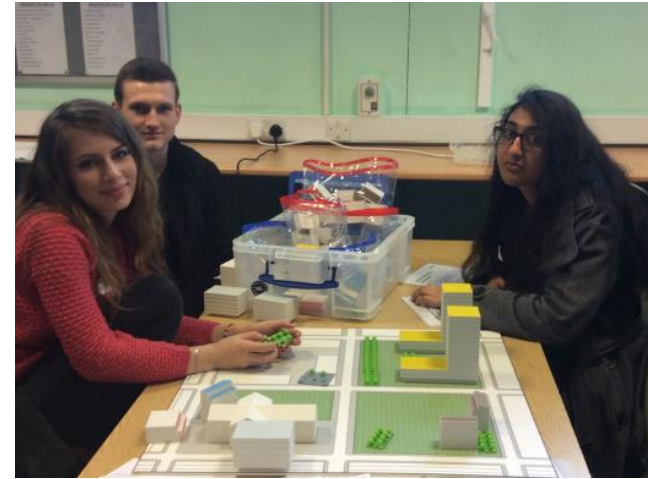
INSPIRING THE FUTURE

Pupils at Whitefield School in Barnet have been given an insight into a career in regeneration and planning as part of a new educational initiative piloted in Barnet.

The workshop on regeneration and planning for A level pupils was organised by Urban Plan UK, an educational initiative from the Urban Land Institute and funded by Hammersons, one of the developers for Brent Cross. It was delivered by two volunteer planning officers from Re, Barnet Council's joint venture with Capita.

Urban Plan UK aims to bring the urban environment and regeneration to life for Sixth Form pupils and to promote the development industry as a career option. The scheme has seen huge success, and two further Barnet schools will join the programme in 2017.

Pupils attending the workshop were grouped into teams to form property companies responding to a call for proposals from a fictional local council. Teams addressed challenging financial, market, social, political, and design issues; developed a 3D model of their plan; and presented their proposal to the "council", a panel made up of volunteers from the property industry.



Pupils at Whitefield School take part in the Regeneration workshops.

BUSINESS EMPLOYMENT AND SKILLS SKILLS PROGRAMME HIGHLIGHTS

'Skills for Growth' Business event hosted by Re at Tudor Hall July 2015 was attended by 48 Businesses including Construction developers and Resident social Landlords. An employer engagement event, Skills for Growth, was hosted in July 2015. The event sought to address the issues raised by skills shortages in construction. Speakers from Barnet and Brent Cross teams were able to share the wide plans for re-generation. A workshop element sought to overcome barriers to the construction work force.

- 300 Apprenticeships and other training activities planned through S106 Regeneration agreements across Barnet.
- 'Urban Plan' Piloted in Barnet's Whitefield School gains Barnet pupil's knowledge of career opportunities in regeneration and planning.
- Brent Cross Job Shop wins 'Exceptional Retailer Support' award at the Brent Cross Customer Service event in October 2015.
- Barnet Entrepreneurial Competition set up in partnership with Middlesex University and Barnet and Southgate College.





Become a fashion retail entrepreneur with support from **retailRIGHT** and Hammerson

The British School of Fashion at GCU London is working in partnership with retailRIGHT and Hammerson to provide an exciting package of support for the next generation of talent in fashion retail.

MSc Fashion Business Creation students can apply to receive a prestigious retailRIGHT scholarship. The programme's most talented students will also be awarded seed funding and pop up shop space at Hammerson shopping centres such Bullring, Brent Cross and Silverburn.

Apply now for September 2016 entry. Closing date: Monday 27th June 2016
Visit www.gculondon.ac.uk/study/scholarships for more information and to apply online.



Launch of **RetailRIGHT** and Hammerson scholarship for 2016. The programme will offer talented students seed funding and pop up facilities at Brent Cross Shopping centre.

THE LOOP @
GRAHAME PARK



DO YOU HAVE UNWANTED FURNITURE OR APPLIANCES?

WE'LL PICK THEM UP FROM YOUR DOORSTEP FOR FREE!

We'll fix, upcycle, reuse or recycle your donated furniture right here on Grahame Park.

It's easy - either call us on 07981140926 or email grahamepark.reuse@groundwork.org.uk to arrange a free collection.



By donating your unwanted items to us you are helping to stop reusable furniture going to landfill, improve your community and provide affordable furniture for your neighbours.

We accept good quality, wooden furniture, clean sofas and working white goods. We can not accept mattresses.

We always need volunteers to help us with collections, fixing and running the shop. If you're interested in lending a hand, contact Jodie on 07981140926. Jodie.Corrall@groundwork.org.uk

www.theloops.london

Reclaim, Revamp, Relove



Launch at Grahame Park, of **The Loop**, Furniture re-purpose centre, part funded by S106. Transforming a redundant space into a community project which launches Spring 2016.

PROGRAMME OBJECTIVES & FORWARD PLAN OF ACTIVITIES FOR 2016-17

| | |
|---|---|
| Getting the Basics Right | <ul style="list-style-type: none"> • Share best practice to mentor other town centres in improving their vitality. • Attend and, where appropriate, lead best practice groups including the Employability Group, the West London Alliance (WLA), and Skills and Employment groups. |
| A great place to live, work and invest | <ul style="list-style-type: none"> • Support town teams in key town centres, bringing together local businesses and residents to lead improvements. • Seek new funding opportunities to improve the promotion, business support and physical appearance of town centres. • Support town teams in developing community bids for submission to the GLA's Community High Streets Fund. • Support town centres to maximise use of mobile technology and social media, for example through phone based payment and loyalty schemes. • Support co-ordination of council-wide activity in town centres in order to maximise positive benefits and to generate maximum new investment and publicity. • Deliver town centre improvements where funding is agreed, e.g. Burnt Oak • Reduce the number of "Vacant High Street Properties" across the borough by 0.5 percentage points better than the average of comparable boroughs. |
| Skilled employees and entrepreneurs | <ul style="list-style-type: none"> • Actively promote the benefits of apprenticeships and other training opportunities to local employers. • Work with development partners to maximise local employment and training opportunities through regeneration and development schemes. • Work with the construction sector skills council to reflect best practice in the local construction employment models in support of future growth. • Ensure the Skills, Employment and Enterprise Supplementary Planning Document is implemented in future developments. • Facilitate better links between schools and employers and support the development of young peoples' skills and understanding of career pathways through schemes such as Let's Talk Shop and the Retail One Stop Shop and Construction Opportunities. • Continue to contract manage the Workfinder Project, which will support 55 long term unemployed Barnet residents into work over the life of the project. • Monitor the Skills and Development aspects of Developer's s106 obligations to ensure that the underlying • Continue to reduce youth unemployment by at least 1% point better than the average of comparable boroughs by working with partners in the borough on the above activities. |
| Access to markets | <ul style="list-style-type: none"> • Support the Customer and Support Group (CSG) work stream in helping businesses to access local procurement opportunities. • Engage with small and local businesses through provision of events. • Work with partners in the borough to host at least two engagement events that allow small businesses to connect with each other and with the Council. |
| Business growth | <ul style="list-style-type: none"> • Progress the development of the business support model for Barnet, producing a Full Business Case for the initiative. • Develop a business contacts database for the borough. • Increase the business survival rate by 4 percentage points more than the average increase in business survival rate achieved in the same period by comparable borough • Develop a defined programme to establish the Barnet business hub. • Develop a bespoke programme for the borough's ambitious and high growth businesses. • Together with the West London Alliance (WLA), develop Knowledge Transfer Partnerships that bring together the expertise of universities and colleges with the skills of entrepreneurs to boost growth opportunities. |

BENEFITS

Over the course of 2014/15 a series of workshops were held to define Barnet as a 'Successful Place'. Staff from both Barnet Council and Regional Enterprises were involved. These sessions suggested a number of potential bench marks and measures to begin monitoring the progress of benefits delivered through the Regeneration Programme.

In December 2014 a report, "Benefits Realisation Work-Stream Outputs", was produced which laid out 5 key strands that would provide a framework to classify the outputs from the Barnet 2014 SWOT Workshop.

- Business & Successful Economy.
- Self-empowerment/Lowering demand on services
- Infrastructure
- Housing/Quality of Place.
- Town Centres

The top five significant foreseen changes were then distilled from each of these strands.

The information from these workshops has been refined into measures that can be practically collected at regular intervals and are shown in the table to the right. These measures will now be monitored regularly and reported on to define the success of the regeneration programme.

On some of the scheme pages is a wellness score for the ward in which the scheme is situated up to 2013. This is a composite score based on 12 measures:

Life Expectancy, Childhood Obesity, Incapacity Benefits claimant rate, Unemployment rate, Crime rate, Deliberate Fires, GCSE point scores, Unauthorised Pupil Absence, Children in out-of-work households, Public Transport Accessibility Scores (PTALs), Access to public open space & nature, Happiness- Composite Subjective Well-being Score (Life Satisfaction, Worthwhileness, Anxiety, and Happiness) (New data only available since 2011/12). Wellness Scores for 2014 are currently being compiled by the GLA.

| Contextual information | |
|---|---|
| <ul style="list-style-type: none"> • Information that gives a picture of how an area is changing over time | |
| Population number and growth | GLA |
| Customer segments and change | Call Credit |
| Deprivation ranking and key domain | IMD |
| Ward Wellbeing Score | GLA |
| Top three issues for residents | RPS |
| Business/ Successful Economy | |
| <ul style="list-style-type: none"> • Barnet is the best place to be a small business • Businesses are more resilient • Thriving Town Centres | |
| Business satisfaction survey | Annual Re deliverable |
| Business survival rates | Available at a borough level, 2013 |
| Jobs density | Available at a borough level, 2013 |
| Town Centre vacancy rates | Annual Re deliverable |
| Number of people within Town Centre boundary | GLA |
| Self Empowerment/ lowering demand on public services | |
| <ul style="list-style-type: none"> • Working population and increasing incomes • Involvement of local communities delivers positive local outcomes | |
| Benefit claimant rate | Data released quarterly, NOMIS |
| Number of young people NEET | Data collated monthly, 14-19 team |
| Income distribution | CACI Paycheck |
| Resident satisfaction that Barnet Police and Barnet Council are dealing with anti-social behaviour and crime in your local area | RPS |
| Children, young people and families report that the local area is family friendly | Annual Young People's Survey |
| Residents volunteering | RPS |
| Residents feeling that neighbours pull together | RPS |
| Residents feeling that neighbours help each other out | RPS |
| Examples of community led activity | Qualitative review by the Housing Association partner |
| Infrastructure | |
| <ul style="list-style-type: none"> • Sustainable places and high quality open spaces • High levels of educational attainment | |
| Residents taking regular exercise | Sport England |
| Residents with a positive opinion of parks and open spaces | Available at a borough level, 2013 |
| Residents using parks and open spaces | RPS |
| Most recent schools rating | OFSTED |
| Traffic works improvements | Metrics to be defined by scheme |
| Housing | |
| <ul style="list-style-type: none"> • Increased availability of housing including affordable housing • Improved housing standards | |
| New housing and proportion that is affordable | Re |
| Housing standards met | To be defined by Re |
| House prices | GLA |



ASSETS, REGENERATION & GROWTH COMMITTEE

17 March 2016

| | |
|--------------------------------|--|
| Title | WEST HENDON COMPULSORY PURCHASE ORDER 2 & 2a (CPO2 and CPO2a) |
| Report of | Commissioning Director, Growth and Development |
| Wards | West Hendon |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix 1 – CPO2 and CPO2a Plan |
| Officer Contact Details | Simon Bailey, Regeneration Manager (RE) Simon.Bailey@barnet.gov.uk, 0208 359 7671 |

Summary

This report seeks authority to make two Compulsory Purchase Orders – CPO2 & CPO2a – at West Hendon. The use of Compulsory Purchase Orders will be an option of last resort and will only be utilised where third party interests cannot be acquired through private treaty negotiations.

CPO2 will apply to residential properties at 33-125 Tyrell Way and 11-72 Warner Close and will be promoted using statutory powers under the Town and Country Planning Act 1990. CPO2a is required to deliver the major highways works required as part of the West Hendon Regeneration Scheme. In accordance with the Section 106 Agreement for West Hendon Barratt Metropolitan LLP (BMLLP) are required to deliver the highway works as part of Phase 4 of the Regeneration Scheme.

Recommendations

That the Asset, Regeneration & Growth Committee agrees:

- 1.1 to authorise the making of CPO2 and CPO2a;**
- 1.2 that the appropriate Chief Officer be authorised to issue and sign the order,**

notices and certificates in connection with the making, confirmation and implementation of CPO2 and CPO2a;

- 1.3 that the appropriate Chief Officer be authorised to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to serve notices to treat and notices of entry (if required) following confirmation of CPO2 and CPO2a;
- 1.4 that the appropriate Chief Officer be authorised to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a notice of entry relating to CPO2 and/or CPO2a if it was considered appropriate to do so;
- 1.5 that the appropriate Chief Officer be authorised to transfer all properties and proprietary interests acquired pursuant to CPO2 and CPO2a to the relevant development partners in accordance with the terms of the restated Principal Development Agreement dated 5 February 2014;
- 1.6 that the appropriate Chief Officer be authorised to take any further necessary actions to secure the making, confirmation and implementation of CPO2 and CPO2a;
- 1.7 that the appropriate Chief Officer be authorised to appropriate to planning purposes any parcel of land within the red line planning application boundary for the scheme and/or the CPO Plan (attached – Appendix 1) which is held by the Council for another purpose subject to obtaining any necessary statutory consents required and/or compliance with any statutory procedures for such appropriation.

1. WHY THIS REPORT IS NEEDED

- 1.1.1 The regeneration Scheme will replace existing properties within the West Hendon estate which are sub-standard, with new mixed tenure housing constructed to modern standards. The Scheme will deliver 2,194 new residential units - a net gain of 1,545 on the existing site. These will be delivered over a 17 year period, with all new homes expected to complete by 2028/29. The scheme includes improved transport links, an enhanced Town Centre, a new primary school and a new community hub and is delivered by the Barratt Metropolitan Limited Liability Partnership (BMLLP) – a Joint Venture between Barratt Homes and Metropolitan Housing Trust.
- 1.1.2 In consultation with the Council, BMLLP submitted a hybrid planning application for the regeneration of the West Hendon estate on 15 March 2013 (REF H/01054/13). This comprised detailed planning application for Phase 3a and an outline element of the planning application for the remainder of the West Hendon Estate Regeneration. On 20 November 2013, the Council granted planning permission for the Scheme following the completion of an agreement under section 106 of the Town and Country Planning Act 1990.

- 1.1.3 The Scheme will deliver a provision of 25% affordable housing comprising a minimum floorspace of 28,446 sq m and 543 affordable units. Of this 47% will be social rented enabling the re-housing of all secure tenants on site. The remainder of the affordable units will be intermediate/ shared equity accommodation.
- 1.1.4 A new strategic network of open green spaces will be provided within the area strengthening links to the Welsh Harp open space and West Hendon recreation ground accessed via two new pedestrian bridges. The site will benefit from extensive investment in public realm and open space including a renewed York Park with two equipped play areas and a civic space connecting the Broadway to the Welsh Harp. The Scheme provides land for a new 2 form entry primary school and nursery and includes a planning obligation for an associated community centre. Additional community and commercial facilities will be provided on the Broadway.
- 1.1.5 An enhanced public realm and significant highways infrastructure improvements will be delivered in association with the development resulting in the removal of the Perryfields Way Gyratory and safeguarding the freeflow of traffic on key arterial routes whilst improving local pedestrian and cyclist connectivity.
- 1.1.6 The development is split into four strategic phases identified as Phases 3, 4, 5 and 6. Currently only Phase 3 has been divided into three sub phases: 3a, 3b and 3c. Reserved Matters Planning approval was given in respect of Phases 3b and 3c (ref: 14/07964/RMA) on the 25 March 2015.
- 1.1.7 Cabinet Resources Committee 16 December 2013 authorised the making of up to four separate Compulsory Purchase Orders (CPOs). It was agreed that each individual CPO Phase would be approved as the scheme progressed. The Council uses CPO powers only as a last resort, where private negotiations to acquire properties prove unsuccessful.
- 1.1.8 The Council achieved vacant possession of the land required to deliver Phase 3a of the Scheme without the need to exercise compulsory purchase powers and it is envisaged that works in respect of that phase will be completed by July 2016.
- 1.1.9 Following the submission of CPO1 (required for the delivery of Phases 3b & 3c) to the Secretary of State, an eight day public inquiry was held in January 2015. The Secretary of State subsequently confirmed CPO1 on 12 November 2015. The relevant statutory notices regarding the confirmation of CPO1 were served on third party interests within the CPO1 order land. Negotiations to acquire those leasehold properties required for the delivery of Phase 3b (i.e. 11-98 Marriotts Close, 1-76 Franklin House and 1-32 Tyrell Way) progressed significantly over the last six months. This enabled the Council to achieve vacant possession of all properties within CPO1, with the exception of one unoccupied property that is likely to vest.
- 1.1.10 Nine estate resident leaseholders within CPO1 have moved into homes within the new development under shared equity arrangements.

- 1.1.11 69 of 71 secure tenants previously occupying units required for Phase 3b were rehoused in the new properties delivered as part of Phase 3a, using the Ground 10A process. With regard to non-secure tenants, 69 were rehoused within the borough, with 39 given secure tenancies.
- 1.1.12 It is anticipated that works to commence the delivery of Phase 3b will start in Spring 2016 with an anticipated completion by Summer 2018.
- 1.1.13 Negotiations to acquire the remaining CPO1 properties – required for the delivery of Phase 3c are ongoing. It is hoped that the Council will be able to achieve vacant possession of the land required to deliver Phase 3c by September 2016.
- 1.1.14 The properties likely to be affected by CPO2 are 3-125 Tyrell Way and 11-72 Warner Close. Initial land referencing indicates that there are approximately 34 ‘independent’ leaseholders whose properties fall within the CPO2 Order Land. Metropolitan Housing Trust also has 13 leaseholder properties. The Council and the Developer remain committed to acquiring third party interests voluntarily. Offers to acquire through private treaty negotiations will be based on market values and valuations will be subject to regular, independent review.
- 1.1.15 CPO2a is required to deliver the major highways works of the West Hendon Regeneration Scheme. The Developer is obliged under the section 106 agreement to deliver the highway works as part of Phase 4 of the Scheme, and the works are integral to completing the regeneration scheme. The Developer is committed to completing the scheme and will deliver these works. It is proposed that these works are handled under a separate CPO - meaning that CPO2a will not incorporate any of the social/former social housing within the West Hendon Estate. In choosing to promote a separate CPO for the highway works the Council is using the most appropriate power to secure the delivery of the Major Highway Works.
- 1.1.16 The current estimate for the commencement of Phase 4 is early 2019. This is subject to the Council being able to obtain vacant possession of the land required to secure its delivery. It is currently proposed that the Major Highway Works will commence in early 2018.
- 1.1.17 The West Hendon Partnership Board will continue to receive briefings on CPO2 as the process unfolds. Where possible their views will be taken into account in developing the wider consultation process. Beyond the Partnership Board, stakeholders and residents will be informed with regard to the progress of CPO2 and the implications for them through, for example, updates in newsletters, presentations at West Hendon Partnership Board Open Meetings and CPO workshops targeted at different tenure groups. A Communications Plan will be prepared to ensure that messages to residents are provided in a clear and timely manner.

2. REASONS FOR RECOMMENDATIONS

- 2.1 CPO2 and CPO2a are required to provide certainty with regard to site assembly in order to deliver the benefits of the regeneration to the estate and the wider area. Without a Compulsory Purchase Order as a 'backstop', it would be very hard to assemble the site through private treaty negotiations.
- 2.2 The Council is obliged under the terms of its Development Agreement with Barratt Metropolitan Limited to progress the CPO for West Hendon.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The only alternative to seeking Compulsory Purchase powers would be to try to acquire the properties and interests required to progress the scheme by private treaty. Without a Compulsory Purchase Order as a 'backstop', it would be very difficult to assemble the site through private treaty negotiations.

4. POST DECISION IMPLEMENTATION

- 4.1 Post ARG, delegated authorities will be sought for the final CPO2 and CPO2a proposals and separate applications for each CPO will be made to the Secretary of State. It is likely that CPO Enquiries will be necessary for both CPO applications. Once formal decisions are received, vesting dates will be agreed and the appropriate legal notices issued.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The vision for 2020 expressed within the Council's corporate plan 2015- 2020 expresses the principles of fairness, responsibility and opportunity and the following strategic objectives.

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

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

- 5.1.3 The regeneration of the West Hendon regeneration estate also supports the Sustainable Community Strategy for Barnet 2010–2020 through the following objectives:

- A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and to other people in the wider community.

- A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the schemes.
- A relentless drive for efficiency - the Council is working with development partners to ensure that the scheme is delivered in the most cost effective way.

5.1.4 The regeneration scheme also complies with strategic objectives in the Council's Housing Strategy 2010-2025 which include:

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

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

5.2.1 On 5 February 2014, the Council entered into a Compulsory Purchase Order Indemnity Agreement (CPOIA) with the Developer. Under the terms of the CPOIA the Developer is required to cover all of the Council's costs in relation to the preparation, making, confirmation and implementation of up to four Compulsory Purchase Orders. These costs include the purchase price or any compensation for any land or interest which the Council has to acquire either pursuant to the Compulsory Purchase Order or in consequence of the service of valid blight notices, including all payments made pursuant to the Compulsory Purchase Act 1965 and the Land Compensation Acts 1961 and 1973; any statutory interest payable and the Council's reasonable and proper internal and external costs including legal and surveying and other professional costs covered by the indemnity agreement.

5.2.2 As all CPO costs – including land acquisitions, legal costs and staff time – are covered by the CPO Indemnity Agreement, there is no financial risk to the Council. Initial land referencing indicates that there are approximately 34 'independent' leaseholders within CPO2. It is anticipated that the acquisition of properties will cost approximately £8,500,000 (including home loss and disturbance payments). The cost of CPO2a land acquisitions is likely to be circa £2million. At present, CPO2 and CPO2a costs have not been incorporated within the council's capital programme.

5.2.2 Once acquired all third party interests will be transferred to the Developer in accordance with the terms of the Principal Development Agreement ("the PDA") dated 11 August 2006, as varied on 5 February 2014, for the purposes of delivering Phase 4. Any such interests transferred in advance of a development phase will be the subject of an option agreement enabling the Council to re-acquire the property for regeneration purposes if the Principal Development Agreement should be terminated.

5.2.3 The Council and the Developer have put in place a Scheme team including surveyors, legal officers and land referencers to work towards making the necessary orders for CPO2 and CPO2a.

5.2.4 The CPO process is a last resort and the Council and Developer are committed to negotiating the voluntary acquisition of third party interests. Third party interests will be acquired at current market value taking into consideration the condition of the property.

5.3 Social Value

5.3.1 As indicated in sections within this report, the West Hendon regeneration project will secure wider social, economic and environmental benefits.

5.4 Legal and Constitutional References

5.4.1 The Council has the power through various enactments to make Compulsory Purchase Orders and to apply to the Secretary of State for confirmation of those orders.

CPO2 – Town and Country Planning Act 1990 Powers

5.4.2 Section 226 (1) (a) of the Town and Country Planning Act 1990, (as amended by the Planning and Compulsory Purchase Act 2004), provides that a local authority shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area if they are satisfied that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. However the power must not be exercised unless the authority thinks that the development, redevelopment or improvement is likely to contribute to the achievement of the promotion or improvement of the economic, social or environmental well-being of their area. The compulsory acquisition of third party proprietary interests and/or rights in the CPO2 Order Land will enable the delivery of Phase 4 in accordance with an agreed programme and will provide certainty with regard to land assembly and the implementation of the Scheme. The ability to deliver Phase 4 will enable the Council and the Developer to progress the delivery of future Phases and the Scheme in its entirety.

5.4.3 The third party proprietary interests to be included within CPO2 are shown shaded pink on the plan attached at Appendix 1. The CPO2 Order Land largely comprises estate properties.

5.4.4 The regeneration of the West Hendon Estate is a key priority for the Council. This is set out in saved policies from the London Borough Barnet UDP 2009, the Adopted Core Strategy 2012 and within the associated Development Plan Documents (DPDs).

5.4.5 The estate was constructed in the late 1960s. Due to its design, layout and construction it is characterised by a number of issues such as:

- poorly defined public and private space;
- lack of orientation within the estate;

- no clear connection between the estate and the Broadway and other surrounding streets;
- Unappealing entrances to blocks and poorly maintained internal communal areas;
- Building fabric in need of repair and upgrade to meet current environmental and building standards

5.4.6 Through the regeneration Scheme the housing stock will be significantly improved to meet current building and construction standards, improving the environmental and social wellbeing of the area. Overall the regeneration Scheme will also include training and employment opportunities for residents within the borough, as well as proposals for a new primary school, community centre, town centre and improved transport links, improving the economic, social and environmental well-being of the area.

5.4.7 Section 13 of the Local Government (Miscellaneous Provisions) Act 1976 provides for the acquisition of new rights over land where such rights are not in existence when the order specifying them is made. In order to facilitate the delivery of Phase 4 it may be necessary to acquire new rights over the land for purposes such as crane oversailing. The land over which the acquisition of new rights may be required are shown tinted blue.

5.4.8 In using the enabling powers pursuant to section 226 (1) (a) of the Town and Country Planning Act 1990 and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976, the Council is using the most specific powers available to it for the purposes of the redevelopment of West Hendon estate properties required to deliver Phase 4.

5.4.9 Government guidance on the use of compulsory purchase powers is set out in “Guidance on Compulsory Purchase Process and the Crichel Down Rules for the disposal of surplus land acquired by, or under the threat of, compulsion” 2015 (“DCLG CPO Guidance”). That guidance states that compulsory purchase orders should only be made where there is a compelling case in the public interest.

5.4.10 In resolving to make CPO2 the Council has had full regard to the DCLG CPO Guidance. The regeneration of the West Hendon Estate provides a compelling case for the making of the CPO. The existing housing stock is outdated and does not meet current environmental and building standards. The West Hendon regeneration proposals will improve the economic and social well-being of existing and future residents through the creation of training / job opportunities (e.g. during construction phases of development), updated housing stock, proposals for a new school and community centre and improved transport links. Vacant possession of each phase will be required in advance of its implementation.

5.4.11 The Council remains committed to securing the delivery of the of the overall Scheme, and the need for the comprehensive redevelopment of the Estate is recognised in adopted planning policy including the NPPF, the London Plan,

the Barnet Core Strategy and Saved policies from London Borough Barnet UDP 2009 and adopted Development Management Policies (DMP).

5.4.12 The Regeneration Scheme will deliver the following real and tangible benefits:

- Residential homes built to Lifetime Standards, incorporating higher standards of build quality applying Secure by Design principles and achieving a tenure blind design;
- Mixed and balanced communities delivered through a wider choice of tenure and unit mixes, offering wider opportunities for home ownership and creating sustainable, inclusive and mixed communities;
- The transformation of unappealing groups of buildings and disconnected external spaces into thriving and cohesive neighbourhoods through the integration of the Estate with its surrounding context (achieved through public parks, play spaces and community facilities);
- The removal of the Perryfield Way gyratory which represents a significant obstacle to pedestrian and vehicular movement in the locality;
- Public realm improvements to the Broadway and Station Road;
- 1766m² commercial floorspace (Class A1-A5 & B1) to replace 1,073.19m² existing commercial floorspace
- Connecting the community to the benefits of the Welsh Harp;
- Improved green spaces and play spaces;
- Proposed new bridge connections (an improved Cool Oak Bridge and new Silk Stream Bridge)
- New two-form entry primary school and community centre.

5.4.13 At present properties within the Estate fail to meet Decent Homes Standards. Taking into account the significant investment required to bring the existing buildings up to current standards and the commitment to secure the comprehensive regeneration of the Estate, the Council considers that there is a compelling case in the public interest to secure the delivery of the Scheme (and its associated benefits). To that end, the Council intends to utilise the powers under section 226(1)(a) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 because it is not certain that it, or the Developer will be able to acquire all third party proprietary interests and/or rights by agreement.

CPO2a – Highways Act 1980 Powers

5.4.14 Section 247 of the Highways Act 1980, provides that a local highway authority shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily land required for highway purposes including (but not limited to): (i) the construction / improvement of highway (section 239); (ii) use in connection with the execution of highway works (section 240); (iii) mitigation of effects related to the use of a highway constructed or improved by the authority (section 246); (iv) the creation of rights over land for highway purposes (section 250).

5.4.15 In accordance with the obligations set out in Schedule D of an agreement dated 19 November 2013, entered into pursuant to section 106 of the Town and Country Planning Act 1990, the Developer is required to carry out Major Highway Works as part of the delivery of Phase 4 of the Scheme.

5.4.16 The third party proprietary land interests to be included within CPO2a are shown shaded yellow on the plan attached at Appendix 1, with land shown shaded green on the plan identifying land over which new rights may be acquired to deliver the Major Highway Works.

5.4.17 The Major Highway Works are an essential part of the delivery of the regeneration Scheme. These works will include the:

- removal of the Perryfield Way gyratory which acts as a barrier to pedestrian movement and creates an environment that reinforces the isolation of the existing estate properties;
- widening of Station Road at its junction with the Broadway (A5) to allow two-way traffic flow;
- provision of new and improved pedestrian crossings to the A5;
- introduction of a right turn from the A5 onto Station Road;
- comprehensive streetscape improvements to Station Road and the Broadway;
- pedestrianisation of northern section of Perryfield Way;
- removal of through traffic from Garrick Road; and
- reversal of traffic direction and traffic calming on Herbert Road.

5.4.18 These works will result in reduced traffic flows through the redeveloped West Hendon estate creating a better environment for pedestrians and vehicular movements along with improvements to traffic movement on the A5 and Station Road. The works will provide an improved environment for existing and future residents.

5.4.19 In using the enabling powers pursuant to the Highways Act 1980, the Council is using the most specific powers available to it for the purposes of delivering the Major Highway Works required as part of Phase 4 of the regeneration Scheme.

5.4.20 Government guidance on the use of Highways Act 1980 compulsory purchase powers is set out in Circular 02/97 "Notes on the Preparation, Drafting and Submission of Compulsory Purchase Orders for Highway Scheme" (DoT Guidance). In resolving to make CPO2a the Council has had full regard to the DoT Guidance and the DCLG CPO Guidance.

Human Rights

5.4.21 The Human Rights Act 1998 requires (amongst others) that every public authority acts in a manner which is compatible with the Convention for the Protection of Human Rights and Fundamental Freedoms ("the Convention"). The following parts of the Convention are relevant to the Council's exercise of its compulsory purchase powers:

Article 1 of the First Protocol – the right to peaceful enjoyment of possessions;
Article 8 – respect for private and family life and home.

- 5.4.22 A decision to make CPO2 and CPO2a must strike a fair balance between the public interest in the regeneration of the land and interference with private rights. Bearing in mind the fact that the exercise of compulsory purchase powers is a statutory process, the provisions for compensation to be paid to those affected and the compelling case in the public interest for the regeneration, it is considered that the interference with private property rights is necessary, proportionate and strikes a fair balance towards meeting the Council's objectives.
- 5.4.23 Those affected by CPO2 and CPO2a will be informed and advised of their right to make representations to the relevant Secretary of State, to be heard at public inquiry and of a fair entitlement to compensation (where applicable). Thus ensuring consistency with Article 6: right to a fair hearing.
- 5.4.24 The terms of reference of Assets, Regeneration and Growth Committee which includes: to develop and oversee a Regeneration Strategy; develop strategies which maximise the financial opportunities of growth; oversee major regeneration schemes including those of key social housing estates; and all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.
- 5.4.25 This is outlined in the Council's Constitution, as are specific terms of reference relating to land disposals. The Management of Asset, Property and Land Rules govern how the Council may acquire, lease, act as landlord, licence, develop appropriate, change use of, or dispose of assets within its asset portfolio. Specific aims of the Management of Asset, Property and Land Rules outline how to apply the terms of reference.

5.5 Risk Management

- 5.5.1 The delivery of the West Hendon Regeneration Scheme ("the Scheme") is dependent upon the ability of the Council and its development partner BMLLP ("the Developer") to acquire all third party proprietary interests in the land and/or rights over the land.
- 5.5.2 The Scheme is to be implemented in accordance with an agreed phasing plan. In order to ensure Scheme viability (and delivery) the commencement and completion of each phase has to occur within a defined timeline. Both the Council and the Developer are committed to entering into negotiations with third party freeholders and leaseholders with a view to acquiring their interest in the land by way of private treaty. However, in the event that negotiations become complex and protracted any delay to the completion of the land assembly process will pose a significant risk to the delivery of the Scheme.
- 5.5.3 Given the lengthy construction programme to deliver the Scheme in its entirety, on 16 December 2013, the Cabinet Resources Committee resolved in principle, to the making of up to four separate CPOs in order to safeguard

the delivery of the Scheme in the event that the Council and Developer are unable to acquire all third party proprietary interests and/or rights in the land through private negotiations within required timescales.

- 5.5.4 The first of the four CPOs was confirmed by the Secretary of State for Communities and Local Government on 12 November 2015.
- 5.5.5 This report seeks a resolution to make two further CPOs (hereinafter referred to as “CPO2” and “CPO2a”). Appendix 1 of this report shows the area over which the compulsory acquisition of land and/or rights are required for CPO2 (areas shown tinted blue and pink). Those areas tinted yellow and green identify the areas over in order which the compulsory acquisition of land and/or rights are required for CPO2a. Both CPO2 and CPO2a are required to secure the delivery of Phase 4 of the Scheme.
- 5.5.6 Whilst it is hoped that all outstanding proprietary interests can be acquired by negotiation, the Scheme cannot proceed with the risk that negotiations may not prove successful in all cases. If confirmed by the Secretary of State, CPO2 and CPO2a will secure the delivery of Phase 4 of the Scheme.
- 5.5.7 The land assembly exercise is also dependent upon tenants relocating from their existing properties to other suitable alternative premises within an identified construction timetable. Any delays in achieving vacant possession could risk the deliverability of the scheme. By a letter dated 1 August 2014, the Secretary of State granted Ground 10A approval for the redevelopment of the West Hendon Scheme under Part V of Schedule 2 to the Housing Act 1985. In the first instance officers will seek to rely on that approval to obtain vacant possession of properties occupied by secure tenants. In order to further mitigate this risk, it is also proposed that all tenures, including premises occupied under a secure tenancy on the estate, would be included within the proposed CPOs for the Scheme.

CPO Indemnity Agreement

- 5.5.8 Costs incurred by the Council relating to the compulsory purchase process (including compensation payments and claims arising from blight notices) will be met by the Developer in accordance with the CPO Indemnity Agreement dated 5 February 2014 (“CPOIA”). The Council – through Re – has procedures in place to monitor costs against the agreed estimate. Costs will be approved by both the Developer and Re.
- 5.5.9 Once CPO2 and CPO2a have been made, the Council will be exposed to potential Blight Claims from owners of properties included within the CPO areas. The CPOIA will indemnify the Council against any payments made following a blight notice.
- 5.5.10 A continuing risk to the viability of the Scheme is the possibility that secure tenants may exercise the Right to Buy. This leads to increased acquisition costs and could result in a delay to the overall programme which ultimately could threaten the financial viability of the Scheme. The service of initial and Final Demolition Notices (on secure tenants within CPO2) pursuant to the

Housing Act 1985 (as amended), will mitigate against this risk by suspending the Right to Buy transactions within the scheme.

- 5.5.11 If confirmed by the Secretary of State, CPO2 and/or CPO2a must be implemented within three years (this period can be extended to a further three years (making a total of six years) by the service of Notice to Treat and then a Notice of Entry on the proprietors of the relevant interests.
- 5.5.12 The Council and the Developer are confident that Phase 4 is viable and remain committed to the delivery of the Scheme in its entirety.

5.6 Equalities and Diversity

- 5.6.1 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life of the Borough. The West Hendon Regeneration Scheme will provide a mix of affordable and private sale properties. The new mixed tenure housing will improve the community cohesion in an area with a highly diverse population. It will provide increased choice and opportunity for Barnet residents. This supports the overall aim of the Council's Equalities Policy and the Council's duties under the Equality Act 2010.
- 5.6.2 At present the West Hendon Estate does not reflect a mixed and balanced community, with a heavy bias towards an affordable housing tenure. The Estate offers little by way of variety of unit mix. The regeneration proposals seek to address this imbalance through the delivery of a range of residential tenures across the site e.g. private housing, a new range of intermediate housing, wider range of unit sizes across all tenures and 10% of all residential units meeting Wheelchair Standards. The Scheme seeks to improve the demographic of the Estate to provide a step change in the levels of social inclusion to create a sustainable, mixed and cohesive community.
- 5.6.3 The public sector equality duty under section 149 of the Equality Act 2010 ("PSED") requires the Council to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. 'Protected characteristics' are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.
- 5.6.4 The Council is aware that within the West Hendon estate there may be residents for whom English is a second language. The Council will offer a translation service when sending out CPO literature; additionally all those affected will be advised to seek independent legal advice so they fully understand the CPO process.
- 5.6.5 All owners and/or residents within the CPO2 and/or CPO2a boundary will be affected by the Compulsory Purchase Orders. The Council and its partners will endeavour to reduce this effect by extensive consultation. Consultation has and will continue to be undertaken with the residents and wider

community to ensure that the Scheme reflects local needs. In this regard, the Council and the Development Partners appointed an Independent Resident Advisor to work with the residents on the estate. A Partnership and Residents Board has been established who meet on a regular basis to discuss the regeneration proposals with the Council and its partners.

- 5.6.5 Having had due regard to its duty under the Equality Act 2010, the Council is confident that the delivery of the Scheme will contribute towards the social, economic, educational and cultural improvements for existing and future residents. It will also increase levels of social inclusion within a mixed and diverse community.

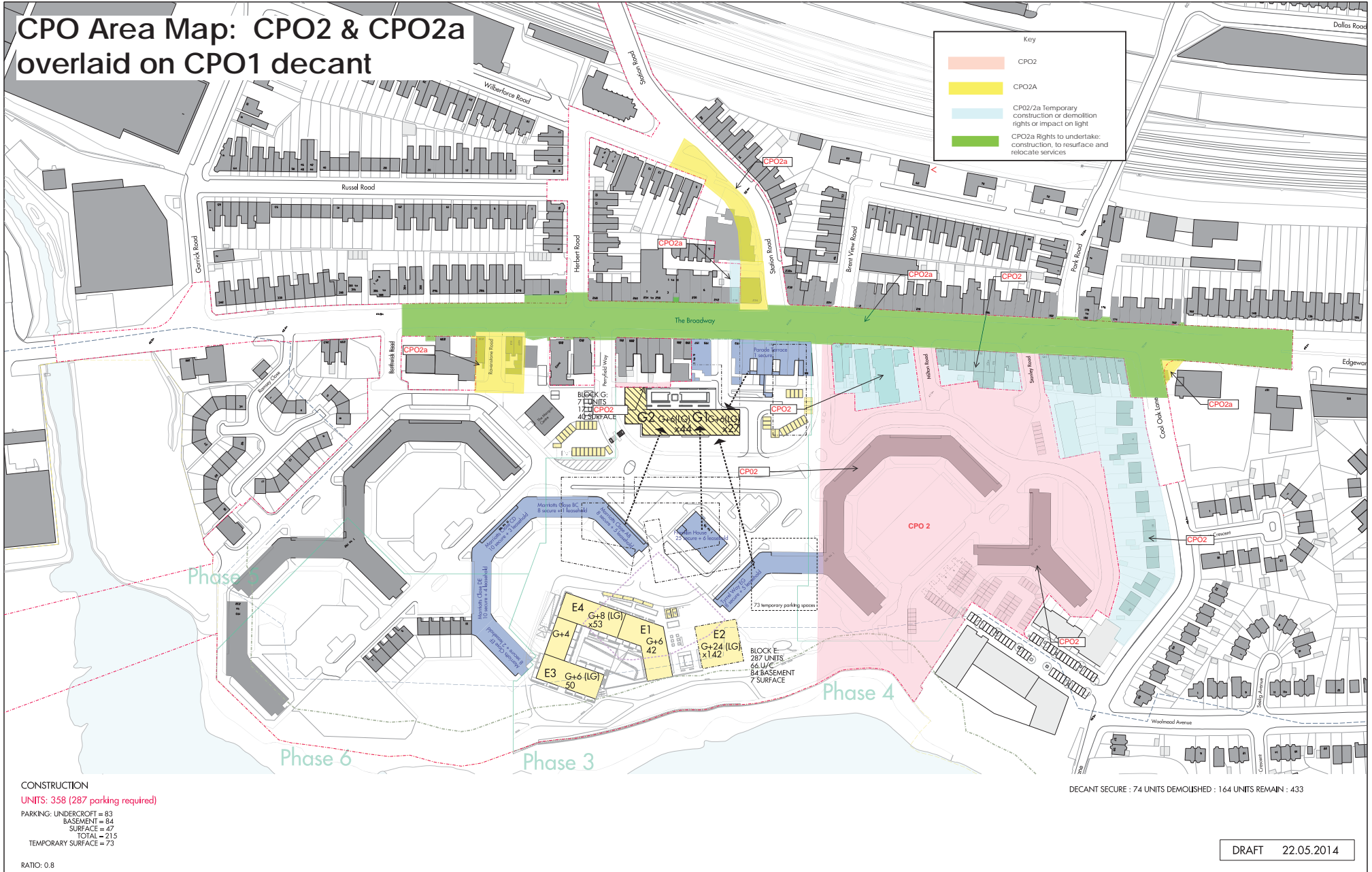
5.7 Consultation and Engagement

- 5.7.1 Consultation has and will continue to be undertaken with the residents and wider community to ensure that the Scheme reflects local needs. In this regard, the Council and the Development Partners appointed an Independent Resident Advisor to work with the residents on the estate. A Partnership and Residents Board has been established who meet on a regular basis to discuss the regeneration proposals with the Council and its partners.

6. BACKGROUND PAPERS

Cabinet Resources Committee, 16 December 2013, West Hendon Regeneration Project
<http://barnet.moderngov.co.uk/documents/s12100/West%20Hendon%20Regeneration%20Project.pdf>

CPO Area Map: CPO2 & CPO2a overlaid on CPO1 decant



Key

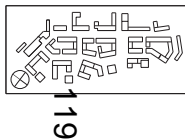
- CPO2
- CPO2A
- CPO2/2a Temporary construction or demolition rights or impact on light
- CPO2a Rights to undertake construction, to resurface and relocate services

CONSTRUCTION
UNITS: 358 (287 parking required)
 PARKING: UNDERCROFT = 83
 BASEMENT = 84
 SURFACE = 47
 TOTAL = 215
 TEMPORARY SURFACE = 73

DECANT SECURE : 74 UNITS DEMOLISHED : 164 UNITS REMAIN : 433

DRAFT 22.05.2014

RATIO: 0.8



Do not scale from this drawing. Use figured dimensions only. Figured dimensions are in millimetres. All levels are in metres. All dimensions and levels shall be verified on site before proceeding with works. Detailed site survey to be carried out to verify positions and level relationships with site features and existing survey. The architect must be notified of any discrepancy. Where building components are described in the specification as contractor designed, "construction" information relating to those components on this drawing represents design intent only.

LEGEND

| | | | | |
|---------------------------|---|----|----|----|
| Existing Sewer Line | Catalyst Site | 3A | 4B | 5A |
| Ssa No Build Zone | Phasing Boundary | 3B | 4C | 5B |
| Planning Application Line | Affordable Units | 3C | 5A | |
| | Units to be demolished following decant | 4A | 5B | |


| REV | DATE | DESCRIPTION | ISS | REV | DATE | DESCRIPTION | ISS |
|-----|------|-------------|-----|-----|------|-------------|-----|
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Allies and Morrison
 85 Southwark Street
 London SE1 0HX
 020 7921 0100
 020 7921 0101
 info@alliesandmorrison.co.uk
 A&M JOB NO: 716

WEST HENDON MASTERPLAN
 SITE PLAN
 PHASE 3A
 716_00_SK_120
 SCALE: 1:1000 @A1 2:1000 @A3

Revision

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|---|--|
|  | <p>Assets, Regeneration and Growth Committee</p> <p>17 March 2016</p> |
| <p style="text-align: right;">Title</p> | <p>Colindale Office Project</p> |
| <p style="text-align: right;">Report of</p> | <p>Chief Operating Officer Director of Resources</p> |
| <p style="text-align: right;">Wards</p> | <p>Colindale</p> |
| <p style="text-align: right;">Status</p> | <p>Public</p> |
| <p style="text-align: right;">Urgent</p> | <p>No</p> |
| <p style="text-align: right;">Key</p> | <p>Yes</p> |
| <p style="text-align: right;">Enclosures</p> | <p>None</p> |
| <p style="text-align: right;">Officer Contact Details</p> | <p>Chris Smith, Head of Estates, 020 8359 Chris.smith@barnet.gov.uk</p> |

| |
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| <h3>Summary</h3> |
| <p>This report provides an update on the progress and timescales associated with the council's Accommodation Options Review, including the construction of new offices at Colindale. The report also seeks approval to use up to £2 million of the estimated £36.3 million Capital Build Costs on pre-construction activities.</p> |

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|---|
| <h3>Recommendations</h3> |
| <ol style="list-style-type: none"> 1. That the Committee note the progress on the Colindale Office project; 2. That the Committee note that a Full Business Case (FBC) is being prepared for consideration in June 2016, which will include an EIA. 3. That the Committee approve the use of up to £2 million of the existing budget allocation for conclusion of the pre-construction activities and technical design and help maintain the current delivery programme ahead of the submission of the Full Business Case. The £2 million allocation constitutes 7.5% of the estimated overall Capital Build Budget. 4. That the Committee agrees to delegate the authority to the Chief Operating Officer to settle terms and enter into the required pre-construction stage agreements. |

1. WHY THIS REPORT IS NEEDED

- 1.1 In June 2015, the Assets, Regeneration and Growth (ARG) Committee noted and acknowledged the Outline Business Case (OBC) for the Council's Accommodation Options including the implementation of the Accommodation Implementation Programme (AIP).
- 1.2 The June 2015 ARG Committee also approved delegated authority to the Commercial & Customer Services Director to enter into a Pre-Construction Services Agreement with a preferred contractor for the construction of the new office accommodation to allow pre-construction design and procurement activity to commence.
- 1.3 Following completion of a two stage design and build tender process under the Southern Construction Framework, Galliford Try Construction were appointed in August 2015 to develop detailed designs for the new Colindale Offices development. The detailed designs would form the basis of the Contractors Lump Sum Fixed Price for inclusion within the Main Building Contract.
- 1.4 The proposed initial scheme for the new Colindale Offices was presented at the Planning Committee in October 2015 and recommended for Approval subject to agreement by the Greater London Authorities (GLA) and the Secretary of State (SoS). Through on-going engagement with the stakeholders the design of the Colindale Offices scheme has evolved since the recommendation was obtained in October 2015 and design development has resulted in updates to both elevational treatments and floor plates, generating space and operational efficiencies. The modifications to the design have now been submitted to the Local Planning Authority for consideration as an amendment to the original scheme. A decision is expected on these amendments in March 2016. A web link to the planning application amendment is included here: <https://publicaccess.barnet.gov.uk/online-applications/simpleSearchResults.do;jsessionid=1572BA588C8F6891EC57499F429F6F85?action=firstPage>
- 1.5 As a result of this extended period of design development and the amendments proposed, the Full Business Case (FBC) for approval to proceed to construction will be presented to the ARG Committee in June 2016. The current delivery programme milestones for the FBC and Colindale Offices scheme are proposed as follows:
 - Final Business Case Presented to ARG Committee – 6 June 2016
 - Signing of Build Contract – by 30 June 2016
 - Start on Site – August 2016
 - Practical Completion – February 2018
 - Internal Fit Out – June 2018
 - Building Occupied – from August 2018

- 1.6 Preparation of the FBC is progressing. The FBC will provide details of all expected capital costs and estimated revenue costs as a result of the final accommodation consolidation following the completion of the new offices and lease exits at North London Business Park (NLBP). In addition options will be presented for Barnet House together with the proposed locality strategy for staff not based out of the Colindale Offices.
- 1.7 The Pre-Construction Services Agreement approved under delegated authority by the ARG Committee in June 2015 included fees of £464,879.72 for the period August to November 2015. The OBC estimated Capital Build Costs of £36.3 million.
- 1.8 Budget approval is now required to fund additional pre-construction activities. The additional budgetary spend will maintain programme against the agreed milestone dates and includes for resources to be allocated to the project to ensure the Project Team can scope and implement necessary due diligence in advance of the projected start onsite date. The budget will cover activities including:
- A 7 month extension to the original Pre-construction Services Agreement to undertake design development and achieve a more accurate forecast in respect of cost certainty;
 - A revised building design and configuration to achieve an overall construction cost reduction along with enhanced design of the internal floor plates to enable greater operational efficiencies in the use of the building;
 - Additional intrusive site investigations to inform the development of the technical designs;
 - Additional design services associated with the customer interfaces and community access arrangements;
 - CAT B internal fit-out design solutions and internal layouts;
 - Advanced procurement against sub-contract packages, equipment and long lead in items, necessary for securing cost certainty and ensuring an effective start onsite.

Approval for £2 million, which is circa 7.5% of the Capital Build Costs, is required to maintain progress against the delivery programme.

- 1.9 The Colindale and Smarter Working Programme will help the London Borough of Barnet achieve the commitments it made in its Corporate Plan, by delivering a new workplace and ways of working in line with the aspirations set out in the Council's Vision, 'for staff the council will offer a more flexible and modern workplace'. The programme will also help LBB to achieve its strategic objective 'all public services providers must help achieve outcomes with reduced resources', by delivering savings in the estate budget and by changing the way staff use office accommodation, to maximise the efficiency.

- 1.10 The move towards a 'Smarter Working' culture is a key dependency of the overall programme. The outcome of the Agile Working Study commissioned in March 2014, recommended a desk ratio for office based staff of 69%, equivalent to a ratio of '7:10'. This is based on average office occupancy for all work style types including a 'buffer' allowance to absorb variations in work patterns. These parameters have been factored into the design of the Colindale Offices.
- 1.11 Another key dependency of the Programme is the 'Localities Strategy', which seeks to ensure that staff are working in the right locations, including working from hub locations and from home and able to dedicate more time delivering frontline services face-to-face and to respond to changing needs and demand. The outcome of the 'Localities Strategy' will be included in the Full Business Case.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To approve further budgetary spend and maintain programme impetus.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The option to delay further pre-construction activity until the FBC was presented to ARG Committee in June 2016 was considered. However, this would significantly delay the construction programme and result in additional cost to the council due to project delay costs and inflationary pressure in the construction market.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of this report, works to complete the design of the Colindale Offices and the associated Full Business Case will proceed. It is anticipated that the Full Business Case will be presented to the June 2016 Assets, Regeneration and Growth Committee for approval and instruction to enter into Contract with Galliford Try Construction, for implementation of the works. A start on-site is currently programmed for August 2016, with an anticipated completion of Summer 2018.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Colindale Offices Project constitutes a strategic objective of the wider Colindale and Smarter Working Programme and will help the Council achieve the Corporate Plan Commitments. The Council's Corporate Plan 2015-20 sets out core principles of fairness, responsibility, and opportunity to make sure Barnet is a place:

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

5.1.2 Within the contractual arrangements between LBB and Capita, under the CSG contract, target minimum savings are identified in terms of reducing the cost of civic accommodation.

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

5.2.1 The basis of and approach to funding the proposed scheme at Colindale is set out in detail in the OBC. Savings profiled in the current Medium Term Financial Strategy (MTFS), including savings put forward as part of the Priorities and Spending Review, assume a cumulative reduction of £45.1m in the cost of office accommodation up to 2023/24. The preferred option in the OBC estimates a reduction of £46.1m over the same period. During production of the FBC, the costs will need to be reviewed further to ensure the targets in the MTFS are continued to be fully met.

5.2.2 The cost of the build is estimated to be in the region of £36m. There will be further certainty on the cost of the build once the build contract is completed and the FBC will set this out.

5.3 **Social Value**

5.3.1 Barnet Council has made a commitment to regeneration of the borough, and in particular within the Colindale area. Specifically, the Colindale Area Action Plan (CAAP) sets out the framework for future development and change in the local area. It includes an additional 10,000 new homes and a mix of retail, office and other land uses. The vision is that by 2021, Colindale 'will be a vibrant, successful and diverse neighbourhood where people will want to live, work and visit. It will accommodate high quality sustainable developments within four 'Corridors of Change' and a new neighbourhood centre. Colindale will become a successful suburb in North London, providing existing and new communities with high quality local services, improved transport and access to enhanced green space and leisure facilities. Co-locating an office on the site would likely bring additional employment opportunities, improvements in local infrastructure and support local businesses, as well as providing valuable meeting space accessible by the local community.

5.4 **Legal and Constitutional References**

5.4.1 The Council Constitution Section 15 – Appendix B, Annex A, Responsibility for Functions sets out the terms of reference for the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of

growth

- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy & Resources.
- To authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out on the Contract Procedure Rules

5.5 Risk Management

5.5.1 Key risks to the Colindale scheme are:

Implementation risks:

- Planning permission is not obtained in time to meet the Council's timescales;
- The building overruns and target savings are not achieved;
- That the space specified for the building is unrealistic and more space is required than has been specified to date.
- Resident and stakeholder objections result in planning challenge and negative perceptions of the scheme.

Business risks:

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

Financial risks:

- Cost overrun against the estimated £36.3 million build cost. The Council expends the initial £2 million pre-construction budget and the programme fails to proceed.

Risk mitigation – all active risks are recorded on the risk register. The risks are monitored on a regular basis ensuring mitigation actions are fully implemented and risks rating reduce accordingly.

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

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

- Delivering Colindale is responsible for the delivery of the move to new office accommodation in 2017.

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

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in the decision making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.

5.6.2 The policy proposals set out in the FBC are designed to ensure fair and equitable treatment of all Barnet's communities in relation to their access to the Civic Estate. The Localities Strategy will seek to address accessibility to front line services, and will consider equality and diversity issues. The initial findings of the strategy will be available in March 2016.

5.6.3 At this stage it is not considered that there equality impacts in the decisions that ARG are being asked to take. An EIA is being developed to support the Full Business Case, which will be presented to the June 2016 ARG.

5.7 Consultation and Engagement

5.7.1 The CAAP was prepared in partnership with key stakeholders and local communities in the area and represents the outcome of an intensive period of public consultation.

5.7.2 Residents and stakeholders have been notified of recent changes to the scheme as part of the Local Planning Authorities Statutory Consultation. The outcome of which will be fully considered and addressed as part of the Planning Officers Report.

5.8 Insight

5.8.1 As part of planning to move the main council offices to Colindale, Insight has and will continue to be used to assess the impact of the move on both customers and staff. This will include looking at the types of customer transactions and the best location for these to be serviced and impact on staff working practices. Insight will also be used to help inform a number of the workstreams to enable the council's move to a smarter working model including supporting the development of the Locality Strategy and its subsequent implementation

6. BACKGROUND PAPERS

- 6.1 ARG Committee, 1 June 2015 – Agenda Item 12 - London Borough of Barnet Accommodation Options Review Outline Business Case:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8309&Ver=4>

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|  | AGENDA ITEM 11 Assets, Regeneration and Growth Committee 17 March 2016 |
| <p style="text-align: right;">Title</p> | <p>Assets, Regeneration and Growth Committee, Commissioning Plan - 2016/17 Addendum</p> |
| <p style="text-align: right;">Report of</p> | Commissioning Director, Growth and Development Director of Resources |
| <p style="text-align: right;">Wards</p> | All |
| <p style="text-align: right;">Status</p> | Public |
| <p style="text-align: right;">Urgent</p> | No |
| <p style="text-align: right;">Key</p> | No |
| <p style="text-align: right;">Enclosures</p> | Appendix A: Assets, Regeneration and Growth Committee Commissioning Plan - 2016/17 addendum |
| <p style="text-align: right;">Officer Contact Details</p> | Cath Shaw – Commissioning Director, Growth and Development Tel: 0208 359 4716. Email: Cath.Shaw@barnet.gov.uk Tom Pike – Strategic Lead, Programmes and Performance Tel: 0208 359 7058. Email: Tom.Pike@barnet.gov.uk Luke Ward – Commissioning Lead, Entrepreneurial Barnet Tel: 0208 359 2672. Email: Luke.Ward@barnet.gov.uk |

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| <h2>Summary</h2> |
| <p>In December 2014, the Assets, Regeneration and Growth Committee approved a five year Commissioning Plan for the period 2015-20, which sets out the Committee’s priorities and outcome performance measures across its core areas of responsibility – Growth and Regeneration, Entrepreneurial Barnet and Asset Management. All Theme Committees agreed five year Commissioning Plans.</p> <p>This report presents updated targets for 2016/17 in an addendum to the Commissioning Plan (Appendix A).</p> |

Recommendations

1. That the Committee review and approve the addendum to Assets, Regeneration and Growth Committee Commissioning Plan for 2016/17 (Appendix A).

1. WHY THIS REPORT IS NEEDED

1.1 The council's **Corporate Plan** 2015-20 was agreed by Full Council in April 2015. It sets out the strategic priorities and direction for the council to 2020 and targets against which progress is measured. These targets will be refreshed for 2016/17 and will be presented to Full Council in April for agreement. The Corporate Plan is structured around the council's priorities of:

- **Responsible growth and regeneration** – which is essential for the borough, to revitalise communities and provide new homes and jobs – and for the council to generate revenue to spend on local services. The council will approach regeneration in a responsible way – replacing what needs to be replaced and protecting the things that residents love about the borough, such as its green spaces.
- **Managing demand for services** – with a growing population, demand for services is increasing which puts pressure on resources. Since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently. In order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services.
- **Transforming services and doing things differently** – we will continue to look at how local services can be redesigned to make them more integrated and intuitive for the user, and more efficient to deliver.
- **Community resilience** – as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.

1.2 Last year, each Theme Committee agreed a five year Commissioning Plan covering the period 2015-20. Commissioning Plans set out the strategic priorities and outcome performance measures for each Committee, with targets to be refreshed annually. On 15 December 2014, the Assets, Regeneration and Growth Committee agreed its five year Commissioning Plan, which set out the following priorities:

1.2.1 Regeneration

- Regeneration schemes are delivered to a high standard, maximising benefits to the community.
- New communities at Brent Cross Cricklewood and Colindale are desirable and attractive places to live, work and spend time, which set the standard for future development across London.
- Regeneration and growth schemes are supported by appropriate, high quality infrastructure.

1.2.2 Economy

- Barnet is established as the best place in London to be a small business. In particular:
 - Business customers find it easy to deal with the council
 - Barnet is a good place to do business, with good quality public realm and infrastructure that meets business' needs
 - Businesses can access the workforce they need; and entrepreneurs have the skills for success
 - Small and local businesses are able to access council contracts
 - Business support in Barnet is effective, with businesses accessing the advice and guidance that they need.

1.2.3 Town centres

- Key town centres are thriving, with reduced numbers of vacant units.
- Residents and local businesses play an active role in shaping their High Street as a place to live, work, shop and spend leisure time.

1.2.4 Assets

- The council's asset portfolio is managed and considered as a whole rather than considering assets in isolation.
- The Strategic Asset Management Plan (SAMP) drives a reduction in use of space to achieve savings.
- The SAMP drives reduced running costs and increased energy efficiency.
- The SAMP maximises letting income, balanced against community or social value.
- Efficiency is achieved by sharing assets across the public sector.
- The council's assets are used to support longer term regeneration and growth.
- Community assets are used transparently to support a range of activities that contribute to delivery of the council's corporate objectives.

1.2.5 Housing Growth

- New developments meet housing need, and contribute to Barnet's reputation as a desirable place to live.
- Developments on council land meet housing need and maximise benefits to the council.

- 1.3 As we move into the second year of delivery of these Plans, each Theme Committee will be asked to agree a 2016/17 addendum to their plans, which sets out the Q3 position against 2015/16 targets and updated targets for 2016/17. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. The addendum to the Assets, Regeneration and Growth Committee Commissioning Plan for 2016/17 is provided at Appendix A.

- 1.4 Following the Chancellor's Autumn Budget Statement in November 2015 and the provisional Local Government Funding Settlement in December 2015, the council's overall budget forecast to 2020 worsened slightly. The updated 2016/17 targets, therefore, reflect the need for the Committee to make a more significant contribution to the council's overall savings in the next four years than previously anticipated.

Summary of Q3 position against 2015/16 targets

- 1.5 Progress is continuing on schemes within the Regeneration programme, including the Supplementary Planning Document for Grahame Park; and work continues on Brent Cross South, with a final business case being considered by government. Progress has been made within Tranche 1 of the Development Pipeline programme to develop mixed tenure housing. Daws Lane and Tarling Road Community Hub capital schemes were recommended to Committees to proceed to the next stage. Schemes such as the Welfare Reform Task Force, BOOST project and Brent Cross Retail Job Shop have had particular success in creating job opportunities for Barnet residents. Work is progressing on Entrepreneurial Barnet to make Barnet the best place in London to be a small business.
- 1.6 Key areas of focus for improvement include increasing the number of Barnet Council apprenticeships and improving the borough's business survival rate.

Summary of the 2016/17 priorities and targets

- 1.7 The commissioning priorities for Assets, Regeneration and Growth Committee are as follows:
- We're building **more than 20,000 new homes by 2025 – the most in outer London** – across our **seven major regeneration sites**, and more through a **pipeline of future brownfield redevelopment**
 - We're ensuring that the number of **good quality jobs keeps pace with population growth** and that residents are supported to access them
 - We're **investing in our key Town Centres** and making **Barnet the best place in London to be a small business** by making transactions with the council simpler
- 1.8 Targets for 2016/17 have been identified across two key areas: Growth and Regeneration; and Economy and Town Centres.
- 1.9 **Growth and Regeneration:** The council's asset portfolio is managed as a whole and used to support longer term growth and regeneration, with schemes delivered to a high standard, maximising benefits to the community, and supported by appropriate, high quality infrastructure. Key activities include:
- Ensure the supply of good quality, mixed tenure homes, achieved through major growth and regeneration schemes
 - Bring forward mixed tenure housing development on land owned by the council including homes for private sale, private rented and affordable housing

- Through the use of Section 106 agreements, ensure that developers invest in the borough by providing apprenticeships and facilities for local communities

- 1.10 **Economy and Town Centres** - Barnet is establishing as the best place in London to be a small business. Our key town centres are thriving, with residents and local businesses playing an active role in shaping them as a place to live, work, shop and spend leisure time. Key activities include:
- Ensure businesses can access information about council services easily and at first contact
 - Invest in town centres, including supporting town teams to lead change in their local areas,
 - Supporting residents to develop the skills needed to access local jobs, creating the conditions for a thriving local labour market

Next steps

- 1.11 The proposed addendum to the Assets, Regeneration and Growth Committee Commissioning Plan, including updated targets for 2016/17, is set out in Appendix A. Members are invited to review and agree the document.
- 1.12 Following agreement, the Committee will receive a progress report during the year against this Plan and associated in-year targets. The Committee will be asked to agree updated targets for 2017/18 in March 2017 and this process will continue through to 2020.
- 1.13 Performance and Contract Management Committee will continue to review progress against the Council's Corporate Plan, and overview of the performance of both internal and external Delivery Units. This Commissioning Plan will enable Performance and Contract Management Committee to focus on the key areas of performance for different service areas.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to publish Committee Commissioning Plans but it is considered to be good practice to have comprehensive business plans in place for each Committee – which set out priorities and how progress will be

measured – to ensure that the council’s vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

4.1 Revisions to the Commissioning Plan will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 This report invites Members to review and approve the addendum to the Commissioning Plan for 2016/17.

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

5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. Specifically the young and very old population groups are increasing in the borough which creates an unprecedented challenge for the organisation’s finances.

5.2.2 The Commissioning Plan has been informed by the council’s Medium Term Financial Strategy, which sets out the need to make savings of £81m by 2020.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 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.

5.4 Legal and Constitutional References

5.4.1 All proposals emerging from the business planning process must be considered in terms of the council’s legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.1 The Council Constitution under Responsibility for Functions sets out the terms of reference for the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of growth; and
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council

- To authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out on the Contract Procedure Rules.

5.4.2 The council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

- Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
- Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- Specific responsibility for the following function within the Council:
 - Risk Management
 - Treasury Management Performance
- Note the Annual Report of the Barnet Group Ltd.

5.5 Risk Management

5.5.1 The council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.

5.6.2 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; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 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, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) 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;
- c) 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.

5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.6.5 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, in particular, to the need to tackle prejudice; and promote understanding.

5.6.6 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.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

5.7.1 The original Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to council (3 March 2015).

5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources

- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.6.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2016/17 has been undertaken following Policy and Resources Committee on 16 December 2015.

6 BACKGROUND PAPERS

6.1 None.

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ASSETS, REGENERATION & GROWTH COMMITTEE

Commissioning Plan 2015 – 2020

2016/17 addendum & targets

This document is an addendum to the **Assets, Regeneration & Growth Committee Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2016/17. The full Commissioning Plan can be found here: <http://barnet.moderngov.co.uk/documents/s19861/APPENDIX%20A%20141202%20Assets%20Regeneration%20Growth%20Commissioning%20Plan%20CLEARED.pdf>

1. CONTEXT FOR COMMISSIONING PLAN

Unlocking the opportunities of growth

Barnet is a growing borough, driven by a combination of a strengthening national and local economy and locally led investment in regeneration, skills and economic development. Over the next five years, this growth will bring opportunities for residents, businesses and the council. The council will work to ensure that all residents can benefit from the opportunities that growth will bring – by helping people to help themselves – whilst protecting what people enjoy about Barnet: its parks and open spaces; its excellent schools; and its diversity.

All parts of the public sector face the same challenges of reduced budgets and increasing demand for services. As the money received from Government reduces to zero over the next few years, all councils will need to become financially independent and generate revenue locally – through Council Tax, Business Rates and, where appropriate, by becoming more commercially minded. This means that growth – as well as providing new homes, jobs, schools, transport infrastructure, parks, leisure centres and community facilities – is necessary to grow the local tax base and generate money to spend on local services.

Living within our means, with a renewed focus on managing demand for services

Most residents and businesses will benefit from a growing economy without too much interaction with the council. For those people, it is our responsibility to get the basics right: To provide an attractive environment; empty the bins; keep the streets clean; and make it as easy as possible to make transactions such as paying Council Tax or requesting a parking permit online.

However, some residents will need a little extra help to take advantage of the opportunities of a growing economy and we're working more closely with our local partners, such as the NHS, Barnet Homes, Jobcentre Plus, and our local colleges and university, to provide that. By working more closely with other parts of the public sector, providing more homes and helping people into work, we can also help to manage demand for local services and relieve some of the pressure.

We tackled the £75 million budget gap we faced between 2010 and 2015 head on and managed the challenge without a big impact on frontline services. We embraced the need to do things differently and have made some bold decisions to live within our means. In order to close a further budget gap of £81 million by 2020 we will continue to look at how we can reduce bureaucracy but, increasingly, our focus will turn to how we can help manage demand for services.

Transforming local services

Our 'Commissioning Council' approach means that we're not bound by the status quo. Our focus is less on who provides a service – the council, a private company, a national charity or group of local volunteers – and how it is provided, and more on ensuring that each service is necessary, meets the needs of residents and represents value for money. For every service, we'll consider the case for delivering them differently, focusing on the best outcomes for our residents.

For some services, this approach to service transformation has resulted in partnerships with the private sector, such as our contracts with Capita to provide our 'back office' and customer services,

and create a Joint Venture to provide our developmental and regulatory services – a model which sees a proportion of income generated by trading those services returned to the Barnet Taxpayer.

For other services, transformation means doing things differently with our in-house services, such as increasing the size and effectiveness of our foster care service to reduce the need for costlier residential care, or working in partnership with other parts of the public sector to deliver more intuitive services for residents which save us money, such as our joint employment programmes.

Investing for the future

Despite needing to reduce our day to day spending, we will continue to invest in the essential infrastructure of the borough. Our financial strategy will see £550 million of capital investment between 2016 and 2020, funded from capital receipts, borrowing, revenue and external grants.

Resources will be invested in transport (including roads, pavements and a new Thames Link station at Brent Cross); housing – with 20,000 to be built over the next decade, the most in outer London; schools – to ensure we continue to provide places for those that need them, building on the 7,500 new places created over the last six years; leisure facilities – with new leisure centres built at Victoria Recreation Ground and Cophall, open spaces – through transformational investment in local parks, and community facilities – through the creation of new ‘community hubs’ across the borough.

More resilient communities

Doing things differently will require the council to change its relationship with residents over the next few years. Where it will not be possible for the council to do as much as it has done in the past, we will support residents and community groups to be more resilient and do more for themselves and their neighbours. Across all of our services, we will look at opportunities for residents to get more involved – whether it’s helping to maintain the borough’s parks and green spaces, or volunteering in one of the borough’s libraries.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council’s Corporate Plan sets the framework for each of the Theme Committees’ five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled, and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live, work and play. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the Borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

We apply these principles to our **Corporate Plan priorities** of: **responsible growth and regeneration; managing demand for services, transforming services and more resilient communities.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision making.**

| | | |
|------------------------|--|--|
| <p>Fairness</p> | <ul style="list-style-type: none"> • Fairness for the Council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer. • Managing demand for services – since 2010, we’ve successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we’ll focus on doing more to manage demand for local services. • This will require a step change in the council’s approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms. | <p>Fairness for Assets, Regeneration and Growth Committee is about ensuring that the council’s approach to regeneration supports people who live and work in the areas of greatest need in Barnet while enabling the wider population to benefit from the opportunities of growth. This includes:</p> <ul style="list-style-type: none"> • Investing in roads and public transport, local cycle and pedestrian networks to improve access for those who live in regeneration areas and the surrounding communities. • Using regeneration to create cohesive communities that meet the needs of all who live there. • Ensuring regeneration programmes support delivery of wider outcomes such as education and health and wellbeing. • Providing new and replacement leisure, community, health and education facilities alongside new and improved open spaces for all residents to use. • Maintaining the built and natural environment of the borough and town centres to ensure Barnet is a great place to live and work. |
|------------------------|--|--|

| | | |
|-----------------------|---|--|
| | | <ul style="list-style-type: none"> Offering targeted support to ensure residents can work and benefit from growth using developer contributions and a multi agency approach. |
| Responsibility | <ul style="list-style-type: none"> More resilient communities – as the Council does less in some areas, residents will need to do more. We’re working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities. In doing so, the Council will change its relationships with residents, with residents becoming more resilient and doing more to keep Barnet a great place. All parts of the public service system must play their part in helping to achieve priority outcomes with reduced resources. The Council will continue to take responsibility for getting the basics right as we approach the challenges ahead. This means doing the things our residents expect, such as maintaining an attractive environment; emptying the bins; keeping the streets clean; and making it as easier to make transactions such as paying Council Tax or requesting a parking permit online. We will also invest in the infrastructure of the borough to ensure Barnet continues to be a great place to live and work – that means investment in transport; housing; jobs; school places; leisure centres and community facilities. | <ul style="list-style-type: none"> Barnet’s approach to supporting town centres encourages residents and local businesses to play an active role in shaping their local area with a tailored offer of support to different town centres. The council’s approach to supporting local businesses involves signposting to existing business support networks and services in the borough. The council’s approach to community hubs makes the most of the local expertise, capacity and leadership of local community groups. Through the regeneration programme and Entrepreneurial Barnet strategy, the council is working closely with its public sector partners to deliver outcomes for Barnet. |
| Opportunity | <ul style="list-style-type: none"> The Council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income. | <p>Making the most of the opportunities arising from regeneration and economic growth is at the centre of the council’s approach to Assets, Regeneration and Growth. This includes:</p> <ul style="list-style-type: none"> Generating new jobs – 30,000 new |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> • Responsible growth and regeneration is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. It is also necessary to generate more money to spend on local services as the money received directly from Government reduces to zero. • As we continue to deal with budget reductions to 2020, we will explore the opportunity this presents to transform local services and redesign them, delivering differently and better. We will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the Council and the wider public sector. • As we focus on how to transform services, we will take the opportunity to make them as efficient as possible to drive out savings. | <p>jobs will be created in Barnet by 2030.</p> <ul style="list-style-type: none"> • Delivering new homes – 25,000 new homes will be built through the regeneration programme and by building new homes on council land as part of the Development Pipeline Programme. • Providing residents and businesses with tools and support to prosper and grow, supporting young people and unemployed residents into work. • Making Barnet the best place in London to be a small business, ensuring businesses can deal with the council easily, access council contracts and have the support they need to grow. • Securing external investment in town centres to make them attractive places to live and work. • Working with partners to develop the labour market to ensure the skills and behaviours of the workforce meet employers’ needs. • Targeted support to find work and ensure that all residents benefit from growth. • Making best use of council assets to ensure they are used efficiently, offer value for money, and meet the needs of customers. |
|--|--|--|

4. VISION FOR ASSETS, REGENERATION & GROWTH

- Housing and employment are essential elements to achieving a good quality of life
- We want to ensure everyone in Barnet has access to a good job or a better job, and that people who contribute to the life of the borough are able to live here, in good quality homes they can afford, so that the borough remains a place where people want to live and work
- We want to make sure local businesses have the support they need to succeed, helping to create jobs and grow the economy
- Through responsible regeneration, we will revitalise communities and improve the quality of life for people living in the areas of greatest need in Barnet, while creating opportunities for residents and businesses across the borough

5. COMMISSIONING PRIORITIES

Summary

- We're building **more than 20,000 new homes by 2025 – the most in outer London** – across our **seven major regeneration sites**, and more through a **pipeline of future brownfield redevelopment**
- We're ensuring that the number of **good quality jobs keeps pace with population growth** and that residents are supported to access them
- We're **investing in our key Town Centres** and making **Barnet the best place in London to be a small business** by making transactions with the council simpler

Assets, Growth and Regeneration

The Council's asset portfolio is managed as a whole and used to support longer term growth and regeneration, with schemes delivered to a high standard, maximising benefits to the community, and supported by appropriate, high quality infrastructure.

- **Barnet is the most populous London borough**, with 367,265 residents in 2015, and our population is growing, driven by a high birth rate, increased life expectancy and positive net migration
- We are ensuring that the supply of good quality, mixed tenure homes keeps pace with this growth. This will be achieved through **seven major growth and regeneration schemes**, including Brent Cross (7,500 homes), Colindale (10,170) and Mill Hill East (2,174)
- Through the Development Pipeline programme we are also **building new mixed-tenure housing on surplus council-owned land**. Through the Management Agreement with Barnet Homes there is the target to deliver 500 new homes for affordable rent and Barnet Homes are currently developing plans to deliver 320 of these by 2020. In addition we have submitted planning applications for the development of a mixed tenure scheme of 289 homes to be delivered by 2018/19
- Through the use of Section 106 agreements, we're **ensuring that developers invest in the borough** by providing apprenticeships and facilities for local communities
- Capital receipts and revenue income from development will **outstrip increased demand for services**, helping to ensure the financial sustainability of the council

Economy and Town Centres

Barnet is established as the best place in London to be a small business. Our key town centres are thriving, with residents and local businesses playing an active role in shaping them as a place to live, work, shop and spend leisure time.

- A thriving local economy is essential to **maintaining the supply of jobs**, and income for the council, that will help to support the future prosperity of the borough
- The Entrepreneurial Barnet strategy aims to ensure that **Barnet is the most attractive place in London to start up and run a small business**, building on the high levels of skill, mobility and flexibility that characterise the local labour market

- Getting the basics right so **businesses are able to access information about council services easily and at first contact** wherever possible, and at times that suit them, will help to create an entrepreneurial environment which is supportive of growth
- **Investing in our town centres** is a key part of this, ensuring that they are well-connected and accessible using a range of transport options, and the public realm is attractive with a **sustainable mix of retail, leisure, business and residential uses**
- We will work to understand the **impacts and opportunities of expected devolution of business rates** in 2020 on the local business community
- Supporting local business will help to ensure that the number of good quality jobs – of which we expect **30,000 to be created in the borough over the next 20 years** – keeps pace with population growth; however **some residents will need extra help** to take advantage of the employment opportunities that growth will bring
- To this end, we have put in place a range of initiatives aimed at creating the conditions for a **thriving local labour market**, where residents have the skills employers need and access to support with overcoming any issues they may face
- The Welfare Reform Task Force – a co-located, multi-agency service made up of council, Barnet Homes and Jobcentre Plus staff – **helped 693 Barnet residents into work between June 2013 and December 2015**. Every £1 invested in the service, which **engaged with 97% of residents affected by the Benefit Cap and helped 36% into work**, returns £3 to the public sector through reduced welfare spending
- BOOST, a localised version of the Task Force operating in Burnt Oak (the area of Barnet with the highest level of unemployment), **helped 112 residents into work between May 2015 and January 2016**. The service was **co-designed with its users** so it is better suited to their needs and, ultimately, more likely to be successful
- Helping people into work and suitable accommodation helps to **manage demand on other public services**, such as the NHS and the council’s housing needs service

6. TRANSFORMATION PROGRAMME

The Council’s *transformation programme* will help to deliver the £81 million savings required by the Medium Term Financial Strategy. The key benefits of the Assets, Regeneration & Growth Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

| Area | Key benefit |
|--------------------------|--|
| Employment and skills | Support people to find work through continued investment in the multi-agency employment support team in Burnt Oak, as well as new investment in a similar model in another area |
| Development Pipeline | Contribute to the Council’s target for delivering new homes by building mixed tenure housing on smaller Council Owned sites across the borough |
| Community Asset Strategy | Support community and voluntary sector organisations to make best use of the Council’s property portfolio, including the development of new Community Centres, whilst ensuring that financial and community benefits are maximised |

Programme cost and financial benefits

| Project | Total cost | Total financial benefit |
|---|--|---|
| WLA Project Working People, Working Places (BOOST) | £152,000 (2015/16) £340,000 (2016/17) | Savings to public purse from increased employment |
| WLA Project Skills Escalator | £112,060 | Savings to public purse from increased employment |
| WLA Project Opportunities for Young People | £172,940 | Savings to public purse from increased employment |
| Estates Projects | Investment from Capital Programme | Changes to the council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1,000,000 by 2017. In addition the move to Colindale should generate savings of approximately £1,000,000 per annum by 2017. |
| Development Pipeline Programme | Investment from Capital Programme | At least £1,000,000 from capital receipts and additional Council Tax revenues by 2017/18. |
| Regeneration Schemes | Investment from Regeneration Schemes | The council's regeneration schemes are projecting an increase in Council Tax and Business Rates of £10,795,000 over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the council's budget. |
| Total | £777,000 | |

7. INDICATORS FOR 2016/17

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: Fairness - managing demand for services; Responsibility – more resilient communities; and Opportunity - transforming services and maximising the benefit of growth and responsible regeneration, along with the basket of indicators that will be used to monitor progress against these within the Corporate Plan (CPIs) and key indicators within Contracts and Management Agreements (SPIs).

Key:

CPI = Corporate Plan Indicator

SPI = Service Indicator

Opportunity: Making the most of growth and responsible regeneration

GROWTH AND REGENERATION - The Council's asset portfolio is managed as a whole and used to support longer term growth and regeneration, with schemes delivered to a high standard, maximising benefits to the community, and supported by appropriate, high quality infrastructure.

- Ensure the supply of good quality, mixed tenure homes, achieved through major growth and regeneration schemes
- Bring forward mixed tenure housing development on land owned by the council including homes for private sale, private rented and affordable housing
- Through the use of Section 106 agreements, ensure that developers invest in the borough by providing apprenticeships and facilities for local communities

| Ref | | Indicator | 2015/16 Q3 | 2015/16 Target | 2016/17 Target | 2019/20 Target | Service |
|-----|-----------------|---|------------|----------------|----------------|---------------------|---------|
| CPI | Re/S11 (Annual) | Number of new homes provided in Barnet each year (net) | Annual | 1,253 | 1,203 | 10,840 ¹ | Re |
| CPI | Re/S12 (Annual) | Total number of new homes created through regeneration schemes | Annual | 1,423 | 462 | 5,457 ² | Re |
| CPI | Re/S13 (Annual) | Number of affordable homes created through regeneration schemes | Annual | 248 | 169 | 1,795 ² | Re |

¹ 2019/20 target is cumulative

² 2019/20 targets are cumulative. Excludes Brent Cross and Colindale

| Ref | | Indicator | 2015/16 Q3 | 2015/16 Target | 2016/17 Target | 2019/20 Target | Service |
|-----|-----|---|------------|----------------|----------------|----------------|---------------------|
| SPI | NEW | Total number of new homes created through the development pipeline programme | NEW | NEW | 37 | 609 | Re and Barnet Homes |
| SPI | NEW | Total number of affordable homes created through the development pipeline programme | NEW | NEW | 37 | 424 | Re and Barnet Homes |
| SPI | TBC | Running costs of estate (designated civic buildings only) ³ | £6.8m | £6.8m | Decrease | Decrease | CSG Estates |
| SPI | TBC | Income from the estate ⁴ | £2.2m | £2.2m | Increase | Increase | CSG Estates |

ECONOMY AND TOWN CENTRES - Barnet is established as the best place in London to be a small business. Our key town centres are thriving, with residents and local businesses playing an active role in shaping them as a place to live, work, shop and spend leisure time.

- Ensure businesses can access information about council services easily and at first contact
- Invest in town centres and ensure the public realm is attractive with a sustainable mix of retail, leisure, business and residential uses
- Develop interventions to create the conditions for a thriving local labour market

| Ref | | Indicator | 2015/16 Q3 | 2015/16 Target | 2016/17 Target | 2019/20 Target | Service |
|-----|-----------------|--|-------------------------|-------------------------|------------------------|----------------|---------------------|
| CPI | NEW | Percentage of total spend with local businesses | New Corporate Indicator | New Corporate Indicator | Monitor | Monitor | Commissioning Group |
| CPI | Re/S14 (Annual) | Business satisfaction with the Council and area (local survey) | TBC | TBC | TBC⁵ | TBC | Re |

³ There is an aspirational commitment to manage all council owned buildings under a single corporate landlord model. If this proves to be practicable, targets will be calculated and adjusted accordingly.

⁴ Income targets are agreed annually and are managed as part of contract performance

⁵ New methodology for survey to be confirmed

| Ref | | Indicator | 2015/16 Q3 | 2015/16 Target | 2016/17 Target | 2019/20 Target | Service |
|-----|-----------------|--|--|---|---|---------------------------------------|---------------------|
| CPI | Re/S1 (Annual) | Proportion of new businesses which survive in Barnet compared with other local authorities | 57.5% ⁶ (59% Outer London average) | 2%pts more than comparable boroughs | 4%pts more than comparable boroughs | 5%pts more than comparable boroughs | Re |
| CPI | Re/S3 (Annual) | Vacancy rates on high street | 4.64% (2014/15 Experian data) ⁷ 6.34% (2013 Re town centre survey) | Equal to comparable boroughs (no higher than 5.81%) | 2.5% better than comparable boroughs | 2.5% better than comparable boroughs | Re |
| CPI | CG/S1 (Quarter) | Unemployment (of people on out of work benefits) | 6.6% | Monitor | Monitor | Monitor | Commissioning Group |
| CPI | Re/S2 (Annual) | Youth Unemployment | Annual | 0.5%pts less than comparable boroughs | 1%pt better than comparable boroughs | 2%pts better than comparable boroughs | Re |
| TBC | TBC | Barnet Council Apprenticeships | NEW | NEW | 15 | TBC | CSG |

⁶ Three-year business survival rate for businesses started in 2011 (ONS Business Demography 2014)

⁷ Compared with 5.45% for Brent, 4.63% for Ealing and 4.58% for Harrow (Experian)

| Ref | | Indicator | 2015/16 Q3 | 2015/16 Target | 2016/17 Target | 2019/20 Target | Service |
|-----|----------------|---|---|--|--|----------------|---------|
| SPI | Re/S1 (Annual) | Business survival rate | 57.5% ⁸ (59% Outer London average) | Increase by 2%pts more than the average increase in business survival rate achieved by comparable boroughs | Increase by 4 %pts more than the average business survival rate achieved by comparable boroughs | Increase | Re |
| SPI | Re/S3 (Annual) | Vacant high street properties | 115 (2014/15 Experian data) 136 (2013 Re town centre survey) | Maintain the baseline | 0.5%pts less than the average of comparable boroughs | Decrease | Re |
| SPI | TSLKPI02 | Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (dealt with to pre-set standards) | 100% | 90% | 100% | Sustain | Re |
| SPI | Re/C35 | Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days) | 2.11 | 3 days | 3 days | Sustain | Re |
| SPI | Re/C5 (Annual) | Re – Service satisfaction | Annual | 54.83% (based on 7.5% average improvement) | 80% | Increase | Re |

⁸ Three-year business survival rate for businesses started in 2011 (ONS Business Demography 2014)

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| | AGENDA ITEM 12 Assets, Regeneration & Growth Committee 17 March 2016 |
| Title | Development of new affordable homes by Barnet Homes Registered Provider (“Opendoor Homes”) |
| Report of | Commissioning Director, Growth & Development |
| Wards | Brunswick Park, Burnt Oak, Colindale, East Barnet, East Finchley, Finchley Church End, Hale, Mill Hill and Underhill |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix 1: Phase 1 site locations and expected volume of properties Appendix 2: Map of the site locations Appendix 3: Outline Business Case |
| Officer Contact Details | Derek Rust, Deputy Chief Executive, Barnet Homes: derek.rust@barnethomes.org , 020 8359 4826 Susanna Morales, Development Manager, Barnet Homes: susanna.morales@barnethomes.org , 020 8359 3103 |

Summary

The Council’s Housing Strategy 2015-2025 sets out how the Development Pipeline Programme will include the building of new homes on existing council land held in the Housing Revenue Account (HRA) to be delivered by the Council’s Arm’s Length Management Organisation (ALMO), Barnet Homes. To date, six homes have been completed and a further 37 will be completed by the end of June 2016.

Barnet Homes is in the process of establishing a new Registered Provider, Opendoor Homes, which will operate as a wholly owned subsidiary of the ALMO. It is proposed that Opendoor Homes will initially develop and own 320 new homes on HRA sites, supported by a loan provided by the Council (approved in principle by Policy and Resources Committee at their meeting of 16 February 2016). The 320 new homes will form the next phase of development as part of the Development Pipeline.

Barnet Homes have reviewed a number of sites on HRA land which they propose can

deliver an initial programme of approximately 320 new homes. Sites for build out of up to 187 homes are included in this report and a further paper will be submitted to Committee in June for the remaining circa 150 properties.

This report seeks approval of the outline business case to submit planning applications with a view to developing up to 187 homes on HRA land on the sites set out in appendix 1 of this report and delegated authority to the Commissioning Director, Growth & Development to approve any necessary substitution of sites proposed in the programme should any sites not progress through the planning process, subject to necessary due diligence and permissions and consultation with Ward Members.

Recommendations

- 1. That the Assets, Regeneration & Growth Committee approves the outline business case (please see Appendix 3) for Opendoor Homes, a subsidiary of Barnet Homes, to make planning applications with a view to developing homes on Housing Revenue Account land for affordable rents.**
- 2. That the Assets, Regeneration & Growth Committee approve the location of the sites included in Phase 1 of the development programme and set out in Appendix 1.**
- 3. That the Assets, Regeneration & Growth Committee note that a further report regarding sites for the second phase of this development programme will be brought to Committee in June 2016.**
- 4. That the Assets, Regeneration & Growth Committee provide authority to agree substitution of sites in the initial programme is delegated to the Commissioning Director, Growth & Development, subject to necessary due diligence and permissions and consultation with Ward Members.**
- 5. That the Assets, Regeneration & Growth Committee note a further report to approve the final Full Business Case for Phase 1 of the development programme will be brought to Committee in September 2016.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 9 July 2014, the approach to, and the principles underpinning, the creation of a Development Pipeline on council owned land.
- 1.2 The Council's Housing Strategy 2015-2025 sets out how the Development Pipeline will include the building of new homes on existing council land held in the Housing Revenue Account (HRA) to be delivered by the Council's Arm's Length Management Organisation (ALMO), Barnet Homes.

- 1.3 A high level review of existing housing land owned by the Council suggests that there is potential capacity to build up to 700 new homes on HRA sites across the Borough.
- 1.4 As part of the review of the Council's Management Agreement with Barnet Homes that was undertaken in 2015, a target has been agreed for Barnet Homes to build 500 new homes by 2022, including 320 by 2020.
- 1.5 Barnet Homes has already built six new council homes and is in the process of building 37 more homes on behalf of the Council, which will be completed in phases between March and June 2016.
- 1.6 The Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 30 November 2015 that Barnet Homes should proceed with initial feasibility works for 120 new homes, with the expectation that this would increase to 320 subject to them successfully establishing a Registered Provider (RP) subsidiary. The HRA Business Plan has identified that the HRA has the capacity to fund approximately 120 new homes and these could still be developed should the RP registration be unsuccessful.
- 1.7 Since then, Barnet Homes have reviewed a number of the available HRA sites and identified sites upon which, initially, 320 of the 500 projected target new homes could be built. There are various reasons why the identified sites were chosen for potential residential development:
 - 1.7.1 Most garage sites are underused so return little rental income and/or have become unsightly and cause blight.
 - 1.7.2 The sites tend to be within existing residential areas so the proposed accommodation would be appropriate to its surroundings.
 - 1.7.3 Sites with poor quality amenity space could be improved through the design proposals.
 - 1.7.4 Blighted sites in the absence of the proposed development may otherwise remain so.
 - 1.7.5 There is land capacity within an estate.
- 1.8 The proposed initial development programme of approximately 320 units is called "Tranche 3" and comprises:
 - **Phase 1** – up to 187 new homes delivered by March 2018, including 101 units that have grant-funding from the Greater London Assembly, and;
 - **Phase 2** – Approximately 150 new homes delivered by March 2020.

Please see Appendix 1 for the list of sites included in Tranche 3 Phase 1 and Appendix 2 for a map showing the location of the sites.

- 1.9 Potential sites have also been identified for the second phase of the development programme and are currently being assessed for their development capacity. A further report will be taken to the Assets, Regeneration and Growth Committee in June 2016 for approval to develop these sites subject to satisfactory further due diligence and design development.
- 1.10 Furthermore, Barnet Homes have employed a design team for the sites in preparation for submitting planning applications in phases between April-June 2016. The design team has carried out capacity studies on the sites, instructed professional surveys and developed design proposals.
- 1.11 Proposals for the remaining 180 homes included in the Management Agreement target of 500 new homes referred to in 1.3 above will be brought forward in due course.
- 1.12 Barnet Homes is in the process of establishing a new Registered Provider (RP), Opendoor Homes, with the Homes and Communities Agency which will operate as a wholly owned subsidiary of the Barnet Homes Arm's Length Management Organisation (ALMO).
- 1.13 It is proposed that Opendoor Homes will develop and own the 320 new homes on HRA sites which will be transferred at nil value, supported by a loan provided by the Council.
- 1.14 The loan to Opendoor Homes was approved in principle by Policy and Resources Committee on 16 February 2016 and is conditional upon approval of Registered Provider status by the Homes and Communities Agency. The benefits to the Council of the loan to Barnet Homes include the following:
- 1.14.1 For every new home for affordable rent developed via this route, the Council will receive £2,000 per annum to support the General Fund costs of providing the Housing Options service.
- 1.14.2 The Council will benefit financially from a margin in the region of 1.24% on the proposed loan, which exceeds the return on investment it currently achieves.
- 1.14.3 The increase in supply of affordable housing should lead to a reduction in the use of temporary accommodation. This will also provide an annual net saving to the Council of approximately £2,000 per unit.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Council's Housing Strategy 2015-2025 identifies the need to increase housing supply and to deliver homes that people can afford. The proposals contained in this report will facilitate the delivery of new homes for affordable rent in the borough. The affordable rent will be set at 65% of the market rent, in line with the Council's affordable rents policy.
- 2.2 The new 10 year Management Agreement with Barnet Homes includes a target of developing 500 homes for affordable rent by March 2022, to be built

and owned by the new RP subsidiary, Opendoor Homes and managed through Barnet Homes.

- 2.3 The loan proposals outlined in section 1 of this report will have a financial benefit to the Council as set out in 1.14 of this report.
- 2.4 The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation.
- 2.5 All the new homes provided will meet the Lifetime Homes standard. At least 10% will be fully wheelchair adapted, meeting the objective in the Council's Housing Strategy of providing housing to support vulnerable people.
- 2.6 Barnet Homes has undertaken initial consultation with ward members on the sites. Further consultation with key stakeholders including the affected local communities will be undertaken and comments and feedback received will inform the design of the sites.
- 2.7 There are social benefits associated in developing these sites. The design proposals will improve the landscape of the sites and help to design out any areas of blight and improvements will be made to local amenity space.
- 2.8 A high-level review of the proposed accommodation on the sites shows that at least 1,000 bed spaces could be created by developing 320 new homes, providing a cost effective alternative to expensive temporary accommodation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could decide not to build new homes on HRA Land, this would not meet the objectives set out in the Council's Housing Strategy and is not recommended.
- 3.2 The Council could dispose of the land but again this would not meet the objectives set out in the Council's Housing Strategy and is not recommended.
- 3.3 Transferring the sites to an alternative Registered Provider for housing development would provide new affordable housing and contribute to the supply of housing overall within the borough but is not recommended if the Council has its own Registered Provider, of which it is the sole shareholder. The Council would also be unlikely to benefit from the substantial additional financial benefits that will be provided through transferring the sites to Opendoor Homes (please see section 1.14).
- 3.4 The Council could develop the homes itself using Housing Revenue Account (HRA) funding however there is only capacity for approximately 120 new homes to be funded within the HRA. This would not meet the delivery objectives set out in the Council's Housing Strategy and would also be unlikely to benefit from the substantial additional financial benefits that will be provided through transferring the sites to Opendoor Homes.

4. POST DECISION IMPLEMENTATION

- 4.1 Barnet Homes will seek to finalise approval for the establishment of Opendoor Homes with the Homes and Communities Agency by July 2016, following which part of the loan, linked to expenditure incurred thus far will be made available to the new RP by the Council. Further information regarding the loan is in the Policy & Resources paper from February 2016.
- 4.2 Barnet Homes/Opendoor Homes will proceed with submitting planning applications for the sites in phase 1 of this development programme between April-June 2016. The site locations, a brief description of the site and expected volume of properties is included as Appendix 1.
- 4.3 This report seeks approval for authority to be delegated to the Commissioning Director for Growth & Development to approve the substitution of appropriate and suitable alternative sites to ensure 320 new homes are provided should any sites not be progressed through the planning process. This would be subject to necessary due diligence and permissions and consultation with Ward Members.
- 4.4 Potential sites have been identified for the second phase of development and are currently being assessed for their development capacity. A further report will be presented to the Assets, Regeneration and Growth Committee (ARG) in June 2016 for approval to develop these sites, subject to satisfactory due diligence and design development outcomes.

- 4.5 Barnet Homes/Opendoor Homes will continue to develop design proposals for further sites in order to reach the target of delivering 500 new affordable homes.
- 4.6 Reports will be brought forward to ARG seeking approval to transfer HRA land to Opendoor Homes once the application for registration with the HCA has been approved and the loan facility completed and available.
- 4.7 Following the planning application process, Barnet Homes/Opendoor Homes will procure a contractor to develop the approved sites. The project will be funded via the loan from the Council as described in section 1 and as approved in principle by Policy and Resources Committee on 16 February 2016.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2015-20 states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:
- Of opportunity, where people can further their quality of life
 - Where people are helped to help themselves, recognising that prevention is better than cure
 - Where responsibility is shared, fairly
 - Where services are delivered efficiently to get value for money for the taxpayer
- 5.1.2 The Council's Corporate Plan also sets out how residents will see a responsible approach to regeneration, with new homes built and job opportunities created.
- 5.1.3 London Plan and Barnet's Local Plan recognise the need for more homes in the capital. Managing housing growth and the provision of new homes is the first objective set out in Barnet's Core Strategy. The London Plan and Core Strategy set challenging targets for the delivery of new housing, with the former having increased the minimum annual target for Barnet to 2,439 homes per annum.
- 5.1.4 The highest priority of the Council's Housing Strategy is increasing the supply of housing with the population of Barnet forecast to increase by 19% over the next 25 years.
- 5.1.5 London Plan and Barnet's Local Plan recognise the need for more homes in the capital. Managing housing growth and the provision of new homes is the first objective set out in Barnet's Core Strategy. The London Plan and Core Strategy set challenging targets for the delivery of new housing, with the former having increased the minimum annual target for Barnet to 2,439 homes per annum.

- 5.1.6 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.
- 5.1.7 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.
- 5.1.8 The Tranche 3 development programme will be managed by Barnet Homes with strategic management and oversight from the Development Pipeline Project Board, as well as biannual update reports to ARG to review the programme milestones and costs.
- 5.1.9 Progress updates will be included in the Council's Annual Regeneration Report with analysis of spend against the budget, completions against the target and narrative on how value for money has been achieved (as discussed further in 5.2.5).
- 5.1.10 The Tranche 3 development programme will also be monitored against KPIs set in the Assets, Regeneration and Growth Committee's Commissioning Strategy.

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

- 5.2.1 An exercise has been completed by 31ten Consulting, an independent development consultancy, on behalf of the Council to review the level of the loan required for Opendoor Homes and the potential interest rate that should be used.
- 5.2.2 This included a sensitivity and scenario analysis to establish the potential risks to any loan from the Council to Opendoor Homes, the new Registered Provider. The review also assessed different scenarios on the financial model such as varying the build cost, development delays and different interest rates.
- 5.2.3 The review concluded that Barnet Homes would borrow £57.5m in stages to deliver the 320 new homes, which would be paid back within 32 years. Barnet Homes will pay a margin of 1.24% on the loan, along with an annual payment of £2000 per property upon completion which provides a source of income to the Council. Further detail regarding the loan is included in the Policy and Resources Committee report of 16 February 2016.
- 5.2.4 At present it is proposed to draw down the loan for phase 1 of Tranche 3 in the following instalments. This is based on the estimated development costs included in the loan calculations, amounting to £35,215,000 (for 187 units):

| | 2016/17 | 2017/18 | 2018/19 |
|-------------------------------------|-------------|-------------|----------|
| Tranche 3 Phase 1 development | £11,940,000 | £18,000,000 | £800,000 |

| | | | |
|-----------------------------|--------------------|--------------------|-----------------|
| and on costs (187 units) | | | |
| Capitalised interest | £2,500,000 | | |
| Arrangement fee | £575,000 | | |
| Working capital | £1,400,000 | | |
| Total: | £16,415,000 | £18,000,000 | £800,000 |

5.2.5 The loan will be released in stages and each stage will be agreed via the Council's gateway review process to ensure that the project delivers value for money. A value for money statement will be prepared by an independent cost consultant that includes benchmarked costs. This is also required by the Greater London Authority as part of their regulatory audit process. These arrangements will be included in the loan agreement, with the details included in the FBC.

5.2.6 Procurement of the design and build contractor will follow an OJEU compliant process; Barnet Homes has access to different procurement frameworks that could be utilised dependent on achieving the best quality and value for money.

5.2.7 Build costs will be benchmarked against other local tender prices by the project cost consultant as well as through the Shelton Development Service's Catalyst Benchmarking Club which benchmarks development costs for the G15¹ housing associations, registered providers and local authorities.

5.2.8 The Full Business Case for the project, including the tendered build costs, will be brought to ARG in September 2016 prior to signing contracts and starting on site. This will include the value for money statement noted in 5.2.5.

5.3 It is proposed that the land is transferred at nil value from the Housing Revenue Account to Opendoor Homes to enable development and a report will be brought forward to ARG seeking approval for this once the application for registration with the HCA has been approved.

5.4 **Social Value**

5.4.1 Barnet Homes will seek to provide employment opportunities for local people and opportunities for small and medium enterprises through the procurement of the construction contract for the delivery of affordable housing.

5.4.2 This will be achieved by incorporating an assessment of the social value contractors can deliver, and will form part of the selection criteria in the procurement process.

5.5 **Legal and Constitutional References**

¹ The G15 are London's 15 largest housing associations

5.5.1 Council Constitution, Responsibility for Functions, Annex A – The Assets, Regeneration and Growth Committee has responsibility for “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council”.

5.5.2 Council, Constitution, The Management of Assets, Property and Land Rules provide the governance structure within which the Council may acquire, lease, act as landlord, licence, develop, appropriate, change use of or dispose of Assets within its Asset Portfolio. The Rules inter alia are aimed at enabling the Council’s holdings of land and property to be maintained and developed in a manner which enhances Social Value Section 2.8 states that the “Strategic Asset Management Plan will govern decisions on the future direction of the development of the Council’s Built Environment”.

5.5.3 Site specific legal [title] matters for the sites included in the programme have been explored through joint working with LBB Customer & Support Group and HB Public Law.

5.6 Risk Management

5.6.1 The table below sets out the key risks associated with the proposals to develop the sites and their mitigation.

| Risk | Mitigation |
|---|--|
| There is a risk that Barnet Homes do not secure approval for its application for Registered Provider status for Opendoor Homes from the Homes and Communities Agency. | <p>Whilst the risk of this is low, the Council would still have the option of delivering 120 new homes on HRA land using HRA funds and Right-to-Buy receipts as set out in the HRA Business Plan.</p> <p>Barnet Homes have received professional advice throughout the registration process from Campbell Tickell, specialists in this field.</p> |
| There is a risk that planning approval is not granted for one or more of the sites. | <p>Barnet Homes have engaged with the Planning Service from early on in the process and pre-application meetings are being held regularly.</p> <p>Barnet Homes have also employed experienced Planning Consultants to assist with the Planning process.</p> <p>A stakeholder engagement plan has been drafted to ensure that Members and local communities are sufficiently consulted throughout the process.</p> <p>Alternative sites have been identified with development potential, should a site drop out of the programme, that could be</p> |

| | |
|---|---|
| | substituted into the programme. |
| There is a risk that one or more of the sites does not have clean legal title. | Barnet Homes has worked with CSG Property Services and HB Public Law to obtain site assembly packs, including reports on legal title. Any legal issues are being referred to HB Public Law for advice on resolution prior to the start of any works on site. |
| There is the risk that following procurement and design development, final build costs will be higher than current estimates. | It is understood that there is provision within the loan agreement for increasing the loan should the build costs increase. A value engineering exercise will be completed by the project team following the procurement process to ensure that schemes are delivered that offer the best value for money. |

5.7 Equalities and Diversity

- 5.7.1 The new affordable housing units delivered by Opendoor Homes will be let in accordance with the Council's Allocations scheme, which has been subject to a full equalities impact assessment which included extensive consultation with residents, housing applicants and other stakeholders, including local Housing Associations and third sector organisations.
- 5.7.2 A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's Community.
- 5.7.3 The proposals in this report do not raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by the legislation. The proposals anticipate a positive impact for residents because they:
- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
 - Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
 - Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
 - Provide homes for people who are homeless and may be currently disadvantaged.

5.8 Consultation and Engagement

- 5.8.1 Extensive consultation was undertaken in relation to the Housing Strategy, including a 12 week public consultation between 6 January 2015 and 31 March 2015. The consultation included an online survey as well as presentations to the Housing Forum, Barnet Homes Performance and Advisory Group, and Barnet Landlords Forum. The consultation was reported in full to Housing Committee on 19 October 2015.
- 5.8.2 Barnet Homes customers were asked “What are your priorities for new affordable housing in Barnet?” as part of a consultation on the new ten year Management Agreement recently agreed with the ALMO. Survey respondents identified provision of housing as a priority and were positive about Barnet Homes proposed role in building new affordable housing. The need for more affordable housing in Barnet was acknowledged as a key priority that would help to address concerns raised about homelessness in the Borough.
- 5.8.3 A stakeholder consultation plan is in place to ensure that key stakeholders are sufficiently consulted through the process. Ward councillors, residents and communities local to each site are being consulted prior to the planning applications being submitted. Public resident consultation meetings will be held where required and individual consultations will be undertaken with residents as requested. Feedback from the consultation activities will be included in the final scheme designs.

5.9 Insight

- 5.9.1 The Council’s Housing Strategy, which identifies the need for new affordable homes, is supported by a comprehensive evidence base, including a Housing Needs Assessment and a study of affordability carried out by the Council’s insight team.

6. BACKGROUND PAPERS

- 6.1 Cabinet Resources Committee, 24 June 2013, ‘Local Authority New Housing Programme’<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4>
- 6.2 Assets Regeneration and Growth Committee, 9 July 2014, Strategic Asset Management Plan
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4> .
- 6.3 Assets Regeneration and Growth Committee, 8th September 2014, Strategic Asset Management Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.4 Assets Regeneration and Growth Committee, 15 December 2014, Strategic Asset Management Plan

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>

- 6.5 Assets Regeneration and Growth Committee, 15 December 2014, Local Authority New Housing Programme (Barnet Homes)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.6 Council, 20 October 2015, Report of Policy and Resources Committee – The Barnet Group – Creation of new legal entity and subsidiary
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>
- 6.7 Council, 20 October 2015, Report of Housing Committee – Housing Strategy and Commissioning Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>
- 6.8 Housing Committee, 19 October 2015, Housing Revenue Account (HRA) Business Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4>
- 6.9 Assets Regeneration and Growth Committee, 30 November 2015, Housing Development Pipeline- Barnet Homes
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4>
- 6.10 Policy and Resources Committee, 16 February 2016, Loan to Barnet Homes' Registered Provider (Opendoor Homes) for the development of new affordable homes
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>

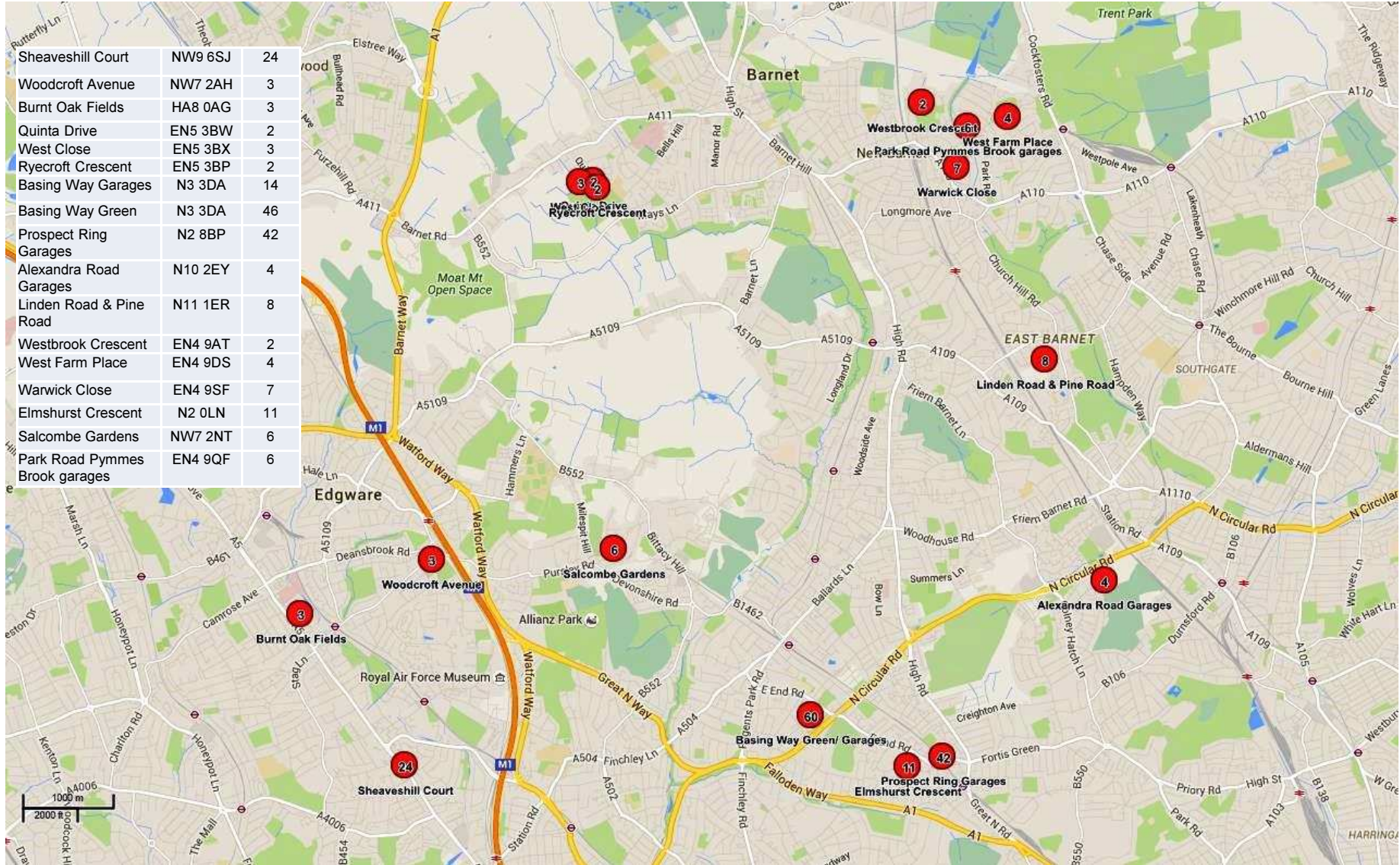
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Appendix 1: Tranche 3 Phase 1 site locations and expected volume of properties

| Tranche 3 Phase 1 Site List | Post Code | Estimated Number of Homes | Ward | Existing Site | Site Opportunities |
|--------------------------------|---------------|---------------------------|---------------------|--|---|
| Sheaveshill Court | NW9 6SJ | 24 | Colindale | Section of land to the rear of the existing estate; the site is made up of underused garages, low quality amenity space and overgrown former allotments. | Potential to develop flatted blocks and houses. |
| Woodcroft Avenue | NW7 2AH | 3 | Hale | An existing street corner property in disrepair and requiring extensive major works. | Demolition of existing house, replaced with 3 houses and off-street parking. |
| Burnt Oak Fields | HA8 0AG | 3 | Burnt Oak | A garage site at the rear of the estate. | 4 houses with associated parking and improvements to the local parking and landscaping provision. |
| Quinta Drive | EN5 3BW | 2 | Underhill | Garage site within a residential area. | 2 bungalows proposed in lieu of garages. |
| West Close | EN5 3BX | 3 | Finchley Church End | Garage site within a residential area. | 3 houses proposed in lieu of garages. |
| Ryecroft Crescent | EN5 3BP | 2 | Underhill | Garage site within a residential area. | 2 bungalows proposed in lieu of garages. |
| Basing Way Garages | N3 3DA | 14 | Finchley Church End | This is a garage site to the rear of the estate, surrounded by 2-4 storey flatted blocks. | Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space. |
| Basing Way Green | N3 3DA | 46 | Finchley Church End | Large grassed area adjacent to the A406. The site is partially covered by unused overgrowth. | Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space. |
| Prospect Ring Garages | N2 8BP | 42 | East Finchley | Underused garages and 4 residential properties, surrounded by 11 storey flatted blocks. | 9-11 storey flatted block. |
| Alexandra Road Garages | N10 2EY | 4 | Alexandra, Haringey | Garage site at rear of the estate. | Potential to provide 4 x 2 bed houses. |
| Linden Road & Pine Road | N11 1ER | 8 | Brunswick Park | There are three street-fronting infill sites. Two of these sites occupy street corners. | Proposal to provide 8 units across 3 potential site areas. |
| Westbrook Crescent | EN4 9AT | 2 | East Barnet | Garage site on corner plot. | 2 houses with associated parking. |
| West Farm Place | EN4 9DS | 4 | East Barnet | Garage site adjacent to open space, adjacent to flatted blocks. | 4 flats with associated parking. |
| Warwick Close | EN4 9SF | 7 | East Barnet | Grassed area along entrance to the estate and former drying area/hard-standing behind flatted block. | 2 mews style houses proposed on grassed area and small flatted block on rear hardstanding area. |
| Elmshurst Crescent | N2 0LN | 11 | East Finchley | Garage site and grassed area on corner plot. | Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space. |
| Salcombe Gardens | NW7 2NT | 6 | Mill Hill | Garage site behind shops and adjacent to Moreton Close. | 2 small flatted blocks proposed. |
| Park Road Pymmes Brook garages | EN4 9QF | 6 | East Barnet | Garage site at rear of residential area. | Flatted block with associated parking and amenity space. |
| | Total: | 187 | | | |

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Appendix 2: Map of the Tranche 3 phase 1 site locations



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Tranche 3 sites - preparation for planning approval

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

| | |
|-----------------|-----------------------------------|
| Author: | Susanna Morales |
| Date: | 2 March 2016 |
| Service / Dept: | Development Manager, Barnet Homes |

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1. Introduction

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

- 1.7** The loan proposals for Tranche 3 from the Council to Opendoor Homes were approved in principle by Policy & Resources Committee on 16 February 2016 and recommended for approval by full Council on 1 March 2016.
- 1.8** At the Assets, Regeneration & Growth Committee on 30 November 2015 a budget was agreed for Barnet Homes to progress design proposals to Planning stage for 120 new homes, based on the available capacity within the Housing Revenue Account to build 120 new homes. The approval included the expectation that Opendoor Homes would then reimburse this expenditure if the loan was approved.
- 1.9** Barnet Homes have since identified a number of sites on HRA land that would be suitable for affordable residential development. They have appointed a design team including architects and employer's agent that have progressed designs for each site. 17 sites have been identified for a first phase of development and almost 30 sites are currently being assessed for the second phase of development; this is detailed further in section 3.
- 1.10** Barnet Homes have assessed the risks of the project and these are outlined in section 6. Detailed risk registers for each site will be prepared ahead of the Planning submission dates and following completion of the professional surveys.

2. Reasons

- 2.1** The Council's Housing Strategy 2015-2025 identifies the need to increase housing supply and to deliver homes that people can afford. The proposals included in this business case will facilitate the delivery of new homes for affordable rent in the borough.
- 2.2** There is capacity within the Housing Revenue Account (HRA) land. A high level review of existing housing land by the Council suggests that there is potential capacity to build up to 700 new homes on HRA sites across the borough.
- 2.3** The new 10 year Management Agreement with Barnet Homes includes a target of developing 500 homes for affordable rent to be built by March 2022, and owned by the new RP subsidiary, Opendoor Homes and managed through Barnet Homes.
- 2.4** Barnet Homes have reviewed several HRA sites and have identified sites upon which 320 new units could be developed.
- 2.5** For every new home for affordable rent developed via this route, the Council will receive £2,000 per annum from Opendoor Homes to support the General Fund costs of providing the Housing Options service.
- 2.6** The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation.

- 2.7 A reduction in the use of temporary accommodation will also provide an annual net saving to the Council of approximately £2,000 per unit.
- 2.8 All the new homes provided will meet the Lifetime Homes standard. At least 10% will be fully wheelchair adapted, meeting the objective in the Council's Housing Strategy of providing housing to support vulnerable people.

3. Aims & Objectives

3.1 The strategic objectives of the project are:

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

3.2 The project objectives include:

- Appraisal of sites for potential affordable residential capacity
- To develop detailed designs and specifications within budget envelope and to expected design standards
- Develop the loan proposal for Opendoor Homes from the Council
- Achieve Planning consent for and develop 320 new properties for affordable rent on Housing Revenue Account (HRA) land
- Access grant-funding from the Greater London Authority (GLA)
- Undertake consultation with colleagues, Members and local communities prior to Planning submission and throughout the construction phase
- Prepare a procurement strategy that supports the business plan and delivers value for money
- To ensure that there is no missed opportunity to deliver benefits for residents including building good standard homes and developing attractive London Borough of Barnet council estates

3.3 The Tranche 3 programme includes the following targets:

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

- **Phase 2** - a further 150 new homes delivered by March 2020.

A list of the proposed Phase 1 sites is included in section 4.8.

- 3.4** If the application to create a subsidiary RP is unsuccessful then the Council could still deliver 120 new affordable homes using funding from the Housing Revenue Account and Right to Buy receipts on some of the sites identified for Tranche 3.
- 3.5** The sites proposed for inclusion in Tranche 3 have been chosen for the following reasons:
- Most garage sites are underused so return little rental income and/or have become unsightly and cause blight.
 - The sites tend to be within existing residential areas so the proposed accommodation would be appropriate to its surroundings.
 - The sites are small and mostly within existing council estates so would be less commercially attractive for mixed tenure schemes.
 - Sites with poor quality amenity space could be improved through the design proposals.
 - Blighted sites may otherwise remain so.
 - There is land capacity within an estate.
- 3.6** Barnet Homes has employed a design team to progress site designs to Planning application stage. This includes architects, an employer's agent, Planning Consultant and technical surveys/site investigations. Barnet Homes' design team is experienced in delivering similar projects.

4. Options

- 4.1** The options for the development of HRA land are:
- Do nothing;
 - Transfer HRA sites to a Registered Provider for social housing development;
 - Dispose of the sites;
 - The Council could develop new homes itself using HRA headroom and Right to Buy receipts;
 - Mixed-tenure development;
 - Develop HRA sites by Opendoor Homes on behalf of the Council.
- 4.2** The 'do nothing' option would not contribute to the Council's objective to build 500 units homes on HRA land by 2020.
- 4.3** Transferring the sites to a Registered Provider for housing development would provide new social housing and contribute to the supply of housing overall within the borough but would not meet the Council's target of building 500 units of council housing.

- 4.4** The sites could be disposed of through sale on the open market however this would not contribute to the Council's objective to build 500 units homes on HRA land by 2020.
- 4.5** The Council could develop new homes itself using HRA headroom and Right to Buy receipts. However, this would only provide 120 new homes and would not provide the additional financial benefits of the Opendoor proposal as set out in 4.6 below.
- 4.6** The Council could deliver mixed-tenure schemes on these sites. However, the sites are mostly within existing Council estates so may be seen as less commercially attractive.
- 4.7** The preferred option is for homes on HRA sites to be developed by Opendoor Homes on behalf of the Council. Opendoor Homes will pay the Council a margin of 1.24% on the loan as well as an annual payment of £2000 for each new home delivered, which will provide income for the Council. This option will also help the Council meet its strategic objective of developing 500 new affordable homes.

4.8 Feasibility studies

Barnet Homes have completed feasibility studies for 17 HRA sites and it is proposed that these form phase 1 of Tranche 3. The table below describes the sites and what the potential number of new units could be:

| Tranche 3 Phase 1 Site List | Post Code | Estimated Number of Homes | Ward | Existing Site | Site Opportunities |
|------------------------------------|------------------|----------------------------------|-------------|--|--|
| Sheaveshill Court | NW9 6SJ | 24 | Colindale | Section of land to the rear of the existing estate; the site is made up of underused garages, low quality amenity space and overgrown former allotments. | Potential to develop flatted blocks and houses. |
| Woodcroft Avenue | NW7 2AH | 3 | Hale | An existing street corner property in disrepair and requiring extensive major works. | Demolition of existing house, replaced with 3 houses and off-street parking. |

Outline Business Case

| | | | | | |
|-------------------------|---------|----|---------------------|--|---|
| Burnt Oak Fields | HA8 0AG | 3 | Burnt Oak | A garage site at the rear of the estate. | 4 houses with associated parking and improvements to the local parking and landscaping provision. |
| Quinta Drive | EN5 3BW | 2 | Underhill | Garage site within a residential area. | 2 bungalows proposed in lieu of garages. |
| West Close | EN5 3BX | 3 | Finchley Church End | Garage site within a residential area. | 3 houses proposed in lieu of garages. |
| Ryecroft Crescent | EN5 3BP | 2 | Underhill | Garage site within a residential area. | 2 bungalows proposed in lieu of garages. |
| Basing Way Garages | N3 3DA | 14 | Finchley Church End | This is a garage site to the rear of the estate, surrounded by 2-4 storey flatted blocks. | Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space. |
| Basing Way Green | N3 3DA | 46 | Finchley Church End | Large grassed area adjacent to the A406. The site is partially covered by unused overgrowth. | Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space. |
| Prospect Ring Garages | N2 8BP | 42 | East Finchley | Underused garages and 4 residential properties, surrounded by 11 storey flatted blocks. | 9-11 storey flatted block. |
| Alexandra Road Garages | N10 2EY | 4 | Alexandra, Haringey | Garage site at rear of the estate. | Potential to provide 4 x 2 bed houses. |
| Linden Road & Pine Road | N11 1ER | 8 | Brunswick Park | There are three street-fronting infill sites. Two of these sites occupy street corners. | Proposal to provide 8 units across 3 potential site areas. |
| Westbrook Crescent | EN4 9AT | 2 | East Barnet | Garage site on corner plot. | 2 houses with associated parking. |
| West Farm Place | EN4 9DS | 4 | East Barnet | Garage site adjacent to open space, adjacent to | 4 flats with associated parking. |

| | | | | | |
|--------------------------------|---------------|------------|---------------|--|---|
| | | | | flatted blocks. | |
| Warwick Close | EN4 9SF | 7 | East Barnet | Grassed area along entrance to the estate and former drying area/hard-standing behind flatted block. | 2 mews style houses proposed on grassed area and small flatted block on rear hardstanding area. |
| Elmshurst Crescent | N2 0LN | 11 | East Finchley | Garage site and grassed area on corner plot. | Flatted block in keeping with surrounding blocks and improvements to local parking and landscaping/amenity space. |
| Salcombe Gardens | NW7 2NT | 6 | Mill Hill | Garage site behind shops and adjacent to Moreton Close. | 2 small flatted blocks proposed. |
| Park Road Pymmes Brook garages | EN4 9QF | 6 | East Barnet | Garage site at rear of residential area. | Flatted block with associated parking and amenity space. |
| | Total: | 187 | | | |

5. Expected Benefits

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

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

| | |
|---|--|
| usage of high-cost accommodation. | |
| Improved residential areas and landscapes through developing infill spaces and designing out blight and potential ASB hotspots. | To be included in the detailed designs following local consultation. |

6. Summary of Key Risks

| Risk Ref. | Risk and Impact | Mitigation | Probability | Impact |
|-----------|---|--|-------------|--------|
| 1 | If management and control of the schedule of sites is not in place there is a risk that a site could be earmarked for multiple developments resulting in a delayed achievement of project benefits. | <ul style="list-style-type: none"> Regular engagement through the Development Pipeline Project Board. List of proposed sites regularly reviewed. | 3 | 5 |
| 2 | Planning approval is not granted for one or more of the sites meaning that Barnet Homes may not be able to deliver on their target of delivering 320 new homes. | <ul style="list-style-type: none"> Barnet Homes have engaged with the Planning Service early in the process. Pre-application meetings are being held with a single point of contact for the project. Special Planning Committees may be scheduled for all of the sites. Barnet Homes have employed experienced Planning Consultants. Consultation plan has been drafted to help ensure that there is minimal challenge to applications. Additional sites may be taken through the planning process to ensure the target volume is achieved. Alternative sites have been identified with development potential should a site drop out of the programme that could be substituted into the programme. | 3 | 4 |
| 3 | One or more of the sites does not have | <ul style="list-style-type: none"> Barnet Homes is working with CSG Property Services | 3 | 3 |

| | | | | |
|---|--|---|---|---|
| | clean legal title meaning the development process is delayed or not possible. | <p>to obtain Site Assembly Reports, including reports on legal title.</p> <ul style="list-style-type: none"> Any legal issues are being referred to HB Law for advice on resolution. | | |
| 4 | The developments are not financially viable which would affect upon the loan agreement and Opendoor business plan. | <ul style="list-style-type: none"> 31Ten, on behalf of the Council, have reviewed the development assumptions included within the loan proposals. Regular development appraisals will be carried out at key project milestones. The procurement plan will seek to obtain the most competitive construction price from contractors. | 3 | 5 |
| 5 | Registration of the RP is unsuccessful which would mean that Opendoor Homes cannot receive the loan from the Council. | <ul style="list-style-type: none"> Campell Tickell are managing the registration process on behalf of Barnet Homes. The HCA have approved the first stage of the registration process. 120 homes could still be delivered by the Council using HRA funds. | 2 | 2 |
| 6 | Loan model between the Council and Opendoor Homes is not agreed, meaning that there are no funds to deliver the 320 units. | <ul style="list-style-type: none"> Due diligence by Barnet Council is almost complete. Advice has been received by 31 Ten. | 2 | 2 |

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

7. Costs/Investment Appraisal

- 7.1** An exercise has been completed by 31ten on behalf of the Council, with co-operation from Barnet Homes, to review the extent of the loan required and the potential interest rate that should be used. This included a sensitivity and scenario analysis to establish the potential risks to any loan from the Council to Opendoor Homes, the new Registered Provider.
- 7.2** 31ten have undertaken a review of the terms of the proposed loan to Opendoor Homes, including the assumptions that were included in the

development appraisals. They have calculated that the loan would need to be in the region of £57m to £65m over a lending period of 35 to 40 years. The loan will have a fixed interest rate.

7.3 The key impacts to the Council's revenue account of these arrangements are as follows:

- For every new home for affordable rent developed, the Council will receive £2,000 per annum to support the General Fund costs of providing the Housing Options service
- The Council will benefit financially from a margin in the region of 1.24% on the proposed loan, which exceeds the return on investment it currently achieves
- A reduction in the use of temporary accommodation will also provide an annual net saving to the Council of approximately £2,000 per unit

7.4 Included in the loan is an estimated development cost of £52.5m. Barnet Homes, assisted by their cost consultant, will prepare a detailed cost plan for the Tranche 3 programme as part of the Full Business Case. The project will then be tendered in line with the procurement plan which seeks to procure competent contractors that can offer the best value for money.

7.5 At present it is proposed to draw down the loan for phase 1 of Tranche 3 in the following instalments. This is based on the estimated development costs included in the loan calculations, amounting to £35,215,000 (for 187 units):

| | 2016/17 | 2017/18 | 2018/19 |
|--|--------------------|--------------------|-----------------|
| Tranche 3 Phase 1 development and on costs (187 units) | £11,940,000 | £18,000,000 | £800,000 |
| Capitalised interest | £2,500,000 | | |
| Arrangement fee | £575,000 | | |
| Working capital | £1,400,000 | | |
| Total: | £16,415,000 | £18,000,000 | £800,000 |

7.6 The loan will be released in stages and each stage will be agreed via the Council's gateway review process to ensure that the project delivers value for

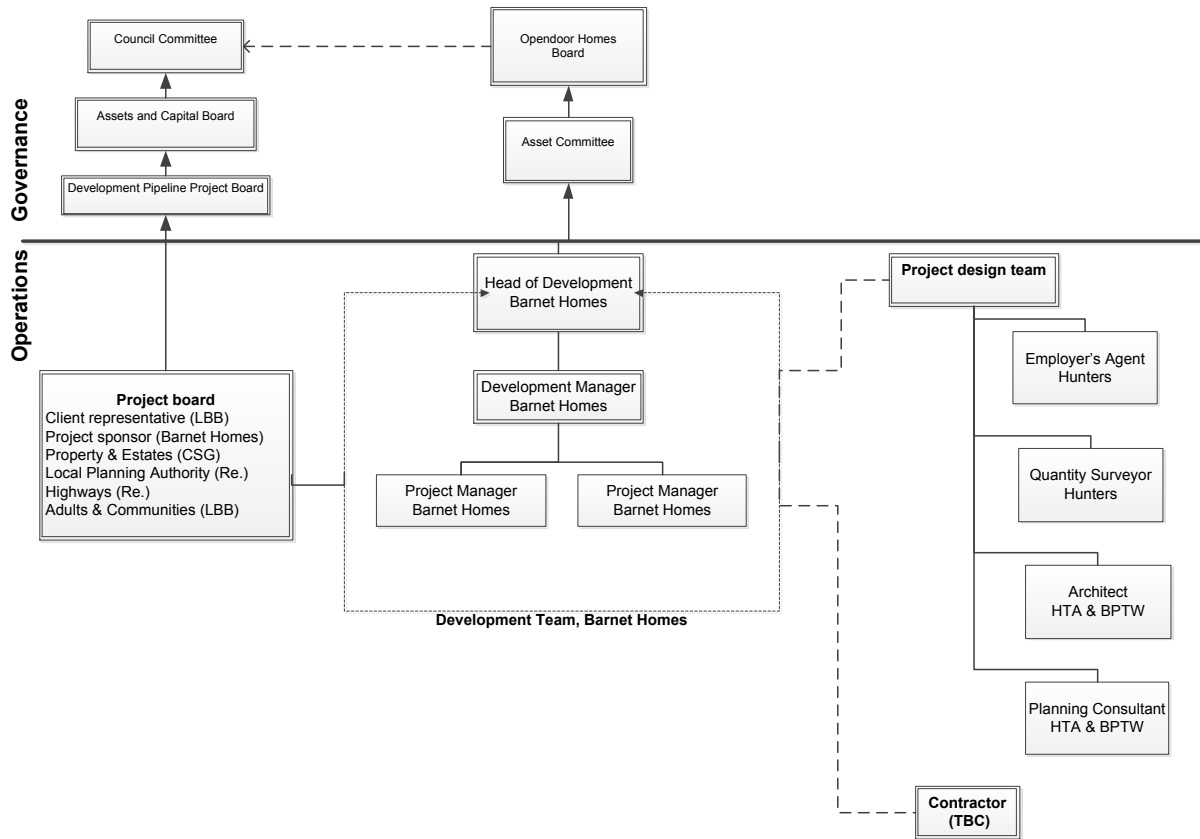
money. A value for money statement will be prepared by an independent cost consultant that includes benchmarked costs. This is also required by the Greater London Authority as part of their regulatory audit process.

- 7.7** Procurement of the design and build contractor will follow an OJEU compliant process; Barnet Homes has access to different procurement frameworks that could be utilised dependent on achieving the best quality and value for money.
- 7.8** Build costs will be benchmarked against other local tender prices by the project cost consultant as well as through the Shelton Development Service's Catalyst Benchmarking Club which benchmarks development costs for the G15¹ housing associations, registered providers and local authorities.
- 7.9** The Full Business Case for the project, including the tendered build costs, will be brought to ARG in September 2016 prior to signing contracts and starting on site.
- 7.10** Should the registration for RP status for Opendoor Homes be unsuccessful, the HRA has capacity to develop approximately 120 new homes on some of the sites noted in section 4.6.

8. Project approach and performance monitoring

- 8.1** The delivery of the Tranche 3 development programme will be managed in full by Barnet Homes. They have adopted the Council's project management methodology and progress will be monitored by the Development Pipeline Project Board, which is chaired by the Commissioning Director, Growth & Development.
- 8.2** The project operations and governance structure is shown below:

¹ The G15 are London's 15 largest housing associations



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

| Role | Responsibility |
|------------------------------------|---|
| Barnet Homes Development Team | <ul style="list-style-type: none"> Day to day management of the project Procurement of professional team and contractors Manage the progression of schemes through the planning process Delivery of schemes on site |
| Project board | <ul style="list-style-type: none"> Monitor and challenge operational delivery Monitor approvals |
| Design team | <ul style="list-style-type: none"> Design schemes through to Planning stage Support the tender process Carry out relevant professional surveys |
| Development Pipeline Project Board | <ul style="list-style-type: none"> Provide strategic support and scrutiny of the programme Monitor governance of the programme |
| Strategic Commissioning Board | <ul style="list-style-type: none"> Manage the strategic direction of all development programmes on behalf of the Council |

| | |
|------------------------------|---|
| Barnet Homes Asset Committee | <ul style="list-style-type: none"> • Monitor and challenge strategic and operational delivery • Approve design principles • Monitor spend and delivery |
| Opendoor Homes Board | <ul style="list-style-type: none"> • Manage the strategic direction of all development programmes on behalf of Barnet Homes |

- 8.4** The Tranche 3 development programme will be managed by Barnet Homes with strategic management and oversight from the Development Pipeline Project Board, as well as biannual update reports to ARG to review the programme milestones and costs.
- 8.5** Progress updates will be included in the Council’s Annual Regeneration Report with analysis of spend against the budget, completions against the target and narrative on how value for money has been achieved.
- 8.6** The Tranche 3 development programme will also be monitored against KPIs set in the Assets, Regeneration and Growth Committee’s Commissioning Strategy.
- 8.7** Barnet Homes are working to the following programme:

| Work stage | RIBA design stage | Timescale | Status |
|--|----------------------|---------------|----------|
| <p>Approval to prepare planning applications</p> <p>The original approval was to prepare planning applications for 120 new homes in case the business case for on-lending to Opendoor Homes was refused.</p> <p>The loan model has been approved and, subject to the registration to Opendoor Homes as an RP, the programme of 320 new homes is proposed.</p> | N/A | December 2015 | Complete |
| <p>Consultants’ appointments</p> <p>Barnet Homes appointed a professional design team in order to progress the feasibility studies and designs to Planning of sites to deliver the 320</p> | Stage 1: preparation | December 2015 | Complete |

| | | | |
|---|---|-----------------------------------|----------------------|
| <p>new homes.</p> <p>The project brief was agreed between all parties.</p> <p>The project team examined the available site information and feasibility studies were completed.</p> | | | |
| <p>Preparation of planning applications</p> <p>During this time the design team have completed feasibility studies, held pre-application meetings with the Planners and carried out professional surveys to assist the design and Planning process.</p> <p>Design development is underway.</p> | <p>Stage 2: concept design</p> <p>Stage 3: developed design</p> | <p>December 2015 - April 2016</p> | <p>In progress</p> |
| <p>Stakeholder consultation</p> <p>In accordance with the Stakeholder Engagement Plan Barnet Homes is consulting with ward members and local communities regarding the proposed developments. Feedback from the consultation will be considered in the final designs.</p> | | <p>February - April 2016</p> | <p>In progress</p> |
| <p>Outline Business Case</p> <p>The Outline Business Case for submitting planning applications for Tranche 3 Phase 1 will be taken to ARG.</p> | | <p>March 2016</p> | <p>In progress</p> |
| <p>Phased submission of Planning applications</p> <p>Due to the volume of planning applications it is proposed to submit them in phases, in accordance</p> | <p>Stage 3: developed design</p> | <p>May - August 2016</p> | <p>To be started</p> |

| | | | |
|--|---|-----------------------|---------------|
| with the Planning Team's requirements. | | | |
| Procurement Barnet Homes will seek to procure competent and experienced contractors that offer the best value for money. Detailed designs will be progressed to assist the procurement process. | Stage 4: technical design Stage 5: specialist design | June – September 2016 | To be started |
| Full Business Case The Full Business Case and proposal to transfer the land to Opendoor Homes will be taken to ARG in September 2016. | | September 2016 | To be started |
| Start on site Provisional start on site date (detail of site programme still to be finalised). | Stage 6: construction | October 2016 | To be started |
| Completion of approximately 101 units that have GLA grant funding (phase 1) Grant funding from the GLA is dependent upon units completing at this time. | Stage 7: use and aftercare | December 2017 | |
| Completion of further 69 units (phase 1) | Stage 7: use and aftercare | March 2018 | |
| Completion of 150 units (phase 2) | Stage 7: use and aftercare | March 2020 | |

- 8.5** Subject to the successful registration of Opendoor Homes as an RP, further approval will be sought to transfer the land from the HRA to Opendoor Homes to enable development. It is expected that a paper will be presented to the Assets, Regeneration & Growth Committee in September 2016.

9. Dependencies

| Constraints and dependencies | Interfaces |
|--|---|
| Achieving Planning permission for enough units on enough sites | <ul style="list-style-type: none"> Local Planning Authority Planning consultants employed by Opendoor Homes |

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

10. Equalities and diversity

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

10.2 A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's Community.

10.3 The proposals in this report do not raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by the legislation. The proposals anticipate a positive impact for residents because they:

- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.

- Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
- Provide homes for people who are homeless and may be currently disadvantaged.

Document Control

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| Date created | |
| Status | |

Document History

| Date | Version | Reason for change | Changes made by |
|-------------|----------------|---|------------------------|
| 28/05/15 | 1 | Include process for appraising sites for specific tenure. Include reference to indicative site schedule | Jeanette Kenyon |
| 17/07/15 | 2 | Timescale amended to correspond with Capital Bids | Tony Piggott |
| 17/07/15 | 3 | Barnet Homes engaging external/independent designers and employers agent with relevant experience and capacity to ensure project delivery timescale is achieved | Tony Piggott |
| 03/02/16 | 4 | Updated to reflect delivery through Opendoor Homes; updated the key milestones; updated the funding arrangements. | Susanna Morales |
| 22/02/16 | 5 | Updated to reflect funding arrangements via borrowing from the Council to Opendoor Homes and risk log. | Susanna Morales |

Distribution List:

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Approvals: This document requires the following approval(s)

| Name | Role | Signature | Date |
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| | <p>Assets, Regeneration and Growth Committee</p> <p>17 March 2016</p> |
| <p style="text-align: right;">Title</p> | <p>Brent Cross Cricklewood Compulsory Purchase Order (No. 3)</p> |
| <p style="text-align: right;">Report of</p> | <p>Commissioning Director (Growth and Development)</p> |
| <p style="text-align: right;">Wards</p> | <p>Childs Hill, Golders Green and West Hendon</p> |
| <p style="text-align: right;">Status</p> | <p>[Public</p> |
| <p style="text-align: right;">Enclosures</p> | <p>Appendix 1 of 2 Plan of Proposed Boundary of CPO3 Appendix 2 of 2 Plan of Proposed Boundary of CPO3</p> |
| <p style="text-align: right;">Officer Contact Details</p> | <p>Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk, 0208 359 7563</p> |

Summary

This report requests that the Committee approve the making of a compulsory purchase order (CPO) in respect of the land and interests needed to deliver part of the station phase in the Brent Cross Cricklewood regeneration Scheme in respect of land to the south of the North Circular as shown on the plan at Appendix Plan 1 of 1 and Plan 2 of 2.

Recommendations

- The Committee is requested to note the content of this report and to approve:**
- 1. That a compulsory purchase order (CPO) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land shaded pink on the plan at Appendix 1 of 2 Plan and 2 of 2 Plan.**
 - 2. That the appropriate Chief Officers be authorised to settle the final form and content of the CPO and associated documentation, including the Statement of Reasons, and take all action needed to pursue the CPO and secure its confirmation.**
 - 3. That the appropriate Chief Officers be authorised, following the confirmation of the CPO, to implement the CPO powers and acquire title to and/or take possession of the land.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is requesting that the Assets, Regeneration and Growth Committee recommends the making of a compulsory purchase order (“CPO3”) and other related steps to full Council for approval in order to acquire the land and interests needed to enable part of the station phase of the comprehensive regeneration of Brent Cross Cricklewood to go ahead on land to the south of the North Circular. The extent of the land acquisition needed for this stage is shown shaded pink on the plans at Appendix Plan 1 of 2 and Plan 2 of 2.
- 1.2 The Committee will recall that on 1 June 2015, the Committee confirmed as a matter of principle, that the Council is prepared to use its compulsory purchase powers pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the land required to deliver the early delivery of the Thameslink Station in order to support that comprehensive regeneration of the Brent Cross Cricklewood area. The Committee noted the negotiations to acquire the land and interests in the areas required to deliver the Thameslink Station by private treaty had commenced and approved entering into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition. The Committee also noted that work was being undertaken to prepare for a possible Compulsory Purchase Order (CPO) together with the associated documentation and, if necessary, a further report would be brought back to the Committee seeking authority to make a CPO.
- 1.3 The Council’s purpose in seeking to acquire the land shown in Appendix Plan 1 of 2 and Plan 2 of 2 is to facilitate its development, re-development and improvement of it by way of a mixed use scheme (comprising commercial business development, retail development, residential development; leisure development; community facilities; car parking; infrastructure and highway works, station buildings and rail freight facilities, public realm and environmental improvement works) (“the CPO3 Development”). This forms what is known as the Thameslink station (“BX TS”) phase of the wider Brent Cross Cricklewood regeneration area (“BXC”), one of the largest regeneration opportunities in London, a long-standing objective of the Council and key regeneration priority of the London Mayor.
- 1.4 In order to authorise the officers to make and pursue CPO3, section 226 of the Town and Country Planning Act 1990 requires that members must be satisfied that the use of compulsory purchase powers will facilitate the development, redevelopment or improvement of land, and that it is likely to contribute towards the promotion or improvement of the economic, social and environmental well-being of the area. Further, members must be satisfied that there is a compelling case in the public interest for making and promoting the CPO, that the use of the powers is necessary and proportionate, and that the public benefits associated with the proposed regeneration will clearly outweigh the interference with the rights of those affected. These matters are explained and considered in more detail below.

- 1.5 As the committee is aware, two separate compulsory purchase orders CPO1 and CPO2 have been made for the first phase of BXC and a joint inquiry is scheduled to commence 17 May 2016.
- 1.6 BXC CPO 1 comprises the major redevelopment and improvement of the Brent Cross Shopping Centre to the North of the BXC area; the provision of infrastructure associated with and required for the redevelopment of the shopping centre; significant infrastructure to support the redevelopment and regeneration of the wider BXC area (and in particular development to the south of the North Circular). This part of the scheme is to be delivered by Hammerson UK and Standard Life Ltd.
- 1.7 BXC CPO 2 for the remaining part of the first phase of the BXC area to the South of the North Circular, comprises a mixed use development including residential and retail development; community and leisure facilities; car parking; infrastructure and highways works, public realm and environmental improvement works. This part of the scheme is to be delivered by Argent Related and LBB through a joint venture company.
- 1.8 Both CPOs 1 and 2 will facilitate the delivery of Phase 1 of the BXC scheme.
- 1.9 The delivery of the Thameslink station phase will also require the Council to acquire land interests and rights within the area identified on Plans 1/1 and 1/2 (attached in Appendix Plan 1 of 2 and Plan 2 of 2) to facilitate its delivery together with associated infrastructure required, as part of the BXC wide Integrated Transport Strategy and comprehensive mixed use commercial, retail and residential development.
- 1.10 As explained below, discussions are now well under way with a view to acquiring the necessary land interests and rights to deliver the Thameslink station phase. Given negotiations to date, the Council is of the view that it is not going to be possible to acquire the necessary interests by negotiation and hence a CPO is now required.
- 1.11 In line with the approach taken for CPO1 and CPO2 an appropriate power would be Section 226(1)(a) of the Town and Country Planning Act 1990. This enables acquiring authorities with planning powers to exercise their compulsory acquisition powers if they think that acquiring the land in question will facilitate the carrying out of development, redevelopment or improvement on, or in relation to, the land being acquired and it is not certain that they will be able to acquire it by agreement. The wide power in section 226(1)(a) is subject to subsection (1A) of section 226. This provides that the acquiring authority must not exercise the power unless they think that the proposed development, redevelopment or improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of the area for which the acquiring authority has administrative responsibility.
- 1.12 DCLG Guidance on Compulsory Purchase and the Crichel Down Rules (2015) (“the Guidance”) sets out guidance for local authorities regarding the

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making of CPOs. The Guidance includes key policy tests which need to be satisfied before a CPO can be confirmed. Crucially, before progressing a CPO members must be satisfied that there is a compelling case in the public interest for making and promoting a CPO, that the use of the powers is necessary and proportionate, and that the public benefits associated with the proposed regeneration will clearly outweigh the interference with the rights of those affected. These matters are referred to below.

- 1.13 As indicated in Section 3 below, the Thameslink station will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work and by doing so promote a more rapid pace of development and delivery of wider economic and social benefits. It is an essential component of the Integrated Transport Strategy to ensure the comprehensive regeneration of the Brent Cross Cricklewood regeneration.
- 1.14 The station project includes the relocation of the existing Strategic Rail freight facility and Hendon Waste transfer station from the east to west side of the railway lines as envisaged by the Brent Cross Cricklewood planning permission, providing a long term future for these facilities.
- 1.15 The station phase also encompasses the station quarter elements of Brent Cross South comprising residential, commercial, community, retail and leisure uses alongside public transport improvements. These transport improvements include the transport interchange adjacent to the station and the spine road linking the Midland Mainline Bridge to the Station Square, along the southern high street and into the expanded Brent Cross Shopping centre in accordance with the integrated transport strategy approved by the outline planning permission. The station quarter elements of the project will be taken forward and funded by Brent Cross South JVLP.
- 1.16 The delivery of the Thameslink Station itself is an important element when it comes to achieving the ambition of creating a regional town centre that offers priority to sustainable transport modes including rail, bus, cycling and walking.
- 1.17 Accordingly, officers are of the view that a compelling case in the public interest for making and promoting a CPO is made out and the use of the powers can be seen as both necessary and proportionate and the public benefits associated with the proposed regeneration are likely to outweigh the interference with the rights of those affected.
- 1.18 Turning to human rights issues, officers would provide the following guidance at this stage on the human rights implications of pursuing CPO action.
- 1.19 The Guidance confirms that an acquiring authority should be sure that the purposes for which it is making a compulsory purchase order sufficiently justify interfering with the human rights of those with an interest in the land affected. Regard should be had, in particular, to the provisions of Article 1 of the First Protocol to the European Convention on Human Rights (ECHR) (right to the peaceful enjoyment of property) and, in the case of a dwelling,

Article 8 of the ECHR (right to respect for private and family life, home and correspondence).

- 1.20 Before deciding whether to authorise a CPO, the Committee will need to consider the balance and compatibility between the compulsory powers sought and the rights enshrined in the ECHR and whether there is a compelling case for a CPO in the public interest which means that the acquisition of land to enable the scheme to proceed, brings benefits to the area, which could not be achieved without the use of compulsory purchase powers.

2. UPDATE

Brent Cross North

- 2.1 On 23rd July 2014, following the completion of the Section 106 agreement, the Section 73 planning permission for the comprehensive Brent Cross Cricklewood scheme (which amended the phasing of the original planning permission and made consequential changes) was granted. Planning permission is therefore now in place for the scheme.
- 2.2 Since then the Brent Cross North Partners have focussed on discharging the relevant pre-reserved matters planning conditions and preparing the necessary reserved matters applications in respect of the critical infrastructure to be provided to support the shopping centre and comprehensive regeneration of the area.

Brent Cross South

- 2.3 As the Committee is aware, on 3 March 2015 the Council approved the appointment of Argent and Related Companies PLC (Argent Related) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme through a staged OJEU procurement process.
- 2.4 This Committee is now requested by separate report to the Committee to formally re-confirm Argent Related as the Council's development partner and approve the business plan and legal documentation as detailed below so that the Joint Venture can be created to deliver the south side regeneration.

Thameslink Station Phase

- 2.5 The Committee is aware the Council has been working with the GLA, HM Treasury, DCLG and Department for Transport over the last year to develop the Business Case and funding strategy to bring forward the station phase proposals.
- 2.6 The Outline Business Case was considered by the Finance Sub-Committee in February 2015. Following this, the Government announced in its March 2015 Budget Statement that the government will provide £97m grant funding and

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ring-fence the local 50% share of business rate growth to support the London Borough of Barnet and the Greater London Authority plans for the regeneration of Brent Cross, and facilitating the delivery of 7,500 new homes.

- 2.7 This funding commitment was reaffirmed by the Chancellor in the November 2015 Spending Review.
- 2.8 The Council submitted the Full Regeneration Business Case to HM Government on 22 January 2016. The Business Case was reviewed by the Department of Communities and Local Government Finance Sub-Committee on 25 February 2016, and a final decision is imminent.
- 2.9 To support the business case and the delivery of the station phase, the Council entered into a Design Services Agreement with Network Rail in July 2015 to take forward a feasibility study on the options for the station design in accordance with Network Rail's GRIP (Governance Railway Investments Projects) procedures to develop a single option selection (known as GRIP 3). The main purpose of this exercise was to establish the required rail-side track works and location of the platforms to provide an updated cost estimate and design to support the Full Business Case as well as to progress to and inform the detailed design stage (known as GRIP 4) with full approval from Network Rail and the Department of Transport.
- 2.10 The GRIP 3 (Single Option Selection) for the new Thameslink Station, which undertaken by Network Rail supported by Capita and Carillion, is now complete.
- 2.11 The emerging design is based on two island platforms (four faces) long to accommodate 12 car Thameslink Class 700 trains with a stopping pattern of 8 trains per hour in the 3hr peak and 4 trains an hour off peak on the slow lines. This will require track re-alignment works, overhead line, signalling and telecoms for the station area, sidings and the Midland Mainline Bridge.
- 2.12 In order to progress the station project in accordance with the programme, work will now start on the detailed design of the station and bridges alongside the rail systems (track signalling, telecoms and associated infrastructure, overhead electricity lines and mechanical and electrical works) as well as civils (platforms, foundations, cctv), subject to the approval of the Committee in respect of the a separate report before this Committee. This work represents the GRIP 4 process as required by Network Rail in order to agree an approval in principle design.
- 2.13 The Committee will recall that on 1 June 2015, the Committee confirmed, as a matter of principle, that the Council is prepared to use its compulsory purchase powers pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the land required to deliver the early delivery of the Thameslink Station.
- 2.14 The Committee also noted that negotiations to acquire the land and interests in the areas required to deliver the Thameslink Station by private treaty had

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commenced and approved entering into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition as detailed above.

2.15 The key land interests are as follows:

- DB Schenker – The Council is bringing forward the delivery of an ‘open access’ freight facility as envisaged by the approved 2014 Brent Cross planning permission to replace the displaced Strategic Rail Freight Facility, currently located to the south of the proposed station site (and occupier by NLWA). In order to assure its delivery, the Council has been actively pursuing negotiations with the current leaseholder, DBSchenker, since 2014. Meetings have been co-ordinated via Rail Freight Consulting and have included where necessary Network Rail alongside DBSchenker. Negotiations with DBSchenker are continuing, however, in order to safeguard the development and ensure delivery of the freight facility, LBB are developing a (planning and environmentally) compliant freight facility design. Nevertheless, in order to ensure early delivery of the Thameslink Station and related development, the CPO needs to be made now. Discussions will continue with DBSchenker alongside the CPO process.
- NLWA – the NLWA currently lease the strategic rail freight site from Network Rail. The Council has been in extensive discussions with NLWA regarding their proposed relocation and has sought to identify an alternative site. The Council initially suggested the rail freight facility as a possible location. However, discussions with NLWA indicate that it is not their long term strategy to continue to transfer waste by freight and therefore the site is no longer suitable. An alternative location is the site known as the Selco site to the west of the railway, and the Council is currently in discussions with NLWA regarding the site.
- Network Rail – the Committee will be aware that the Council through the proposed acquisition of Cricklewood Regeneration Limited will be able to exercise an option in respect of the land outside of the operational area required for the railway and within Network Rail’s ownership. The CPO is proposed to include this land in case any boundary issues arise or in case any unknown interests exist which would otherwise potential prevent the development.
- Selco owned by Hammerson Plc. As the Committee is aware, the Council is in discussion with Hammerson to agree terms to acquire the site as part of amendments to the Property Development Agreement and Co-Operation Agreement as approved by Committee on 30 November 2015.
- 106 Brent Terrace and Cemex, Brent Terrace: GL Hearn have commenced negotiations.

2.16 The extent of the proposed CPO has been amended since the 1 June 2015 reflecting progress in the scheme design. The main change is the inclusion of land on Geron Way adjacent to the Selco site and also land required [on the

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A5] to ensure the necessary road and junction improvements. The Lidl foodstore on the A5 has been excluded as it is not required to deliver the freight facility.

- 2.17 The Council has continued negotiations to acquire the land and interests within the area identified at Appendix Plan 1 of 2 and Plan 2 of 2 by private treaty, and whilst progress is being made with landowners, it is clear that a Compulsory Purchase Order is required.

3. REASONS FOR RECOMMENDATIONS

- 3.1 By virtue of Section 226(1)(a) of the Town and Country Planning Act 1990 the Council has the power to make a compulsory purchase order for any land in its area if it thinks that the acquisition of the land will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. It is an exercise of this power which the Committee is being asked to authorise.
- 3.2 Section 226(1A)(a) of the Act provides that the Council may not exercise the power unless it thinks that the development, re-development or improvement is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of its area.
- 3.3 The purpose in seeking to acquire the land, the subject of the proposed CPO, is to facilitate its development, re-development and improvement of it by way of a mixed use scheme (comprising a new station and transport interchange, commercial business development, retail development, community facilities; residential development; office and leisure development; car parking; infrastructure and highway works, a new rail freight facility and public realm and environmental improvement works).
- 3.4 The CPO3 development comprises the following elements of the BXC scheme:-Thameslink Station - network change enabling works to facilitate the new station development and the remediation of brownfield land needed to support comprehensive regeneration as required by the S73 Planning Consent;Thameslink Station Entrance Buildings (east and western entrances) - providing access to the new 5 million p.p.a. Thameslink Station which is essential to the Integrated Transport Strategy for the wider BXC development; New Pedestrian Bridge – combined with the new station concourse over the railway and linking the area to the west of the railway to the new BXC town centre.Midland Mainline Bridge – creating a new link from the A5 to the new Spine road, public transport, pedestrian and cycle network connecting with the Thameslink Station transport interchange and serving the wider BXC development.New Rail Freight Facility - to release “brownfield” railway land for re-development and provide a modern “Open Access” freight facility better able to meet demand.Station Quarter (West) – providing significant amount of business and employment use together with a mix of residential, retail,

leisure uses, forming part of the comprehensive development of BXC South and including two of the main public squares within the wider BXC development.

- Station Square – planned to be a bustling vibrant square and transport interchange as part of the public space where people will be able to move easily between rail and bus networks.
- Brent Terrace (North – Building Zone BT2) – will provide in the region of 900 new homes together with retail, crèche and other community facilities in a series of courtyard buildings around internal communal gardens.

3.4 The CPO3 development will contribute to the economic, environmental and social well-being of its area by delivering important and wide ranging public benefits including a new station for 5 million passengers per annum as part of an integrated transport strategy to enable and accommodate the entire BXC development, commercial and business development which will provide opportunities for jobs, new residential accommodation (including affordable housing) retail, hotel, leisure development, new community facilities and environmental improvements. It will also, through development of a bridge over the Midland Mainline, create a new link from the A5 to the new road, public transport, pedestrian and cycle network connecting with Thameslink station transport interchange and serving the wider BXC development

Benefits of the Brent Cross Cricklewood Scheme

- 3.5 The comprehensive regeneration of BXC is a long-standing objective of the Council and a key regeneration priority of the Mayor of London. At 151 Ha, it is one of the largest regeneration schemes in Europe. The London Plan identifies it as an Opportunity Area with an indicative employment capacity target of 20,000 jobs and a minimum new homes target of 7,500 homes. The Council's Core Strategy reinforces the significant comprehensive regeneration opportunity, which includes a new town centre, major new and improved transport and community facilities, and other infrastructure and public areas.
- 3.6 The BXC area is significantly constrained by the existing road network and rail infrastructure, but given its location at the connections between the M1 and the A406 and between the A5 and A41, it has the potential to be an attractive gateway into London. That potential is enhanced by the proximity to the Northern Line at Brent Cross station, the Midland mainline, and Brent Cross bus station.
- 3.7 Substantial infrastructure needs to be provided in order to realise the area's potential. The comprehensive redevelopment and improvement of the Brent Cross Shopping Centre and other major development in the area provides the opportunity for the major infrastructure to be funded and delivered that will enable and facilitate the wider BXC regeneration. In particular, in addition to major improvements to existing roads, public transport and social

infrastructure, the BXC proposals will create strong and attractive linkages between the communities to the north and south of the North Circular.

- 3.8 The development of the BXC strategic gateway site will create a new town centre and residential quarter, uniting the areas north and south of the A406 North Circular Road, providing an attractive and vibrant place to live and work. It will contribute to the future prosperity of the Borough. The first phase alone is expected to create 3,000 construction jobs, and an additional 4,000 permanent jobs over the next 5-7 years. About 99,000 sqm of additional retail and commercial floorspace will be provided on the land proposed to be the subject of CPO1.
- 3.9 BXC is a key element of the Council's regeneration and housing programme and will provide over 7,540 new homes over the next 20 years, including affordable homes and replacement homes for the Whitefield Estate. BXC will also provide new and improved educational, community and health facilities for the community, and improved open space and recreational facilities for the community to enjoy and use.
- 3.10 The new Thameslink Station alongside the major highways and junction improvements (including those to junctions on the M1, A5, A406 (the North Circular), A407 and A41) will vastly improve the accessibility of the area and will help realise the regeneration of the area to its full potential. To address the existing barriers to accessibility between the communities to the north and south of the North Circular, as part of the first stage of development a series of bridges are proposed to be delivered including the Living Bridge (a new pedestrian and cycle bridge over the North Circular adjacent to Claremont Avenue and Market Square); the Templehof Bridge (replacing the existing Templehof Bridge over the North Circular); the A406/M1 Junction Pedestrian and Cycle Bridge – a new shared pedestrian and cycle bridge over the A406 adjacent to this improved junction; changes to the Staples Corner Pedestrian Bridge; 9 road bridges across the improved and diverted River Brent., and a further two bridges for the use of pedestrians and cyclists only.
- 3.11 The Thameslink phase of the development as well as the delivery of a new passenger station handling 5 million passengers per annum will include a new bridge over the Midland Mainline linking the A5 to the new road, public transport, pedestrian and cycle network connecting to Station Square transport interchange and serving the wider BXC development. The pedestrian and cycle network will be further improved by the provision of a new pedestrian bridge which will be combined with the new station concourse over the railway and linking the area to the west of the railway to the new BXC town centre.
- 3.12 The regeneration of BXC will be a major component of achieving the Council's priority objectives in its Corporate Plan 2013-2016, including to 'maintain the right environment for a strong diverse local economy', with the strategic objective under this priority being to sustain Barnet by 'promoting growth, development and success across the borough'.

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

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

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

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

- 3.15 Substantial progress has therefore been made in establishing the policy basis for the regeneration of BXC, and attention must now focus on delivery and the key issue of land assembly.

- 3.16 Regeneration is to be realised on a phased basis. The early phases comprise the regeneration of the shopping centre and its environs; and the delivery of Critical Infrastructure, and regeneration of land to the south of the North Circular.

- 3.17 In order to achieve a comprehensive approach, the planning permission and Property Development and Co-operation Agreements completed with Hammerson and Standard Life in March 2015, contain provisions relating to the delivery of the Critical Infrastructure. The lack of such infrastructure has prevented the area being redeveloped in the past, and the scheme now being advanced secures the investment needed to deliver the infrastructure required to deliver the rest of the development.

The Need For and Benefits of CPO3

- 3.18 The report asks the Committee to recommend to full Council the making of the London Borough of Barnet (Brent Cross Cricklewood) Compulsory Purchase Order (No 3) 2016.

- 3.19 The overall comprehensive regeneration is reliant on the delivery of an Integrated Transport Strategy (ITS) providing efficient public transport, reducing the need for cars and parking space, improving traffic flows and permitting increased development densities. Thameslink station is an essential component of this ITS.

- 3.20 Accessibility to good public transport is one of the key drivers of demand for new housing alongside commercial development. The delivery of the

Thameslink Station, transport interchange and improvements to public transport as a result of the CPO3 proposals will significantly improve accessibility and the attractiveness of the scheme thereby fulfilling the regeneration benefits.

3.21 The Thameslink station is therefore needed:-

- As part of the integrated transport strategy to enable and accommodate the development being brought forward across the wider BXC development
- To improve the PTAL of the overall development and enhance the pace of delivery of the remainder of BXC South.

3.22 The land within CPO 3 is needed:-

- to enable delivery of the Thameslink station, Midland Mainline Bridge and wider transport infrastructure as part of the Integrated Transport Strategy; and
- for the development of the Station Quarter (West) and Brent Terrace (North) as part of the comprehensive development of BXC South.

3.23 Accordingly CPO3 is required to acquire the land needed to facilitate the delivery of Thameslink Station as part of the ITS to enable development of the entire BXC regeneration area and the land needed to facilitate the development of the Station Quarter (West) and Brent Terrace (North) as part of the comprehensive regeneration of BXC South.

3.24 The CPO3 Development masterplan will be worked up in detail by the Council and Argent Related

3.25 The Council and its appointed agent Capita/GL Hearn have been in discussions with the owners whose interests are included in the proposed CPO.

3.26 The Council has appointed Sapiens to assist businesses with their relocation requirements.

3.27 It can be seen that substantial public benefits will flow from the CPO3 Development proceeding, including:

- Providing access to and facilitating delivery of the Thameslink Station is an essential component of the Integrated Transport Strategy serving 5 million passengers per annum with access to and from King's Cross St Pancras within 12 minutes
- Creating a new link from the A5 via the new Midland Mainline Bridge to the new road, public transport, pedestrian and cycle

network connecting with Thameslink station transport interchange and serving the wider BXC development

- New Pedestrian Bridge – which may be combined with the new station concourse over the railway and linking the area to the west of the railway to the new transport interchange and BXC town centre
- New Rail Freight Facility providing a modern “Open Access” freight facility better able to meet demand and providing employment opportunities
- Within Station Quarter (West) – providing a mix of business and employment use together with residential, retail, hotel and leisure uses, forming part of the comprehensive development of BX South and including two of the main public squares within the wider BXC development.
- Provision of two new public squares Station Square, a bustling vibrant square and transport interchange and Tower Square the focus of a cluster of taller predominantly office buildings with the potential for hotel and conference facilities along its western flank.
- The creation of significant jobs within the Station Quarter and Thameslink station area.
- Delivery of approximately 900 new homes, including a significant number of affordable homes providing a range of types and sizes of homes and tenures together with retail, crèche and other community facilities within Brent Terrace (North – Building Zone BT2).
- Development of the land the subject of the proposed CPO will provide critical mass needed to act as a catalyst for the regeneration of the remainder of the BXC area to the south of the A406.
- Improved Public Transport Accessibility Level PTAL for most of BXC South from the current 1 to 3 (Very Poor to Moderate) to a level of 5 to 6 (very Good to Excellent) promoting a more rapid pace of development, delivery of new homes and employment opportunities.

3.28 This clearly demonstrates that there is a compelling case in the public interest to make CPO3. The CPO3 Development will itself contribute very significantly to the economic, social and environmental well-being of the area and will also

be an important catalyst for (being the early phase of) the regeneration of BXC to the south of the North Circular.

- 3.29 Paragraph 76 of the DCLG Guidance on Compulsory Purchase and the Criche Down Rules (2015) provides that in deciding whether or not to confirm a CPO, the Secretary of State can be expected to consider factors including the following:
- whether the purpose for which the land is being acquired fits in with the adopted Local Plan for the area or, where no such up-to-date framework exists, with the draft Local Plan and the National Planning Policy Framework;
 - the extent to which the proposed purpose will contribute to the achievement of the promotion or improvement of the economic, social or environmental wellbeing of the area;
 - whether the purpose for which the acquiring authority is proposing to acquire the land could be achieved by any other means.
- 3.30 In addition, paragraph 13 of the 2015 Guidance provides that it will be difficult to show conclusively that the compulsory acquisition of land is justified in the public interest, at any rate at the time of its making if the acquiring authority cannot show that all the necessary resources are likely to be available to achieve that end within a reasonable time-scale.
- 3.31 Members should also consider these factors in deciding whether to make CPO3.
- 3.32 As to the first factor (the planning framework for the area), the planning permission for the regeneration of Brent Cross Cricklewood gives effect to the policy requirement found in the Core Strategy and saved policies of the UDP, and as reflected in the London Plan, for a comprehensive approach across the whole area so that its potential can be fully realised. The development of the CPO3 land, including remediation works to facilitate the new station development, is an essential phase of that regeneration and the integrated transport strategy needed to enable and accommodate development being brought forward across the wider BXC development. The CPO3 development has the benefit of the planning permission that has been granted for the comprehensive regeneration of the area.
- 3.33 The area is identified as an Opportunity Area in the London Plan, and as such is one of the Mayor's key regeneration areas for the City. Given its importance, it is vital that the area's regeneration benefits are maximised, and the use of the Council's CPO powers is key to ensuring that this happens.
- 3.34 As to the second factor (contributing to well-being), as explained above, the use of CPO powers to facilitate the redevelopment and regeneration of the land shown on Appendix Plan 1 of 2 and Plan 2 of 2 will contribute towards the Council's promotion of the economic, social and environmental well-being of the area, and to the achievement of the Council's regeneration and planning objectives, and will also result in substantial public benefits being

realised, both within the land shown in the Appendices, and in the wider BXC area.

- 3.35 As to the fourth factor (availability of resources), planning permission has been granted for the development and regeneration of the whole of the wider BXC area. As well as facilitating the Thameslink station development a mixed use scheme, is to be carried out on the land the subject of the CPO as part of the wider development on land to the south of the North Circular which forms part of the BXC regeneration scheme.
- 3.36 Development of the land to the south of North Circular Road and west of the railway is to be taken forward by the BXS JVLP This includes land released from railway operational use as part of the Thameslink station scheme.
- 3.37 Council is leading on the delivery of the Station in partnership with Network Rail and public sector stakeholder partners in order to facilitate the comprehensive regeneration of the Brent Cross Cricklewood area
- 3.38 Members can therefore be satisfied that there is a reasonable prospect that the development of the land to the south of the North Circular Road and the Thameslink phase will proceed.
- 3.39 As to the third factor (other means of achieving the Council's purpose in acquiring the land), in order to secure the delivery of the wide range of significant public benefits that the regeneration of the Order Land (and the wider BXC proposals) will bring, it is essential for the proposals to come forward in a comprehensive and co-ordinated manner so nothing short of CPO action will secure the purpose. The Resources section of this report explains the funding arrangements (see paragraph 7.2.3)
- 3.40 The certainty of being able to deliver the CPO3 Development will enable the BXS JVLP to commence the much needed regeneration of the land within the Thameslink phase of the land to the south of the North Circular in a timely manner and on a programme which will enable it to be delivered in a way which is fully co-ordinated with the redevelopment of the land and critical infrastructure to the east (BXC South Phase 1) and to the north (BXC North Phase 1) . All of the land shown shaded pink on Appendix Plan 1 of 2 and Plan 1 of 2 is needed to create a viable Thameslink phase including the station which is a key component of the ITS to enable development being brought forward across the wider BXC development.
- 3.41 The purposes for which the land is to be acquired could not be achieved by any alternative means or by development in other locations. This is given further consideration in section 4 below.
- 3.42 There have been negotiations to acquire by agreement commercial properties in the ownership of third parties. These negotiations will continue and relocation opportunities considered. Owners and occupiers of commercial units will be kept informed.
- 3.43 It is clear that, unless CPO3 is made and confirmed, the Council would be unlikely to be able to assemble the land and interests needed for the station

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phase of the regeneration of the land to the south of the North Circular area within a reasonable timescale.

- 3.44 Accordingly, the tests in section 226(1)(a) and section 226(1)(A) of the Town and Country Planning Act 1990 have been met, the guidance in paragraphs 13 and 76 of the Guidance has been satisfied, and there is a compelling case in the public interest for the making and confirmation of the CPO.

4. ALTERNATIVE OPTIONS

- 4.1 If the CPO is not made, then the only way of acquiring the land and interests needed to deliver the Thameslink station phase of development would be by agreement. It is clear however, that unless CPO3 is made and confirmed, the Council would be unlikely to be able to assemble the land and interests needed within a reasonable timescale to support the wider BXC regeneration area development. In these circumstances, there is a significant risk that regeneration of key areas to the south of the North Circular and to complete the Integrated Transport Strategy would not come forward at all, or at best would be delayed by many years
- 4.2 Careful consideration has been given to the extent of the land and rights included in CPO 3 and whether it is necessary to include all of these.
- 4.3 All of the land shown on the plan at Appendix Plan 1 of 2 and Plan 2 of 2 is needed in order to ensure that the CPO3 Development can be delivered.
- 4.4 The Thameslink station and the Midland Mainline Bridge are essential to the delivery of the ITS to enable and accommodate the development being brought forward across the wider BXC regeneration areas.
- 4.5 The development of railway and other land will also allow completion of a key route running from Market Square along High Street South to Station Squarer and connecting to the A5 on the western side of the Midland Main Line to enabling comprehensive development.

- 4.6 It is essential that the station and regeneration of the railway and other Thames station phase land is co-ordinated with, and is delivered alongside the development of the rest of BXC South and redevelopment of the shopping centre (including the infrastructure), so that a momentum for regeneration can be created and maintained. The certainty of being able to deliver the station and development of land within the CPO3 will enable the Council to commence the station development. This will in turn enable JVLP to commence development of Station Square to complete the western end of High Street South in a timely manner and on a programme, creating a key route from Market Square to the A5 on the western side of the Midland Main Line and enabling comprehensive development to be delivered in a way which is fully co-ordinated with the redevelopment of the land and critical infrastructure to the south and north of the South Circular.

5. POST-DECISION IMPLEMENTATION

- 5.1 It is proposed that, if authorised, the CPO will be made (executed) in approximately two months after the date full Council approves the CPO. A specialist land referencing company (TerraQuest) has been engaged to confirm all parties with interests in the area covered by the CPO so that they will all be served with the appropriate notices and be involved in the process if they so wish. Parties with interests in the land are required to be identified in a detailed schedule which, together with the CPO plan, forms the CPO.
- 5.2 After the CPO is made, statutory notice of the making of the CPO will be served on all affected parties, advertised in the local press, and posted up on the site. The notices served on those affected will be accompanied by the statement of reasons, which sets out the background to and justification for using its CPO powers. Service and advertisement of the statutory notices will take place very shortly after the CPO is made.
- 5.3 Following service of the notices described above, those affected and members of the public will be given a period of 28 days within which to make representations including, if they see fit, object to the CPO. (The period required by law is a minimum of 21 days, but officers wish to provide the community and those affected with ample opportunity to make representations).
- 5.4 If there are no objections, or if all objections made are withdrawn, then the Council may be authorised by the Secretary of State for Communities and Local Government to confirm CPO3 itself. If there are objections and these are not withdrawn then the Secretary of State will arrange for a public inquiry to be held and will appoint an inspector to hold it. It is likely that a public inquiry would be held towards the end of 2016. Those affected and the public may attend and if they so wish, present their objections and cross-examine the Council's witnesses regarding the case for the CPO, and be cross-examined themselves on their objections.
- 5.5 Following the inquiry, the inspector will prepare a report in which a recommendation will be made to the Secretary of State as to whether the

[Type text]

CPO 3 should be confirmed. The Secretary of State will then make his decision. This is be expected in Spring 2017.

- 5.6 Following the confirmation of the CPO, the Council will have 3 years within which to exercise the powers and acquire the land and interests needed for the development.

6. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 6.1 The regeneration of Brent Cross Cricklewood supports the Corporate Plan 2013-2016 priority '*To maintain the right environment for a strong diverse local economy*', and the strategic objective under this priority to sustain Barnet by '*promoting growth, development and success across the borough*'.
- 6.2 The Growth Strategy for Barnet recognised that regeneration and growth are vital for ensuring the future prosperity of the Borough and maintaining Barnet as a successful London suburb. The BXC regeneration proposals will play a major role in delivering this objective, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. BXC is one of Barnet's priority regeneration areas, and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking BXC with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.
- 6.3 The Thameslink station phase will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work and by doing so promote a more rapid pace of development and delivery of wider economic and social benefits. It is an essential component of the Integrated Transport Strategy to ensure the comprehensive regeneration of the Brent Cross Cricklewood regeneration.
- 7.1 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 7.1.1 There are two main elements of costs associated with the CPO process: the costs of preparing and pursuing the CPO itself, and the compensation and consideration to be paid to those whose land and interests are acquired.
- 7.1.2 The Project Agreement and corporate documentation between Argent Related and the Council, which deals with the delivery of the redevelopment and regeneration of the of the land to the south of the North Circular will be completed by early April by the parties.
- 7.1.3 A CPO Indemnity Agreement, under which the Argent Related provide the Council with an indemnity in respect of the costs of promoting the CPO and the compensation payable to third parties in respect of whose land and interests are acquired pursuant to the CPO to deliver the station quarter

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elements is anticipated to be completed prior to making the Order.

- 7.1.4 The delivery of the Station, Midland Mainline Bridge and waste and freight facilities, including land acquisitions, will be funded by public sector initially from the existing Council capital budgets and also HM Government grant funding and public sector borrowing. As detailed above, HM Government in March 2015 announced £97 million of funding and ring fencing of the local 50% share of business rate growth to support the London Borough of Barnet and the Greater London Authority's (GLA) plans for the regeneration of Brent Cross. This was re-confirmed by the Chancellor in the November Spending Review 2015. Subject to HM Government decision on the Full Business Case submitted in January 2016, which is imminent, the Grant Agreement and Letter of Commitment will be issued prior to the Council making the CPO Order.
- 7.1.5 In terms of the costs of pursuing the CPO, this will require input from internal and external resource covering various disciplines, including senior officers, legal input, surveying and valuation expertise, planning input, input from the preferred developer when selected, technical input from engineers and consultants, and the cost of witnesses at the public inquiry. There will also be costs associated with the organisation and holding of the public inquiry. This is being met by the existing Thameslink Station and land acquisitions budget as detailed in the separate Brent Cross Cricklewood report being considered by this Committee.
- 7.1.6 In terms of the compensation payable to parties whose land is compulsorily acquired, or the consideration to be paid where private treaty agreements are reached.

Legal and Constitutional References

- 7.2.1 The CPO process is governed by law, principally the Acquisition of Land Act 1981. There is a public and lawful process which must be followed by the Council in order to secure the confirmation of CPO powers.
- 7.2.2 Under section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) the Council, if authorised by the Secretary of State for Communities and Local Government, has the power to acquire land compulsorily where it thinks that the acquisition will facilitate the development, redevelopment or improvement of land. Section 226(1A) provides that the Council may only use this power if it thinks that doing so will contribute to the achievement of the economic, social and environmental well-being of the area. Members must therefore address these questions when deciding whether to authorise the use of the CPO powers.
- 7.2.3 The Secretary of State will only confirm CPO3 if he is satisfied that there is a compelling case in the public interest to do so.
- 7.2.4 The Council has been in discussions and negotiations with those whose land and interests are required, and are seeking to acquire the land and interests

by agreement. These efforts to acquire the land and interests by agreement will continue, but it is clear that without the use of CPO powers it will not be possible to acquire all of the required land and interests within a reasonable timeframe.

- 7.2.5 Those who wish to object to the CPO may do so and are entitled to be heard at a public inquiry held to consider the case for, and the objections to, the CPO. Those whose land and interests are acquired will be entitled to compensation calculated on the basis of legislation and related case law known as the “Compensation Code”.
- 7.2.6 Consideration must also be given to the interference with rights protected by the Human Rights Act 1998, including Article 8 (respect for private and family life and home), and Article 1 (the right to peaceful enjoyment of possessions) of the European Convention on Human Rights. A decision to make a CPO must strike a fair balance between the public interest associated with the regeneration of the land and the interference with private rights. With the implementation of relocation strategies; the attempts to acquire by agreement; the fact that parties will receive fair compensation under the “Compensation Code”, and the fact that there is a compelling case in the public interest for the exercise of the Council’s CPO powers, it is considered that the interference with the private rights of those affected that would be the inevitable result of the exercise of compulsory purchase powers conferred by CPO3 would be lawful, justified and proportionate.
- 7.2.7 Council Constitution - Management of Asset, Property and Land Rules provide the governance structure within which the Council may acquire, lease, act as landlord, licence, develop appropriate change of use of, or dispose of assets within its Asset portfolio
- 7.2.8 Council Constitution, Responsibility for Functions paragraph 6.1 states that “Any Committee may decide to report on any matter to Council. In such cases the decision is reached by the usual process, such as a majority vote. The report may make recommendations or seek instructions
- 7.2.9 Council Constitution - Management of Asset, Property and Land Rules provide the governance structure within which the Council may acquire, lease, act as landlord, licence, develop appropriate change of use of, or dispose of assets within its Asset portfolio
- 7.2.10 Council Constitution, Responsibility for Functions, Annex A – sets out the terms of reference of the Assets, Regeneration and Growth Committee which includes to:
- “Oversee major regeneration schemes – including those of key housing estates”; and
 - “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.”

Risk Management

- 7.3.1 The key project risks are explained in the separate report being considered by the Committee.
- 7.3.2 In relation to the CPO, the key risks can be summarised as follows:
- 7.3.3 Affected parties failing to be identified in the CPO – a specialist land referencing firm, TerraQuest, have been appointed to undertake the land referencing exercise to mitigate against this risk. The discussions being held by the Council with those affected when seeking to acquire their land and interests also help to identify the parties with interests in the area.
- 7.3.4 The preparation of a CPO and related documents is a technical and complex area, carrying a risk of challenge. However, the Council has retained experienced and expert external legal advice and the documents will be reviewed by leading counsel.
- 7.3.5 There is a risk that owners and occupiers will seek sums in excess of the Council's estimates for the costs of land acquisitions. This risk has been mitigated through the receipt of professional valuation advice and the setting of appropriate budgets.
- 7.4.6 There is a small risk that the Secretary of State consents could be refused. Lands will not be disposed of until all necessary consents are in place. If necessary the scheme would be revised and new consents would be sought

Equalities and Diversity

- 7.5.1 The public sector equality duty under section 149 of the Equality Act 2010 ("PSED") requires the Council to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. 'Protected characteristics' are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.
- 7.5.2 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.
- 7.5.3 The development proposals for the BXC scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these

proposals.

- 7.5.4 An Equalities Impact analysis was carried out in respect of the Outline Planning Application granted in 2010, which took fully into account the demographic makeup of the regeneration area and addressed the impact on the protected characteristics. This anticipated a significant positive impact from the regeneration proposals.
- 7.5.5 BXC is an opportunity to extend Barnet's success as a desirable and attractive suburb, by creating a new urban village for London which sets the tone for future evolution of the borough more widely and emphasises the need to create a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle.
- 7.5.6 Importantly, the requirements highlight that BXC will be a place for people of all ages, with housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. It emphasises that promoting health and wellbeing and reducing dependency will be ingrained in the place.

Consultation and Engagement

- 7.6.1 Extensive consultation has and will continue to be undertaken with key stakeholders and the community to ensure that the BXC scheme reflects local needs including the needs of those with protected characteristics, as well as securing the future of North London's only regional shopping centre.
- 7.6.2 There has also been consultation and engagement with local stakeholders and the community during the planning process, and the CPO process is designed to allow parties an opportunity to make representations and, if desired, attend a public inquiry and state their cases.
- 7.6.3 Consultation with the rail industry stakeholders has been undertaken, and continues, via a regular Station Project Board Meeting, membership includes, TfL, DfT, Train operating Companies (GTR & EMT) Network Rail and designers.
- 7.6.4 Further rail industry meetings have taken place with DfT in support of the Transport Business Case and have included GTR for acceptance of the time table modelling.

8 BACKGROUND PAPERS

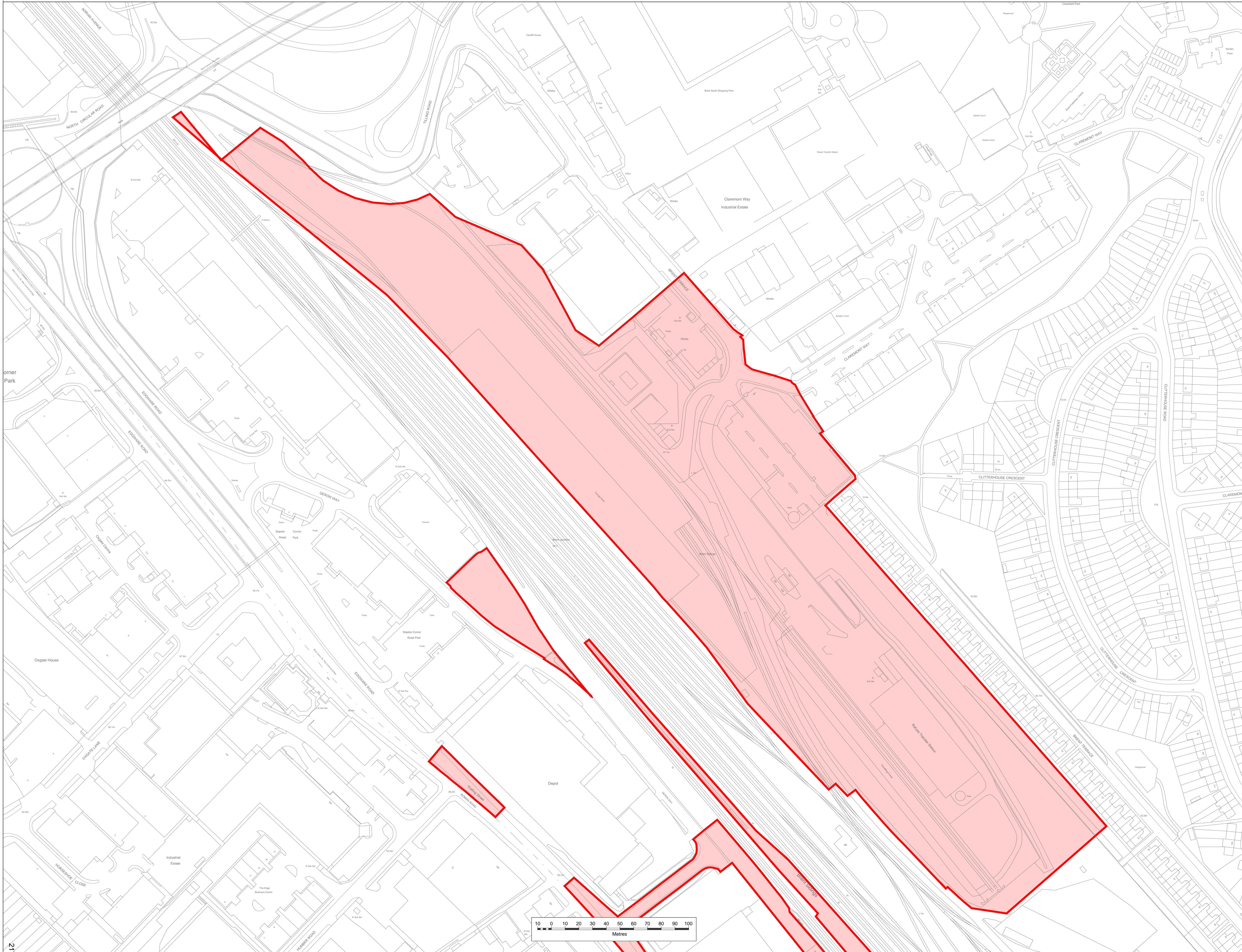
- 8.1 Cabinet, 26 April 2004 (Decision Item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 8.2 Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life).
<http://barnet.moderngov.co.uk/Data/Cabinet/200503291900/Agenda/Document%204.pdf>
- 8.3 Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework.
<http://barnet.moderngov.co.uk/Data/Cabinet/200512051900/Agenda/Document%204.pdf>
- 8.4 Cabinet Resources Committee, 25 March 2008 (Decision Item 16) – approved the outline terms so far agreed with the Brent Cross partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the Development Framework Agreement and the Principal Development Agreements be reported to a future meeting of the Cabinet for approval.
<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/200803251900/Agenda/Document%2015.pdf>
- 8.5 Cabinet, 21 October 2009 (Decision Item 7) – approved the terms and conditions of entering into the Development Framework Agreement and the Principal Development Agreements, subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents.
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?CommitteId=120&MeetingId=306&DF=21%2f10%2f2009&Ver=2>
- 8.6 Cabinet Resources Committee, 19 October 2010 (Decision Item 5) – approved the changes to the terms and conditions of the Development Framework Agreement and the two Principal Development Agreements regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009)
<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201010191900/Agenda/Document%203.pdf>

- 8.7 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.
<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=8369&ISATT=1#search=%22Brent%20Cross%20%22>
- 8.8 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Principal Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements.
<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=12505&ISATT=1#search=%22Brent%20Cross%20%22>
- 8.9 Assets, Regeneration and Growth Committee dated 9 July 2014 approved the procurement of a partner for the Brent Cross Cricklewood South development through an OJEU Negotiated route in accordance with the Brent Cross South Procurement and Delivery Strategy, and approved the Council's requirements for the Brent Cross Cricklewood South opportunity; and noted procurement timetable and that to meet this timetable an additional meeting would be needed to approve the selection of a preferred partner, which would be called in accordance with statutory requirements and the Council's constitution.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>

- 8.10 Assets, Regeneration & Growth Committee, 8 September 2014 (Decision Item 10) – approved the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests and; to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition. <http://barnet.moderngov.co.uk/documents/s17302/Brent%20Cross%20Cricklewood%20-%20Report.pdf>
- 7.11 Assets, Regeneration & Growth Committee, 8 September 2014 (Decision Item 10) – approved the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests and; to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition. <http://barnet.moderngov.co.uk/documents/s17302/Brent%20Cross%20Cricklewood%20-%20Report.pdf>

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Map showing proposed CPO 3 land take



Produced by: TerraQuest Solutions Limited
 Quayside Tower
 252 - 260 Broad Street
 Birmingham
 B1 2JF
 www.terraquest.co.uk
 0121 234 1300




Produced for: The London Borough of Barnet
 Town Hall
 The Burroughs
 London
 NW4 4AX
 www.barnet.gov.uk
 020 8369 2000



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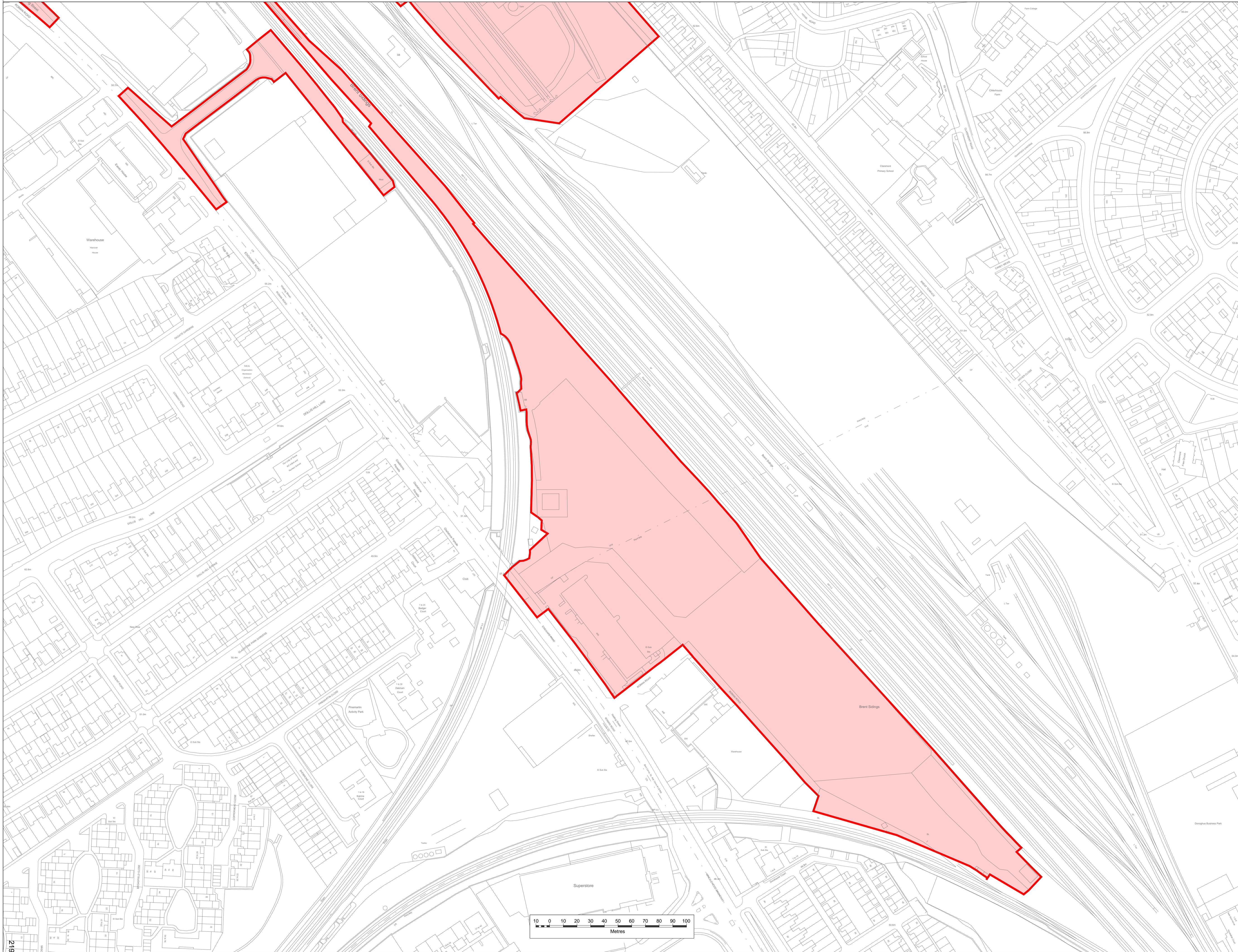
Key:
 Land proposed to be contained within CPO 3



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|---|----------------------------|---------------------|--------------------------|----------------|------------------------|
| Business Unit: Land Acquisition | Status: DRAFT | | | | |
| Approved By TP | Approved Date 08/03/16 | Checked By MD | Checked Date 08/03/16 | Drawn By PW | Date Drawn 08/03/16 |
| Title: Map showing proposed CPO 3 land take Plan 1 of 2 | | | | | |
| Date of Issue: 08/03/16 | Project Code: 1166-7666 | Scale: 1:1250@A1 | | | |
| Document Number: 1166-7666-CPO3 Redline | Version: 1.1 | | | | |

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Map showing proposed CPO 3 land take



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Key:

Land proposed to be contained within CPO 3



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| Business Unit: Land Acquisition | Status: DRAFT | | | | |
| Approved By TP | Approved Date 08/03/16 | Checked By MD | Checked Date 08/03/16 | Drawn By PW | Date Drawn 08/03/16 |

Title:
 Map showing proposed CPO 3 land take
 Plan 2 of 2

| | | |
|--|----------------------------|---------------------|
| Date of Issue: 08/03/16 | Project Code: 1166-7666 | Scale: 1:1250@A1 |
| Document Number: 1166-7666-CPO3 Redline | Version: 1.1 | |

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Assets Regeneration and Growth Committee

17 March 2016

| | |
|--------------------------------|--|
| Title | Brent Cross Cricklewood |
| Report of | Commissioning Director, Growth & Development |
| Wards | Childs Hill, Golders Green and West Hendon |
| Status | Public with separate exempt report |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix 1 Approved Corporate Structure Appendix 2 Brent Cross South Business Plan Summary (Exempt) Appendix 3 Brent Cross Cricklewood Full Regeneration Business Case (Exempt) Appendix 4 Proposed CPO plan of station project area Appendix 5 CPO 1 and 2 plan Appendix 6 Updated Regeneration Programme Appendix 7 Plan of Station Single Option design |
| Officer Contact Details | Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563 |

Summary

This report provides a progress update since the last Committee on 30 November 2015 and seeks the Committee’s approval to detailed terms of the project and corporate legal documentation to enter into a joint venture limited partnership with Argent Related to deliver the regeneration of Brent Cross Cricklewood South. It also details the progress on the funding and delivery strategy for the proposed Thameslink Station and seeks the Committee’s approval to progress the Station into detailed design and enter into a further Design Services Agreement with Network Rail.

Recommendations

That the Committee

- 1. Note that the amendments to the Brent Cross Property Development Agreement and Co-operation Agreement as set out in the Exempt Report to the Committee report 30 November 2015, which authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Property Development Agreement and Co-operation Agreement and required subsequent changes in the associated commercial documentation are being progressed and will be completed in parallel with the Brent Cross South documentation.**
- 2. Note that Council agreed the terms of reference for the Shareholder Board for the Brent South Joint Venture and the composition and Membership of the Shareholder Board, as per paragraphs 2.13, 2.14 and 2.15 of the report to Council on 1 March 2016.**
- 3. Re-confirm Argent Related as the joint venture development partner in accordance with the OJEU procurement process as approved by the Committee on 22 July 2014.**
- 4. Approve the detailed terms of the Project Agreement, Limited Partnership Agreement, Shareholder Agreement and associated documentation (including Compulsory Purchase Indemnity Agreements) as set out in this report and the Exempt Report to the Committee; Authorise the Chief Executive in consultation with the Leader to finalise and complete the documentation associated with the JVLP and enter into contract with JVLP.**
- 5. Approve the establishment of LBBCo for Brent Cross South.**
- 6. Approve the Best Consideration Mechanism as detailed in the Project Agreement and authorise the Section 151 Officer to determine Best Consideration in accordance with the Project Agreement.**
- 7. Approve the Brent Cross South Business Plan as attached to the Exempt report.**
- 8. Note progress on land acquisitions within the CPO red line boundary and preparation for the CPO Inquiry for Brent Cross Cricklewood CPO (CPO1) and Brent Cross Cricklewood CPO (CPO 2) scheduled for 17 May - 17 June 2016.**
- 9. Approve the Station Single Option Design as shown at Appendix 5; and note the funding and delivery strategies for the Brent Cross Cricklewood Thameslink Station project;**
- 10. Approve the commencement of the detailed design of the station (known as GRIP 4) and associated work packages within the station phase of the Brent Cross South; and delegate to the Chief Operating officer permission to agree terms and enter into the Design Service Agreement with Network Rail to**

deliver the railway works elements of the GRIP 4 process.

- 11. Approve the revised spend in respect of Thameslink as detailed in the report and note that Policy and Resources will be recommended to approve the budget.**
- 12. Note progress on the land acquisition strategy to deliver the station phase and that a separate report is being considered by this Committee to resolve to make a CPO to deliver this element of the Brent Cross Cricklewood regeneration project.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is seeking the necessary approvals to continue to progress on the comprehensive regeneration of the Brent Cross Cricklewood area.
- 1.2 Decisions are sought to confirm the selection of Argent Related as the Council's development partner to deliver the south side regeneration and enter into a joint venture arrangement and a contract between the Council and the joint venture. This will conclude the OJEU procurement process, which commenced in Summer 2014. Approvals are also sought to enable the Council to progress the early delivery of the station, which is integral to delivery of the overall regeneration.
- 1.3 As the Committee is aware, Hammerson UK and Standard Life Ltd (the Brent Cross North Partners/HSL) will deliver the redevelopment of the shopping centre at Brent Cross and the land around it, together with the northern elements of the infrastructure required to support the comprehensive regeneration proposals. The Council with its new partner (see paragraph 1.4 below) will deliver the southern parts of the Brent Cross Cricklewood Regeneration masterplan, including the southern elements of the infrastructure and the land to be redeveloped in connection with the station improvements.
- 1.4 The Committee will be aware that Full Council on 3 March 2015 approved the appointment of Argent and Related Companies PLC (Argent Related) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme. On 1 June 2015 the Committee approved the terms for the draft Collaboration Agreement between the Council and Argent and Related Companies and authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Collaboration Agreement.
- 1.5 The Committee will also recall that on 16 January 2014 and 8 September 2014 it approved the Council entering into negotiations and concluding agreements by private treaty with owners whose land or interests are required for the delivery of the project. The Committee also approved the land referencing exercise to identify all parties with interests in the land and with whom private treaty negotiations should be conducted.

- 1.6 On 3 March 2015, following the Committee's recommendation, Council approved that two separate compulsory purchase orders (CPOs) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land as shaded in the plan attached at Appendix 5. This land is needed to bring forward the regeneration proposals in respect of the first phase development to deliver the redevelopment of the shopping centre and critical infrastructure (CPO1) and the BXC South first phase proposal (CPO2) as part of the overall comprehensive regeneration of the Brent Cross Cricklewood area.
- 1.7 Full Council also authorised the appropriate Chief Officers to settle the final form and content of the CPOs and associated documentation and take all action needed to pursue the CPOs and secure their confirmation alongside authorising Chief Officers to carry out the necessary procedures under Part 11 of the Housing Act 1985; and to use Ground 10A to obtain vacant possession of Council owned dwellings that are occupied by secure tenants and approving the service of Initial and Final Demolition Notices as required pursuant to the Housing Act 2004 to suspend the right to buy on properties due for demolition which are situated on the Whitefield Estate.
- 1.8 On 1 June 2015, the Committee confirmed as a matter of principle, that the Council is prepared to use its compulsory purchase powers pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the land required to deliver the early delivery of the Thameslink Station. The Committee noted the negotiations to acquire the land and interests in the areas required to deliver the Thameslink Station by private treaty had commenced and approved entering into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition. The Committee also noted that work was being undertaken to prepare for a possible Compulsory Purchase Order (CPO) together with the associated documentation and, if necessary, a further report would be brought back to the Committee seeking authority to make a CPO.
- 1.9 On 30 November 2015, the Assets, Regeneration and Growth Committee approved the Brent Cross South Joint Venture Structure to inform the Project Agreement and documentation necessary to form the Brent Cross South Joint Venture. This Structure will require that (i) certain key decisions will be taken by Shareholders in the Joint Venture and (ii) that a Joint Venture Board is established to make the day to day decisions within the parameters set by the legal documentation (including the agreed form of Business Plan and Financial Model) governing the joint venture.
- 1.10 The Committee also noted the establishment of the Shadow Shareholder Joint Venture Board and gave approval for the terms of reference for the Shadow Shareholder Board for the Brent Cross South Joint Venture to be drawn up including a process for appointing Members to the Shadow Shareholder Board for agreement at the next practicable meeting of the Council.
- 1.11 The Council subsequently agreed the terms of reference for the Shadow Shareholder Board for the Brent South Joint Venture and the composition and

Membership of the Shadow Shareholder Board, as per paragraphs 2.13, 2.14 and 2.15 of the report to Council on 1 March 2016.

2. UPDATE

Brent Cross North

- 2.1 As previously reported to Committee, the Section 73 planning permission for the wider Brent Cross Cricklewood scheme (which amended the phasing of the original planning permission and made consequential changes) was granted on 23 July 2014, following the completion of the Section 106 agreement.
- 2.2 Since then, the Brent Cross Partners have focussed on discharging the relevant pre-reserved matters planning conditions and preparing the necessary reserved matters applications in respect of the critical infrastructure to be provided to support the shopping centre and comprehensive regeneration of the area.
- 2.3 As previously reported to the Committee, the Brent Cross Partners have submitted a number of reserved matters applications in 2015 in respect of Phase 1A (North), which is largely an infrastructure phase. In addition to the gateway junctions listed above which were granted planning permission under the 2015 S73 Consent, these applications included the necessary highways infrastructure to support the northern development including Prince Charles Drive and western and eastern roundabouts, a new connection from the A406/A41 inbound to the eastern roundabout, replacement of Templehof Bridge over the A406, new Living Bridge over the A406, modified connections to Tilling Road, Brentfield Gardens and other local roads in the vicinity of the A41, and various minor modifications to tie-in with the existing road network. In addition to the highway infrastructure, the applications included the works required relevant to the River Brent re-routeing and associated new river bridges, improvements to Clitterhouse Playing Fields Part 1 (excluding the Nature Park) and the Claremont Park and residential development on Plots 53 and 54 to provide accommodation for the Whitefield Estate Units (Part 1) These applications have all now been approved.
- 2.4 Since the approval of the Reserved Matters for Phase1A (North), the Brent Cross North Development Partners have investigated alternative designs for a number of specific infrastructure items within Phase 1A (North). As a result a further four RMA's were submitted in October 2015 for alternative design for specific of infrastructure within Phase 1A (North). Amendments to the Tilling Road/Brent Terrace Junction; River Brent Bridge 1 and western and central part of re-aligned River Brent and landscaping to Central Brent Riverside Park within the vicinity of River Brent Bridge were approved by the Planning Committee on 24 February 2016. Further applications are currently being considered in relation to the provision of at-grade crossings at the Staples Corner junction and minor engineering changes to other infrastructure.

- 2.5 The Brent Cross North Partners are also progressing the detailed design of the shopping centre. Early discussions on the detailed design are underway, and it is anticipated that a reserved matters application will be submitted in early 2017. This is running in parallel with highway and infrastructure workstreams. The Brent Cross North Partners are continuing to work with TFL and the Council's highways team to progress the transport modelling work to support the detailed design and to inform the required highway infrastructure agreements. It is anticipated detailed work on the highway infrastructure agreements will commence in April 2016.
- 2.6 The anticipated construction start date is early 2018, with phased opening with completion date end of 2021.
- 2.7 Following the Committee's approval on 30 November 2015 to amend the Brent Cross Property Development Agreement (BXN PDA) and Co-operation Agreement in accordance with the heads of terms set out in the report to the Committee, the Council and Brent Cross North Partners are continuing to finalise the proposed amendments, and it is anticipated that these agreements will be completed by the end of March 2016.
- 2.8 Once these variations are finalised, certain aspects of the Project Agreement with the new Joint Venture entity (JVLP) will be updated including the provisions relating to infrastructure plots, planning and the relationship between the BXN PDA and the Project Agreement.

Brent Cross South

- 2.9 As the Committee is aware, on 3 March 2015 the Council approved the appointment of Argent and Related Companies PLC as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme through a staged OJEU procurement process.
- 2.10 This followed the Committee's approval on the 22 July 2014 to procure a partner for the Brent Cross South through an OJEU Negotiated route in accordance with the Brent Cross South Procurement and Delivery Strategy (attached at Appendices 1 and 3 of the report to Committee). The procurement commenced in July 2014.
- 2.11 The Procurement and Delivery Strategy set out the following Council's overarching core objectives (Section 4):
- Brent Cross Cricklewood will be a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle. It will be animated at street level and connect with high quality parks, green spaces and nearby waterways.
 - Brent Cross South will complement the expanded Brent Cross shopping centre, and invite visitors to the shopping centre to cross into the new town centre. The site is at risk of being seen as an island, and

the new development will need to tackle this risk, integrating effectively with the surrounding neighbourhoods.

- Brent Cross Cricklewood will be a place for people of all ages, with a housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. Promoting health and wellbeing and reducing dependency will be ingrained in the place – for example by incorporating dementia friendly design. It will maintain Barnet Council's tradition of educational excellence.
- As a growing, successful suburb of a growing successful world city, Barnet benefits from a strong local economy as well as providing a home to many people who work in central London. This emphasis on a strong local economic base is a key requirement for Brent Cross Cricklewood – it cannot simply be a dormitory. The Borough's economy is predominantly made up of small and micro businesses, including many home based businesses, and the new Brent Cross Cricklewood will cater for this entrepreneurial community which increasingly blurs the distinction between home and work.
- The Council expects this blurring between home and work life to extend to the design of the new development, with strong integration between the residential and commercial areas, and no areas that are seen as 'dead' at particular times.
- Brent Cross Cricklewood will have excellent public transport links, allowing people to reach other parts of Barnet, London and the country easily. While many people are likely to own cars they are unlikely to be needed on a day to day basis and the space will not be dominated by the car.
- Many residents are under financial pressure, and the Council is committed to taking account of this in its actions. This means that low energy bills and responsible service charges will be important aspects of the new community.

2.12 The Procurement and Delivery Strategy outlined a formal four stage OJEU negotiated procurement process:

1. Pre-Qualification Questionnaire (issued July 2014)
2. Invitation to Negotiate (three-five parties shortlisted by end of Sept 2014)
3. Pre-Contract Business Plan Stage (single party selected in February 2015)
4. Finalising and engrossing the contract followed by Contract Award (by March 2016)

2.13 The Procurement and Delivery Strategy also recommended that the Council secure a partner to jointly develop the Brent Cross Cricklewood South opportunity in more detail. This would be subject to a range of performance measures and Key Performance Indicators to be developed through the Business Plan and documented in the Project Agreement and documentation

necessary to form the joint venture company. It is considered that this approach will create the right conditions for a long term relationship, and also create the flexibility that the Council requires to be able to approach this project and meet all of its objectives.

- 2.14 Consequently, the selection of Argent Related as the preferred development partner in March 2015 was subject to the Council and Argent Related jointly progressing the Business Plan alongside the project agreement and the corporate documentation required to govern formation of the new Joint Venture entity (JVLP) to be reported to the Assets, Regeneration and Growth Committee in March 2016 for approval, following which, the project documentation would be entered into and the JVLP formally created.
- 2.15 The Committee is now asked to formally re-confirm Argent Related as the Council's development partner and approve the Business Plan and legal documentation as detailed below so that the JVLP can be created to deliver the south side regeneration.
- 2.16 This final approval and contract award represents the conclusion of the OJEU Negotiated procurement process.
- 2.17 The next section of the report details the joint venture structure already approved by the Council, before setting out the key terms of the Project Agreement, Shareholder Agreement and Development Management Infrastructure Agreements for the Committee's consideration.

Brent Cross South Joint Venture Structure

- 2.18 In respect of the structure of the JVLP, the Assets, Regeneration and Growth Committee on 3 March 2015 authorised the Commissioning Director, Growth and Development to determine the exact structure of the joint venture arrangement.
- 2.19 Following discussions with the JV Partners, the Commissioning Director, Growth and Development and advisors together with Argent Related concluded that a limited partnership would best serve the purposes of the joint venture.
- 2.20 On 30 November 2015, the Assets, Regeneration and Growth Committee approved the proposed Joint Venture Limited Partnership structure as detailed at Appendix 1, and the project legal documentation is being progressed on that basis. The Council's legal advisors, Gowling WLG LLP (GWLG), advised that the limited partnership structure can be used as an effective means by which to form the joint venture.
- 2.21 The joint venture entity is an English Limited Partnership ('JVLP') and will be held on a 50:50 basis by the Council and Argent Related.
- 2.22 The Committee will recall that the Council will participate in the Limited Partnership in two ways:

- First, through being an equal 50:50 shareholder in what is known as the General Partner (JVGP) - this is the corporate entity appointed by the partnership to conduct the day to day business of the partnership. The JVGP is a 'limited company' in which the Council has a 50% shareholding.
 - Secondly the Council will participate as an equal 50:50 limited partner in the limited partnership and this is where the Council's entitlement to participate in Surpluses from the project, will arise through its membership of the partnership. The other limited partner Argent Related provides the funding with the Council having the option to contribute funding if it wished.
- 2.23 For vires reasons, the Council is advised that it should establish a wholly owned subsidiary (referred to hereafter as LBBCo) which will hold the 50% limited partner interest in the JVLP. LBBCo will receive the Council's share of surpluses, on which LBBCo will pay Corporation Tax. It should be noted that the Corporation Tax liability of LBBCo will be no greater than the Council's "share" of Corporation Tax liability had the Joint Venture been established as a company limited by shares. LBBCo will have no role in the project other than to receive the surplus as and when it arises. It is not permitted to be involved in the day-to-day decisions of the JVLP – the decisions are for the General Partner to make and the Council has influence here through its shareholding in JVGP.
- 2.24 The General Partner will take day to day decisions to implement the JVLP's approved Business Plan, and must act in the interests of the JVLP. Council representation on the JVGP Board is made up of senior officers with authority delegated to the Chief Executive Officer to revise membership from time to time. Prior to completion of the legal documentation and formal establishment of the JVLP a Shadow JVGP Board has been established that comprises the Commissioning Director, Growth & Development, the Director of Resources/Directors LBB co and the Director of Place (Re). Argent Related has equal number of representatives on the Board.
- 2.25 Some decisions, most notably amendments to the Business Plan, are proposed to be reserved to the shareholders. The Council (as shareholder) can act in the interests of the Council, which may not in every case be the same as the interests of JVGP and limited partnership. The Council (as shareholder) will be authorised to take decisions on behalf of the Council. Conversely the Argent Related shareholder can act in its own interest. Please see summary of corporate documentation below.
- 2.26 The Committee approved that the Shadow Shareholder Board be different persons to the board of LBBCo when LBBCo is established. The board of LBBCo will have very few decisions to take and it is recommended that the board of LBBCo is independent of those involved in the key decisions affecting the JV. In this regard, Committee approval is sought to establish LBBCo. The Committee also authorised officers to draw up the terms of

reference of the Shareholder Shadow Board, which should include the process for appointing Members, for agreement by the Council.

2.27 On 1 March 2016, the Council agreed that this board should comprise five nominated Members, reflecting the political balance of the Council. It also noted the proposed membership will include the Leader of the Council, Chairman of Assets, Regeneration and Growth Committee, Chairman of Housing Committee, Leader of the Opposition and the Shadow Lead Opposition Member of the Assets, Regeneration and Growth Committee.

2.28 Specifically the Board's terms of reference include:

- Overseeing the Brent Cross Cricklewood major regeneration scheme. This will include making decisions as required by the Shareholder Agreement and Project Agreement as set out in the draft schedule attached at the report, which will be finalised by the Chief Executive in consultation with the Leader as the legal documentation is finalised.
- Resolving deadlock on issues that cannot be resolved by the board of JVGP and are referred to the Shareholders for resolution.
- Asset Management – matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council within the Brent Cross Cricklewood regeneration area when required by the legal agreements. It is proposed that these matters be delegated to Argent Related pursuant to the Development Infrastructure Management Agreement but details of the commercial terms are to be finalised.
- To approve any non-statutory plan or strategy relating to the Brent Cross Cricklewood regeneration area within the remit of the Assets, Regeneration and Growth Committee that is not reserved to Full Council or Policy and Resources.
- To make recommendations to Policy and Resources Committee on issues relating to the budget and capital receipts in respect of the Brent Cross South project.
- To provide quarterly reports to the Assets, Regeneration and Growth Committee, which will include decisions made, for noting.

2.29 The Shadow Shareholder Board will meet monthly to monitor and review project progress, and to consider and make decisions as required by the Council in its capacity as shareholder as required by the Shareholder and Project Agreement and within the Terms of Reference as set out above.

BXC South Legal Documentation

2.30 The main legal documentation which will be put in place is as follows:

- A project agreement to be entered into by the Council and JVLP.
- A limited partnership agreement (see below).
- A shareholder's agreement (see below).
- A development management and infrastructure agreement between JVLP and an Argent Related entity (called "the A/R DevCo").

Brent Cross South Project Agreement and Business Plan

- 2.31 The Project Agreement provides the legal framework for delivering the regeneration of Brent Cross South in accordance with the pre-agreed Business Plan. The Project Agreement is to be entered into by the Council and the Brent Cross South Joint Venture Limited Partnership as detailed above, and explained further in paragraphs in relation to the Shareholder Agreement later in this report.
- 2.32 The agreement requires that an initial proposal for the first phase, to include the replacement homes for the Whitefield estate, is prepared by 31 December 2016 and the obligations in relation to the delivery of that first Phase are to be progressed following confirmation of the CPO for the south side first phase (CPO2) and it being immune from challenge. The need to satisfy the drawdown conditions as detailed in paragraph 2.47 of this report in relation to the Whitefield estate arises following confirmation of CPO2, and confirmation of the land assembly (and any CPO) and approval of the overarching strategy to secure Network Change to deliver the station.
- 2.33 The first phase of development will be the re-provision of homes for those units on the Whitefield estate which are to be demolished. This will be accompanied by a large number of homes of private and affordable tenures which will also be developed in the first phase.
- 2.34 The second Phase of development will at the very least comprise the infrastructure needed to connect Phase 1 to the new Thameslink station.

Business Plan and identifying Phases

- 2.35 The Project Agreement is the principal legal mechanism by which the Council requires the JVLP to deliver the regeneration of Brent Cross South in accordance with a pre-agreed Business Plan. The contents of the Business Plan are agreed by the Shareholders of the General Partner (one of which is the Council). A summary of the emerging Business Plan is attached to the exempt report for approval. Public consultation is taking place and will be used to refine elements of the Business Plan. The Business Plan once updated by the JVLP will be submitted to the Shareholder Board for consideration and approval. Once approved, a summary version will be published.

- 2.36 The Business Plan describes the actions required to meet the vision shared by the parties, and through this route the JVLP will guide the activity, roles, responsibilities and obligations. The Business Plan is a live document capable of being reviewed as required.
- 2.37 The Business Plan contains:
- the vision for the project,
 - a strategy of how this will be realised,
 - roles and responsibilities
 - financials
 - a programme for delivery
 - detailed plan of action
 - key performance indicators
- 2.38 The Business Plan will also contain the detailed proposals for the delivery of a Phased development including the content of the Phases, projections of their financial viability and a programme for implementation of the Phase and project.
- 2.39 The first draft of the Business Plan (along with a financial model and decision matrix and schedule of pre-incurred costs) will be agreed with exchange of contracts a formation of JVLP and JVLP will appoint the A/R DevCo to develop more detailed proposals for the bringing forward of individual Phases.
- 2.40 Changes to the Business Plan need to be approved by the Council as shareholder in the General Partner. In this regard, a summary of the emerging Business Plan is attached to the Exempt report for approval by the Committee. It is anticipated that the Business Plan will be updated throughout 2016 in conjunction with the first phase proposals and will be reviewed by the Shareholder Board later this year.
- 2.41 Once the A/R DevCo has worked up proposals for a Phase, it will put these to the board of JVLP for approval. The Phase Proposal will contain details of the proposed development on a Phase, the timetable for development, and also a calculation of the Council's potential entitlement to land value.

Council Land Value and Best Consideration

- 2.42 The mechanism for assessing the Council's land value can be summarised as follows:
- 2.43 Prior to presentation of a Phase Proposal by JVLP to the Council, the Council is given the opportunity (with the benefit of a report from an appointed consultant) to consider the inputs and assumptions made in the financial model which calculates (amongst other things) the potential viability of the proposed Phase and the Council's potential entitlement to land value. The Council at this point is able to consider how it wishes to receive its land value. In each case, the Council will give consideration to the risk involved, the

potential return and appropriate security for that return. If agreement cannot be reached then the default option is the second one (money 'up-front').

- 2.44 In addition to the arrangements for payment of the Council's land value, the Council will also be entitled to a share of surplus in JVLP.
- 2.45 The Council will also be entitled to overage on residential Development Plots undertaken by Argent Related linked to the overall performance of residential development in a Phase. The Council will be entitled to a share of the overage that JVLP negotiates with third party developers.
- 2.46 Based on the above mechanism and overage provisions, the Council's best consideration sign off is achieved at the Phase Unconditional date at which time the Council will be formally committing to disposal of the land to Argent Related.
- 2.47 The Committee is asked to approve this best consideration mechanism and authorise the Section 151 Officer to determine best consideration in accordance with the Project Agreement.

Phase approval process

- 2.48 Once agreed by JVLP, the Phase Proposal will be put to the Council under the terms of the Project Agreement for approval. The Phase Proposal will include details of Drawdown Packages (being packages of Development Plots and related infrastructure that will be delivered in a Phase). It should be noted that the Council will have already approved the Phase proposal as a shareholder in JVLP and as such, its ability to withhold consent as landowner is limited to the following circumstances:
- Where the matter is one of housing management and the Council reasonably believes that vacant possession could not be obtained within the proposed programme;
 - The Phase Proposal includes open space which the Council does not anticipate it will be able to dispose of having considered relevant representations;
 - The Council believes that the consent of the Secretary of the State is unlikely to be obtainable (where required);
 - The Phase Proposal does not include a drawdown conditions longstop date. In this regard, the parties have agreed that there will need to be a rolling programme of the dates by which Plots should be drawn down in order for the project to progress in accordance with the programme. In particular, note that JVLP cannot draw down Plots where it is in default under the terms of the Project Agreement.

2.49 Once a Phase has been approved, the Phase Definition Date is said to have occurred (note that in order to maintain the programme, it has been agreed that prior to the drawdown of the last Plot in any Phase, a proposal for the forthcoming Phase will be put to the Council for approval).

Satisfying pre-conditions

2.50 JVLP must then take steps to satisfy the conditions below in relation to a Phase before it becomes unconditional - (on the "Phase Unconditional Date"):

- The CPO condition is satisfied (it being confirmed and immune from challenge) - In respect of those parts of the development site which are to be acquired through the proposed compulsory purchase orders known as CPO2 and CPO3, or any part of the development site in relation to which additional CPOs may be required in the future, the relevant CPOs will need to have been confirmed by the Secretary of State and free from any prospect of legal challenge.
- Confirmation that the site assembly condition for a Plot is likely to be satisfied – as to which, see below;
- The planning condition for a Phase is satisfied, sufficient to progress working up a detailed planning solution for each Plot - JVLP will be required, using reasonable endeavours to adhere to the timetable set out in the Business Plan, to have obtained all necessary consents to enable commencement of development of the particular part of the development (including such consents as are necessary to construct the infrastructure required to support that part of the development). This includes all reserved matters approvals which may be necessary under the current (or where applicable, any subsequent) planning permission and the discharge of all relevant conditions attached to that consent. It could also include any new/standalone planning permission to deliver the relevant part of the wider scheme, where deemed appropriate (all permissions obtained must be "satisfactory", such that they are free of any prospect of legal challenge and do not include any "onerous conditions"). Moreover, JVLP will also be required to enter into and observe the obligations secured in any related planning agreement;
- There is a reasonable prospect that the Highways Condition for a plot will be satisfied - JVLP will need to procure the confirmation of all highways orders (for the purposes of stopping up or diverting traffic) that are necessary to accommodate delivery of the relevant part of the development.

2.51 Thereafter, JVLP is to assemble the land required for a Phase and drawdown Plots of land for infrastructure and for development in accordance with the programme (agreed at the Phase Unconditional Date) once the following conditions are satisfied:

- Planning permission – that the Plot has the benefit of a satisfactory planning permission to enable the development to commence.
- Site assembly - that the Phase of which the Plot forms part has been acquired by (or on behalf of) the Council.
- Highways Condition – this condition is satisfied following the making of a number of highway orders which are immune from challenge.
- Developer Condition – the default position is that Argent/Related will be the developer of Plots but if this is not the case, the Council is entitled to approve a third party developer that must meet certain tests demonstrating its track record and ability to deliver.
- Warranty Condition - For each plot to become 'unconditional', the Warranty Condition must first be satisfied for that plot. This requires the developer for that plot to have entered into:
 - a building contract (or building contracts); and
 - a contract administrator's appointment; and
 - where the building contractor is not responsible for the whole of the design and the build of the relevant works, professional team appointments with an architect, structural engineer, environmental consultant (if appointed separately) and mechanical and electrical services engineer; and
 - delivered collateral warranties (or granted the council the right to directly enforce the certain key terms of the contract or appointment-referred to as 'third party rights') in a pre-agreed form to the council from the contractor(s), contract administrator, and (where applicable) the other members of the professional team, under which those parties warrant to the council that they have and will comply with the terms of their contract/appointment.
- Funding Condition – where Argent Related is to be developer of a Plot, it must demonstrate to the Council that it has necessary funds in place to deliver the Plot.
- Pre-let condition – such a condition may be required by JVLP where it would only be prudent to proceed with the development of a Plot that has already been let to a third party.

Infrastructure and development works

2.52 Following drawdown, JVLP's obligations are to deliver serviced Plots for onward sale. In this context, serviced Plots means Plots of land that have the benefit of the necessary road access and utilities as well as any other

necessary supporting infrastructure. Serviced Plots will either be developed by parts of the Argent/Related group or by third parties.

- 2.53 JVLP is to deliver infrastructure under the terms of an infrastructure licence which will be granted to the A/R DevCo. This licence governs the terms on which the works are undertaken and in the event of a default, the licence can be terminated by the Council. This would mean that the Council would retain ownership of that land with the benefit of the relevant infrastructure works.
- 2.54 Once works anticipated by the infrastructure licences have been completed, an infrastructure lease will be granted giving a management company a long term interest in that area of land.
- 2.55 However, the development of Development Plots (being Plots on which works are undertaken that can be sold to purchasers (such as housing, commercial and retail space)) are undertaken under the terms of a long lease. The Council retains the right to bring that lease to an end prior to practical completion of the relevant works in the event of a default.
- 2.56 Whilst JVLP does not directly commit to undertake development activity itself, it does undertake to enforce those obligations relating to works which are put on both the A/R DevCo as well as the developers of each Development Plot. JVLP is obliged to fund the development and this is fulfilled through the Argent Related partner. Through its role as a 50% shareholder in JVLP, the Council has a significant degree of influence over that enforcement action.
- 2.57 Once works under a lease of a Plot have been completed, as with the infrastructure arrangements, a service charge lease will be granted to a management company which effectively sits above the Plot developer. The service charge lease and infrastructure lease will be on similar terms and will facilitate the delivery of estate wide management services by a management company. Initially, that management company will be controlled by JVLP but will ultimately be owned by the various landowners within Brent Cross South.

Construction obligations

- 2.58 The Council has the right to approve the identity of the parties listed in paragraph 2.51 (Warranty Condition) above, and their terms of contract/appointment (although JVLP does not need to seek further approval from the council if the identity and terms of contract/appointment of any of those parties have already been approved by the Council as part of the agreement of the development management agreement, or as part of the approval of a plot development agreement).
- 2.59 The Council is to use its reasonable endeavours (along with JVLP and the developer) to agree the forms of these contracts/appointments. If agreement cannot be reached within 1 month, then either the Council or JVLP can refer the disagreement to the dispute resolution mechanism.

- 2.60 To the extent that JVLP requires a developer to procure collateral warranties or third party rights in favour of JVLP from contractors, consultants or sub-contractors other than those listed at section 2.51 above, JVLP must also require that the developer procures warranties or third party rights (as the case may be) in favour of the council, in a form equivalent to those provided to JVLP.

Guarantees and termination

- 2.61 In order to secure delivery of Brent Cross, the Council is seeking guarantees from Related as parent company to Argent Related in relation to the following documents:
- the CPO indemnity agreement;
 - the obligations of Argent Related owed to the Council and contained in the shareholder's agreement and limited partnership agreement (see below);
 - the obligations assumed by the A/R DevCo in the development management and infrastructure agreement and owed to JVLP and to the Council (via a collateral warranty);
 - the obligations owed to the Council contained in infrastructure licences and Plot leases;
 - the obligations owed to JVLP contained in Plot development agreements;
 - any infrastructure agreements which the Council is required to enter into as landowner.
- 2.62 The Related Companies LLP (which is the guarantor) is a US based company and enforcement against that company could require the Council having to take action in the United States. Whilst the Council has taken comfort from the covenant strength of Related, this factor needs to be taken into account. The Council has accepted that JVLP may propose alternative security of sufficient strength and reliability for its approval.
- 2.63 There are a number of ways in which the project agreement can be terminated and these are:
- termination of the shareholder's agreement or limited partnership agreement;
 - material breach of contract, which remains unremedied after serving a series of notices have been served which also give the opportunity for remedy;
 - insolvency of JVLP or of its guarantor which is not remedied.
- 2.64 JVLP is released from liability under the relevant parts of the Project Agreement:
- on practical completion of infrastructure within a Phase, following the expiry of the relevant defects liability period; and
 - on practical completion of a Plot (this would be before the defects liability period has expired but this is acceptable given that the Council's interest in the completed Plot is more remote).

Development Management and Infrastructure Agreement

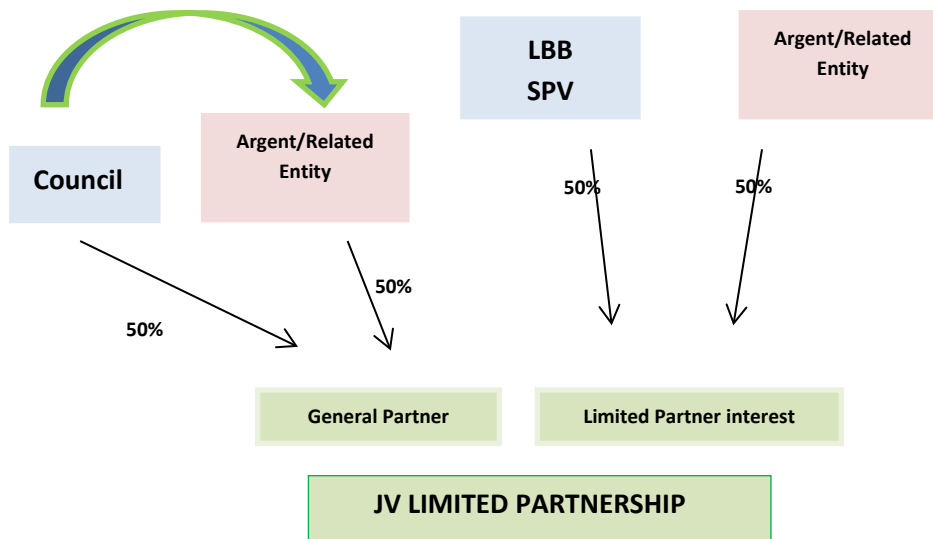
- 2.65 Whilst the Council secures various commitments from JVLP under the terms of the Project Agreement delivery is secured through the appointment of A/R DevCo who will enter into the development and infrastructure agreement ("**DIMA**"). A/R DevCo is a newly incorporated Argent Related entity. The performance of A/R DevCo's obligations in the DIMA is guaranteed by the Related Company LLP.
- 2.66 The DIMA is the appointment via which the JVLP has access to the necessary advice and resources of Argent's development management expertise to deliver the overall project as envisaged under the Project Agreement. JVLP still retains overall responsibility and liability for performance of the Project Agreement and its funding via the corporate arrangements detailed below.
- 2.67 The services to be provided by A/R DevCo fall into five categories.
1. Firstly, overall development management and project management services in relation to the master planning and delivery by JVLP of its various obligations in the project agreement. This is likely to be secured via the appointment of various consultants who will be recommended by A/R DevCo and directly appointed by JVLP.
 2. Secondly, following the grant of infrastructure licences under the Project Agreement, A/R DevCo will be responsible as development manager for delivery of the infrastructure works. Under this appointment A/R DevCo will directly appoint consultants and contractors to deliver the infrastructure works and JVLP remains responsible for funding.
 3. Thirdly, A/R DevCo will be responsible for negotiating and making any necessary recommendations in relation to plot development agreements with third party developers and/or any Argent Related developer of plots.
 4. Fourthly, overseeing the management and performance of any third party plot developers. A/R DevCo will not oversee or undertake the reporting function in relation to any Argent Related plot development agreements.
 5. Lastly, the DIMA envisages that A/R DevCo will take over the property and asset management role on certain Council owned land secured through the CPO or by private treaty negotiations but funded by JVLP – further details and fees to be agreed.
- 2.68 A/R DevCo will receive a fee of 4% of all agreed costs for the overall project as detailed in the agreed cost plans which will be prepared by A/R DevCo and approved by JVLP. In relation to any agreed cost plan for infrastructure works these will detail a maximum commitment which JVLP is required to fund with an agreed contingency. A/R DevCo will not be entitled to charge a 4% fee on any costs overrun when the agreed costs exceed the maximum commitment. JVLP will be responsible for funding the costs overrun not A/R DevCo. However, such overrun will not adversely impact on the Council's share of the surplus.

- 2.69 A/R DevCo will provide a collateral warranty to the Council in which it will acknowledge a duty of care to the Council and the provision of the services under the DIMA. This allows the Council to directly step in to the DIMA in the event of any termination of the Project Agreement or the DIMA or in the event of default by JVLP, the Council may require A/R DevCo to terminate the DIMA
- 2.70 The performance obligations of A/R DevCo under both the DIMA and the collateral warranty are guaranteed by the Related Companies LLP.
- 2.71 The appointment of A/R DevCo is an exclusive appointment and the Council cannot appoint another overall development manager for Brent Cross South unless it can lawfully terminate the existing arrangement. A/R DevCo is not permitted to transfer the DIMA unless it is to do so along with a permitted transfer of the project agreement. A/R DevCo is permitted to delegate its functions under the DIMA to Argent/Related entities and affiliates. Where such delegation occurs A/R DevCo is not released from its responsibilities under the DIMA. Delegation is permitted to third party consultants with JVLP and Council consent.
- 2.72 There are detailed provisions in the DIMA relating to the termination of the DIMA and the Project Agreement and provisions dealing with good faith confidentiality and conflicts of interest.

Corporate Documentation

- 2.73 As detailed above, the joint venture entity is an English Limited Partnership ('JVLP'). It is held on a 50:50 basis by the Council and Argent Related.
- 2.74 The JVLP has a general partner which is charged with the day to day management of the JVLP. The general partner is a new limited liability company that is owned 50:50 by the Council and Argent Related.
- 2.75 A limited partnership must have at least one general partner and at least one limited partner. The limited partners do not get involved in the management. Each of the Council and Argent/Related hold a limited partnership interest in the JVLP. The Council will hold its interest as limited partner through a new wholly owned company ('LBB SPV') this is due to vires issues. The Council and Argent/Related will receive profit/surplus through the limited partner interest.
- 2.76 The diagram below shows the JVLP structure. The 2 key constitutional documents are (i) the limited partnership agreement and (ii) the shareholders agreement (summarised below).





The Partnership Agreement

- 2.77 The Limited Partnership Agreement ('LPA') LPA is entered into by the General Partner and the Limited Partners. The Argent/Related obligations are subject to a guarantee from the Argent/Related Guarantor. The key provisions of the LPA are:
- 2.78 JV Purpose. The purpose of the joint venture is set out clearly and agreed by all parties.
- 2.79 Funding. The Argent Related limited partner is responsible for providing the finance required by the JVLP. The Business Plan and Financial Model will be agreed when the LPA is signed and set out the forecast regarding financial requirements. These will be updated as the project proceeds. The Argent Related finance is provided to the LPA as an "Advance". The Advance is subject to repayment as set out below.
- 2.80 Distribution of Profits. The LPA contains an agreed waterfall that confirms how and when payments can be made by the Partnership to its partners. It confirms that in the first instance all expenses of the joint venture should be settled as they fall due. Profits related to each Phase cannot be distributed to the partners unless there is a sufficient contingency to cover agreed future costs/liabilities of that Phase. Profits are then largely distributed as follows:
- the Argent Related limited partner is entitled to the first returns which reimburse the Advances made relating to that Phase as well as a return up to an agreed cap on those Advances that compensates it for the cost of monies advanced;
 - the Argent Related limited partner is entitled to a priority return equal to 20% of the qualifying infrastructure costs;
 - the balance is the Surplus that is distributed equally to the Council and Argent/Related. There are provisions aimed at equalising any overpayments/underpayments as the project moves into different Phases.

- 2.81 In the event that the Council choose to make any advances, it would equally be entitled to the return of Advance and return for the cost of monies advanced, in a similar manner to Argent Related.
- 2.82 Default. The key default of concern in the LPA is a failure by Argent/Related to provide funding on a timely basis. The Guarantee assists. In addition there are other provisions that provide some options/remedies in the event of a breach of the LPA
- 2.83 Operator. For technical reasons the Partnership requires an FCA authorised operator. This will be in place when the LPA is signed.

The Shareholders Agreement

- 2.84 The Shareholders Agreement is entered into by the Council and Argent Related being the shareholders in the General Partner. The Argent Related obligations are subject to a guarantee from the Argent Related Guarantor. The key provisions of the Shareholders Agreement are as follows:
- 2.85 Decision Making. The General Partner is the manager of the JVLP. It is responsible for all decisions of the JVLP. The General Partner is a limited company and as a result decisions may be made by its directors or its shareholders. In either case there are an equal number of votes for the Council and Argent/Related. This means that a deadlock on any decision is possible (see below for deadlock).
- 2.86 Directors. The Council and Argent/Related can appoint up to 4 directors each. As mentioned above the Council and Argent/Related have an equal vote at meetings and meetings cannot be quorate unless each party is represented.
- 2.87 Deadlock. There are provisions in the Shareholders Agreement that endeavour to deal with a Deadlock situation. Such matters are elevated within each organisation for resolution and in some cases may be referred to mediation. In the event that no resolution can be reached and the parties are truly deadlocked then provisions for an orderly winding up may be applied.
- 2.88 Conflict. The nature of the structure means that the JVLP will be frequently faced with decisions in which one of the partners is potentially in conflict because that party is in a key contract will the JVLP (ie the Council with regard to the Project Agreement and Argent Related in relation to the DMIDA). It is agreed that if the conflict relates to a dispute then the conflicted party is not able to exercise its vote at the JVLP level. This is usual. In other situations the conflicted party will still usually be able to vote on behalf of the JVLP although it is recognised that this may cause certain decisions to be deadlocked.

- 2.89 Capital. The General Partner will be established with minimum share capital. It does not require any finance. The finance does not flow through the General Partner.
- 2.90 The articles of association of the General Partner are a public document and are filed at Companies House whereas the Shareholders Agreement and LPA are private documents. It was agreed that the detail set out in the Articles would be consistent with the Shareholders Agreement but would be kept to a fairly basic level of detail. There are no key issues addressed in the Articles that are not covered by the terms of the LPA or Shareholders Agreement.
- 2.91 The Assets, Regeneration and Growth Committee is asked to approve that the detailed terms of the Project Agreement, Shareholder Agreement and associated documentation as set out in this report and the Exempt Report to the Committee; Authorise the Chief Executive in consultation with the Leader to finalise the documentation to enable the legal documentation to be completed and JV established by the end of March 2016.

Thameslink Station

- 2.92 The Committee is aware the Council has been working with the GLA, HM Treasury, DCLG and Department for Transport over the last year to develop the Business Case and funding strategy to bring forward the station proposals.
- 2.93 The Outline Business Case was considered by the Finance Sub-Committee in February 2015. Following this, the Government announced in its March 2015 Budget Statement that the government will provide £97m grant funding and ring-fence the local 50% share of business rate growth to support the London Borough of Barnet and the Greater London Authority plans for the regeneration of Brent Cross, and facilitating the delivery of 7,500 new homes.
- 2.94 This commitment was subject to approval of the Full Regeneration Business Case, which was to include a full transport business case; continuing to demonstrate adequate value for money (including regeneration effects) when developed; the Council committing to take on the full capital cost and risk of delivery of the new station and funding any operational subsidy to the Train Operating Company until the station becomes self-financing and working with DfT, Network Rail and train operators to develop a detailed plan for the funding and delivery of the new station throughout the project.
- 2.95 This funding commitment was reaffirmed by the Chancellor in the November 2015 Spending Review.
- 2.96 The Council submitted the Full Regeneration Business Case to HM Government on 22 January 2016 following the development of the Station Single Option design surrounding the station detailed below. A summary of the Regeneration Business Case is attached to the Exempt report. It will be published once a decision on the Business had been made.

- 2.97 The Full Regeneration Business Case was reviewed by the Department of Communities and Local Government Finance Sub-Committee on 25 February 2016, and a final decision is imminent.
- 2.98 As the Committee is aware, the Council entered into a Design Services Agreement with Network Rail in July 2015 to take forward a feasibility study on the options for the station design in accordance with Network Rail's GRIP (Governance for Railway Investment Projects) procedures to develop a single option selection (known as GRIP 3). The main purpose of this exercise was to establish the required rail-side track works and location of the platforms to provide an updated cost estimate and design to support the Full Business Case as well as to progress to and inform the detailed design stage (known as GRIP 4) with full approval from Network Rail and the Department for Transport.
- 2.99 The GRIP 3 (Single Option Selection) for the new Thameslink Station, which was undertaken by Network Rail supported by Capita and Carillion, is now complete.
- 2.100 The emerging design is based on two island platforms (four faces) long to accommodate 12 car Thameslink Class 700 trains with a stopping pattern of 8 trains per hour in the 3hr peak and 4 trains an hour off peak on the slow lines. This will require track re-alignment works, overhead line, signalling and telecoms for the station area, sidings and the Midland Mainline Bridge.
- 2.101 The station project also includes the removal of the existing freight facility and (the Hendon Waste transfer) on the east to west side of the railway lines. This was envisaged by the Brent Cross Cricklewood planning permission leading to the establishment of a new rail freight facility on the west side of the lines. The current proposal is for the loss of freight facilities on the eastern side of the lines to be balanced by the provision of a new form of open access freight on the land in the west side of the lines currently leased to DB Schenker (now known as DB Cargo). Negotiations are underway. Regulatory consents will be required as set out below.
- 2.102 The station project also includes facilitating the station quarter elements of Brent Cross South comprising residential, commercial, community, retail and leisure uses alongside public transport improvements. These transport improvements include the transport interchange adjacent to the station and the spine road linking the Midland Mainline Bridge to the Station Square, along the southern high street and into the expanded Brent Cross Shopping centre in accordance with the integrated transport strategy approved by the outline planning permission. The station quarter elements of the project will be taken forward and funded by Brent Cross South JVLP.
- 2.103 The Committee is asked to approve the single option rail systems layout as shown at Appendix 7. Options are currently being developed for the station building and overbridge incorporating combinations of pedestrian footbridge, station concourse and ticketing. In this regard, discussions have commenced with Argent Related in respect of the interface between the Thameslink and

Brent Cross South projects and the detailed design of the station building and footbridges will be developed concurrently with Argent Related emerging masterplan for the station quarter over the coming months.

- 2.104 The Committee will also note that the proposed funding approach within the Full Business Case is consistent the Outline Business Case, with £97m grant funding being provided by HM Government and the remaining being funded by LBB borrowing and being repaid using the uplift in business rate growth resulting from the shopping centre expansion.
- 2.105 This funding strategy is still based on a 50% Business Rates Retention ring-fenced position. The payback period has extended from 10 to 14 years to reflect the increased cost commitment as a result of the infrastructure funding strategy approved by the Committee on 30 November 2015. Subject to HM Government's decision on the Full Business Case, the Council will agree a grant agreement with DCLG regarding the drawdown on funding by the end of March 2015 as well as the entering into an agreement with the GLA in respect of their share of the local business rates.
- 2.106 The current estimate of the cost of the Thameslink station and associated work packages to be built out is £215 million, uninflated. This is a capital cost. Any revenue costs associated with the station operation or on-going maintenance are assumed to be borne by Network Rail and the Train Operating Companies. The Council will be responsible for the capital cost and risk of delivery of the new station and any required operational subsidy to the Train Operating Company until the station becomes self-financing.
- 2.107 The procurement strategy to deliver the station and associated work packages is currently being developed. It is anticipated that this will be reported to the Committee later this year so that a competitive tender can commence in early 2017 to enable a start on site in early 2018. The target opening date remains late 2021.
- 2.108 The final decision on funding strategy in respect of the station and infrastructure elements will be made by the Council's Policy and Resources Committee in accordance with the Council's Treasury Management Strategy and the Prudential Code for Capital Finance in Local Authorities, which allow councils to invest in capital projects provided they are affordable prudent and sustainable. It is anticipated that this approval will be sought later this year.
- 2.109 A Station Project Board has been established to include all key stakeholders including Network Rail, TfL, the Freight and Train Operating Companies and London Borough of Brent.

Next Steps

- 2.110 In order to progress the station project in accordance with the programme, work now needs to start on the detailed design of the station and bridges alongside the rail systems (track signalling, telecoms and associated infrastructure, overhead electricity lines and mechanical and electrical works)

as well as civils (platforms, foundations, cctv). This work needs to be supported by survey and ground investigations work, which ideally should be undertaken over the summer this year. This work represents the GRIP 4 process as required by Network Rail in order to agree an approval in principle design.

- 2.111 The Committee will be aware that the pedestrian bridges and buildings and structures associated with the proposed station and station quarter will fall outside the operational railway land and will be subject to further planning approvals and consideration by the Council's Planning Committee in accordance with the existing outline planning permission and the statutory planning framework. The GRIP 4 detailed design work will be used to support the submission of further planning submissions as required.
- 2.112 The detailed design work is intended to be undertaken by the existing team comprising Re/Capita Rail and Network Rail with close liaison with DfT. It is intended that Re/Capita Rail continue to lead the non-railway works elements and Network Rail progress the rail system works within the operational railway with regular project meetings to ensure a fully integrated and transport approach.
- 2.113 Subject to the Committee's approval, these works will commence in April and conclude in January 2017. The Council will renegotiate the Design Services Agreement with Network Rail to progress the project forward to GRIP 4 completion. The estimate for this work is £7.7m. The Committee is requested to delegate to the Chief Operating Officer to agree terms and enter into the Design Services Agreement.
- 2.114 In addition to the detailed design, the Council needs to undertake the necessary land assembly to deliver the station project and associated infrastructure.
- 2.115 The Committee will recall that on 1 June 2015, the Committee confirmed, as a matter of principle, that the Council is prepared to use its compulsory purchase powers pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the land required to deliver the early delivery of the Thameslink Station.
- 2.116 The Committee also noted that negotiations to acquire the land and interests in the areas required to deliver the Thameslink Station (other than the running lines, which will remain in Network Rail ownership, and the platforms, which will need to be the subject of a lease from Network Rail) by private treaty had commenced and approved entering into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition. The Committee also noted that work was being undertaken to prepare for a possible Compulsory Purchase Order (CPO) together with the associated documentation and, if necessary, a further report would be brought back to the Committee seeking authority to make a CPO.

- 2.117 The Council has continued negotiations to acquire the land and interests within the area identified at Appendix 4 by private treaty, and whilst progress is being made with landowners, it is clear that a Compulsory Purchase Order is required. In this regard, a separate report is being considered by this Committee seeking authority to make a CPO. Formal land referencing is currently underway.
- 2.118 Running parallel to this, the Council and Network Rail are working jointly to develop a strategy to obtain the necessary regulatory approvals from the Office of Rail and Road in respect of the proposed changes to the operational railway (which will constitute “Network Change” in regulatory terms) through a procedure called the Complex Project Procedure. This will require engagement with all stakeholders including the Freight Operating Companies and the Train Operating Companies. Gowling WLG and Capita Rail are advising the Council on this and the associated strategy.

Land Assembly and CPO 1 and 2

- 2.119 As the Committee is aware, the Council has now made the two Compulsory Purchase Orders in respect of the land required to facilitate the first phase development as shown on the plan attached at Appendix 5.
- 2.120 The Orders were made on 20 April 2015. The formal statutory Notices were served on those affected by the CPOs on 30 April 2015. Notices were also placed in local press as required and the statutory objection / consultation period to enable those affected by the CPOs to register their objections and make representations to the Secretary of State has now closed.
- 2.121 The Secretary of State has now confirmed that an Inquiry will be required. The Inquiry is scheduled to take place from 17 May – 17 June 2016. The Pre-Inquiry meeting was held on 24 February 2016
- 2.122 The Council and its Development Partners are responding to objections and undertaking necessary works such to support the CPO Inquiry.
- 2.123 The Council and its advisors are also continuing to actively progress private treaty negotiations with those business and residents affected by the CPO. In this regard, the Council is leading on the acquisition of land within the south side compulsory purchase areas, as previously approved by Capital Resources Committee in January 2014 and Assets, Regeneration Committee in September 2014
- 2.124 Heads of Terms have now been agreed with eight residential owners in the CPO areas, and the council completed its first residential acquisition on 18 January 2016. It is anticipated that the Council will complete further acquisitions shortly.
- 2.125 Similarly, the Council has reached agreement with commercial owners within the south side area. As detailed in the report to the Committee in November,

each of these acquisitions will be subject to separate Officers Delegated Powers Report.

- 2.126 The Council has completed acquisitions for the McGovern and Bros Claremont Way Industrial Estate, Claremont Way, London NW2 1BG, and land behind the existing Holiday Inn, which are considered strategically important to bringing forward the south side proposals.
- 2.127 The Council and its Development Partners are continuing to consult with residents throughout this process. The Council is also holding CPO surgery meetings to meet directly with residents to discuss their concerns and next steps.

2. REASONS FOR RECOMMENDATIONS

- 2.128 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the Council and a key regeneration priority of the Mayor of London. At 151 Ha, it is one of the largest regeneration schemes in Europe. The London Plan identifies it as an Opportunity Area with an indicative employment capacity target of 20,000 jobs and a minimum new homes target of 10,000 homes. The Council's Core Strategy reinforces the significant comprehensive regeneration opportunity, which includes a new town centre, major new and improved transport and community facilities, and other infrastructure and public areas.
- 2.129 The area is significantly constrained by the existing road network and rail infrastructure, which creates a poor environment for those who live and work there. Nevertheless, given its location at the connection between the M1 and A406, the regeneration area has the potential to be a major and attractive gateway into London. The potential accessibility of the area is further enhanced by its connection with the A5 and A41, and its close proximity to the Northern Line at Brent Cross station, the Midland mainline, and Brent Cross bus station.
- 2.130 One of the reasons why the area has not been redeveloped to date is the need for substantial infrastructure to be provided to realise the area's potential. The comprehensive redevelopment and improvement of the Brent Cross Shopping Centre and other major development in the area provides the opportunity for the infrastructure to be funded and delivered, for the benefit of Brent Cross Cricklewood as a whole. In particular, in addition to major improvements to existing roads and public transport and social infrastructure, the proposals will create strong and attractive linkages between the communities to the north and south of the North Circular.
- 2.131 The development of this strategic gateway site will create a new town centre and residential quarter, uniting the areas north and south of the A406 North Circular, providing an attractive and vibrant place to live and work. It will contribute to the future prosperity of the Borough. The development to the north of the North Circular alone is expected to create 3,000 construction jobs, and an additional 4,000 permanent jobs over the next five to seven years. It

will provide around 91,500 sqm (net) of additional retail and commercial floorspace.

2.132 Brent Cross Cricklewood is a key element of the Council's regeneration and housing programme and will provide over 7,540 new homes over the next 20 years, including affordable homes and replacement homes for the Whitefield Estate. The scheme will also provide new and improved educational and health facilities for the community, and improved open space and recreational facilities for the community to enjoy and use.

2.133 The new Thameslink Station alongside the major highways and junction improvements (including those to junctions on the M1, A5, A406 (the North Circular), A407 and A41) will vastly improve the accessibility of the area and will help realise the regeneration of the area to its full potential. To address the existing barriers to accessibility between the communities to the north and south of the North Circular, as part of the first stage of development a series of bridges will be delivered including the Living Bridge (a new pedestrian and cycle bridge over the North Circular adjacent to Claremont Avenue and Market Square); the Templehof Bridge (replacing the existing Templehof Bridge over the North Circular); the A406/M1 Junction Pedestrian and Cycle Bridge – a new shared pedestrian and cycle bridge over the A406 adjacent to this improved junction; changes to the Staples Corner Pedestrian Bridge; 9 road bridges across the improved and diverted River Brent, and a further two bridges for the use of pedestrians and cyclists only.

2.134 The regeneration of Brent Cross Cricklewood will be a major component of achieving the Council's priority objectives in its Corporate Plan 2013-2016, including to 'maintain the right environment for a strong diverse local economy', with the strategic objective under this priority being to sustain Barnet by 'promoting growth, development and success across the borough'.

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

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

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

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Procurement in compliance with public procurement legislation is necessary where a public body is seeking to procure goods and services above a specified threshold and this process needs to be undertaken in a fair and open manner. As Awarding Authority the Council is required to ensure the selected partner is the most economically advantageous of those involved in the process and can provide value for money in the delivery of the social, economic and environmental regeneration outcomes and outputs.
- 3.2 Argent Related has been selected as the development partner by using the negotiated route, which was advised as the most appropriate approach for the procurement for Brent Cross.
- 3.3 The Council's advisors had explored the potential of a procurement methodology outside of the regulated process through a tried and tested route referred to as the 'co-investor' route. However, this alternative route was discounted as it excludes the opportunity to obtain any 'services' from the investment partner. It was evident through the soft market testing exercise that the demands of 'placemaking' as part of this process would require the partner to bring skills and services to the joint venture which by definition, require a regulated process.
- 3.4 The Council could decide not to approve the recommendations and enter into the joint venture, which would jeopardise the delivery and comprehensive development of the Brent Cross Cricklewood regeneration proposals thereby not achieving the comprehensive regeneration and corporate objectives set out in Section 5 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 Assets, Regeneration and Growth Committee. The updated Regeneration Programme is attached at Appendix 6.
- 4.2 The Brent Cross South Project Agreement, Limited Partnership Agreement, Shareholder Agreement and associated documentation as set out in this report and the Exempt Report to the Committee will be finalised by the Chief Executive in consultation with the Leader and will be completed to formally create the JVLP. These documents will be entered into at the same time as the amendments to the Brent Cross Property Development Agreement and Co-operation Agreements as set out in the Exempt Report to the Committee on 30 November 2015, which are currently being agreed by the Chief Executive in consultation with the Leader of the Council.
- 4.3 Subject to the decision of HM Government on the Full Business Case and confirmation of funding, the Council will commence the detailed design of the station (known as GRIP 4) and associated work packages within the station phase of the Brent Cross South; and the Chief Operating officer will enter into

negotiations with Network Rail to agree terms and enter into the Design Service Agreement with Network Rail to deliver the railway works elements of the GRIP 4 process.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The regeneration of Brent Cross Cricklewood supports the Council's Corporate Plan 2015-20 which states that the Council will work with local, regional and national partners to strive to ensure that Barnet is a place:

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

5.1.2 The scheme to transform Brent Cross Cricklewood will play a major role in delivering future prosperity, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. Brent Cross Cricklewood is one of Barnet's priority regeneration areas, and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking Brent Cross Cricklewood with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.

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

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

5.2.1 The Brent Cross Principal Development Agreement executed on 3 March 2015 confirms that the Brent Cross North Partners (HSL) are obliged to pay the Council's (and their consultants) costs in connection with this project.

- 5.2.2 In relation to CPO, there are two main elements of costs associated with any potential CPO process – the costs of preparing and promoting the CPO itself, and the compensation and consideration to be paid to those whose land and interests are acquired.
- 5.2.3 In terms of the costs for resourcing the private treaty acquisitions, this will require input from internal and external resources covering various disciplines, including senior officers, legal input, surveying and valuation expertise. In respect of these acquisitions which fall in the northern part of the scheme, the HSL will meet all of these costs through the CPO Indemnity Agreement (CPOIA) executed on 3 March 2015. The indemnity is backed by security, so the Council is fully protected. The CPOIA is currently being updated to reflect that the Council is leading on all residential elements south side as approved by the Committee on 30 November 2015.
- 5.2.4 In relation to the land required to deliver the first phase south side development, capital funding was approved on 4 March 2014. This funding will be later recouped from the anticipated capital receipts of the south side scheme. Argent Related will also enter into the required CPOIA's in relation to the south side land assembly. The Committee is requested to authorise the Chief Executive in consultation with the Leader to finalise and complete the legal documentation.
- 5.2.5 In relation to the design and development work for the Thameslink station, capital funding of £4.9m was approved by Council on the 4 March 2014, funded from the infrastructure reserve.
- 5.2.6 Additional funding is required to progress the detailed design works (GRIP 4 and Approval in Principle designs). It will also be necessary to enter into a new Design Services Agreement (DSA) with Network Rail to deliver for the railside elements.
- 5.2.7 As the Committee is aware, a DSA is in place with Network Rail for the GRIP 3 works and advanced GRIP 4 scoping works. This agreement and funding is due to expire in April 2016. The new DSA with Network Rail will also include for advanced survey works (topographical surveys, utility surveys, ground investigation works and asset condition surveys). The total cost of the GRIP 4 work is £11.75m, of which £7.7m relate to works to be undertaken by Network Rail.
- 5.2.8 The Committee approval is therefore sought to agree the spend in relation to the Thameslink project from £4.9m to £16.65m and to delegate to the Chief Operating Officer to agree terms and enter into a revised DSA with Network Rail for £7.7m.
- 5.2.9 The budget for this will need to be agreed by Policy and Resources Committee and will come off the overall station project cost. This total cost will then be recouped by the Council part of the DCLG grant and business rate ringfencing.

5.3 Social Value

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

5.4 Legal and Constitutional References

- 5.4.1 The Council has a general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 and this empowers the Council to enter into joint venture arrangements for the development of the south side of the Brent Cross Cricklewood regeneration scheme. Section 1 of the Localism Act 2011 provides local authorities with a broad power to do anything that individuals can do subject to any specific restrictions contained in legislation.
- 5.4.2 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. Where land has been appropriated for planning purposes, any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town and Country Planning Act 1990. On any disposal of property the Council is required to have regard to the requirements of s123(2) of the LGA 1972 and Section 233 Town and Country Planning Act 1990 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained. Any land held for the purposes of part 2 of the Housing Act 1985 can be disposed of under section 32 of that Act either in reliance on a general or express consent of the consent of the Secretary of State.
- 5.4.3 Council Constitution - Management of Asset, Property and Land Rules provide the governance structure within which the Council may acquire, lease, act as landlord, licence, develop appropriate change of use of, or dispose of assets within its Asset portfolio.
- 5.4.4 The procurement of a partner and other advisers for the south side of the scheme will be carried out in accordance with the relevant European Union procurement regulations and public sector procurement principles.
- 5.4.5 The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.
- 5.4.6 Section 111 of the Local Government Act 1972 provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

5.4.7 Council Constitution, Responsibility for Functions states inter alia that only the full Council will exercise the following functions – All policy matters and new proposals relating to significant partnerships with external agencies and local authority companies.

5.4.8 The public sector equality duty referred to in Section 5 also required consultation to ensure the Council complies with its duties under the Equality Act 2010.

5.5 Risk Management

5.5.1 The key risks can be summarised as follows:

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

5.5.3 Ultimately, if the Brent Cross North Partners did not proceed, the Council and Argent Related would work together to develop an alternative scheme for Brent Cross South (without any obligation on either party to do so). Legal advisors have confirmed that there would be no procurement issues in proceeding with such a scheme in the absence of Brent Cross North going ahead.

BXC South

5.5.4 Failure to agree on a viable first phase proposal, thus preventing delivery. This is considered to be low risk given the due diligence undertaken to date to inform the Business Plan. Nonetheless the project agreement details submission date for the first phase proposal and contains a deadlock process for resolving disagreements as part of the Business Plan and Project Agreement negotiation.

5.5.5 Failure to complete project documentation by end of March 2016.

5.5.6 Procurement risk. There is the risk that any procurement of a partner could be subject to challenge. To mitigate this risk, the Council has retained specialist legal advice on the scheme as a means of ensuring that all actions taken by the Council accord with the provisions of relevant laws, regulations and directives. Gowling WLG are the Council's legal advisors on the Brent Cross

Cricklewood South project and their assessment of the risks associated with the process are summarised in the Exempt report.

- 5.5.7 The Council may wish to understand if there is any risk on its ability to influence the project as a result of establishing LBBCo (as a corporate intermediary allowing it to participate as a limited partner in the LP structure). LBBCo will be the entity through which the Council participates in the 'investment element' of the LP. However in order to maintain their limited liability status, the limited partners have almost no involvement in decision making of the Limited Partnership itself. Those decisions are made by the GP (a company limited by shares) which must act in the interests of the partnership as a whole. The Council will be a 'direct' 50% shareholder in the GP. Any decisions that cannot be agreed upon by the board of the GP can be referred to its shareholders who are not constrained by directors' duties. In this way, the Council will effectively maintain equivalent control over project delivery as it would do were the JV to have been a company limited by shares.

Thameslink

- 5.5.8 Failure to secure the funding strategy for the Thameslink Station in the required timescale. The train station is a key element to the delivery of Brent Cross South. The delivery of the station will help to increase land values, improving viability for investment therefore facilitating the regeneration of the Brent Cross Cricklewood area. The Council together with public sector partners (Greater London Authority, Network Rail and Transport For London) and Central Government are working together to finalise the full business case and detail of the funding arrangements which was submitted in January 2016 and for which a decision is now imminent.
- 5.5.9 There is a risk that the Full Regeneration Business Case and phasing of the works contained therein requires additional funding ahead of drawdown of the TIF and funding grant from the Council to ensure the works meets the required timescales. To mitigate this risk, a number of scenarios have been developed for phasing of the works ensuring the optimum and most cost efficient investment in the station works is employed bringing benefits in line with the business case assumptions.
- 5.5.10 Each investment stage has a break clause and a trigger condition for investment as listed below.
- 5.5.11 The construction of the Station is dependent on the Brent Cross North Partners starting on site in early 2018. The investment phasing is dependent on the Brent Cross North Partners commencing on site and the development agreement (PDA) going unconditional. The baseline programme has assumed Brent Cross North Partners commencing in early 2018. A mitigation programme has been developed should the long stop date move back to October 2019, moving the commissioning of the station back from mid 2021 to mid 2023

5.5.12 There is a risk that capital costs associated with works impacting the operational railway could escalate. Costs associated with interventions on the operational railway tend to escalate due to a lack of key resources, Signalling, Overhead Line Electrification and railway possessions costs. To mitigate this risk, opportunities exist on this project to reduce the reliance on specialist railway contractors and construct a proportion of the works in a “high-street environment” these opportunities will be explored further and value engineered throughout detailed design GRIP 4.

CPO

5.5.13 Affected parties failing to be identified in any potential CPO – a specialist land referencing firm, TerraQuest, have been appointed to undertake the land referencing exercise to mitigate against this risk. Also, the discussions being held by the Council and the Development Partners with those affected when seeking to acquire their land and interests are helpful in checking the parties with interests in the area.

5.5.14 Non confirmation of the CPO – to mitigate this risk the Council has retained external legal advice and Neil King QC throughout the CPO process.

5.5.15 There is a small risk that the Secretary of State consents could be refused. Lands will not be disposed of until all necessary consents are in place. If necessary the scheme would be revised and new consents would be sought.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act which outlines the provisions of the Public Sector Equality Duty (PSED), requires all Local Authorities to pay due regard to the need to:

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

5.6.1 This places a legal obligation on the Council to pay due regard to equalities in an appropriate and proportionate manner and to take account of how the Council’s decisions might impact on different groups across the borough including those identified in equality legislation as protected characteristics, namely: Age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy and maternity, sexual orientation and religion or belief.

5.6.2 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals put to committees have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

- 5.6.3 The Development Proposals support achievement of the council's Strategic Equalities Objective which sets out our commitment that citizens will be treated equally, with understanding and respect; have equal opportunities with other citizens and receive quality services provided to Best Value principles. The development proposals will reflect the council's aim that all residents are able to share in the benefits and take advantage of the opportunities of economic growth in the borough.
- 5.6.4 The council intends that the development proposals will have a positive impact on all groups identified in the 2010 Equality Act and other vulnerable groups in the borough because it is designed to share the benefits of growth with all Barnet citizens and promote inclusion and community engagement and participation
- 5.6.5 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.
- 5.6.6 The development proposals for the Brent Cross Cricklewood scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.
- 5.6.7 An Equalities Impact analysis was carried out in respect of the Outline Planning Application granted in 2010, which took fully into account the demographic makeup of the regeneration area and addressed the impact on the protected characteristics. This anticipated a significant positive impact from the regeneration proposals. This will be updated to assist the council in meeting the requirements of the Public Sector Equalities Duty.
- 5.6.8 The projected increase in the borough's population and changes in the demographic profile will be key factors in reflecting the aspirations and contributions of current residents.
- 5.6.9 The Census data of 2011 (as updated by the GLA population projections 2014) shows how Barnet is growing and changing. There has been a significant increase in the diversity of growth in the borough population and growth in older and younger generations has been particularly rapid. The over 65 population is forecast to grow by 10.4% in the next 5 years and 24% in the next decade.
- 5.6.10 Barnet is a racially diverse and multi faith borough and proud of community cohesion. Over a third of Barnet's citizens come from a rich diversity of black and minority ethnic groups. Christianity remains the biggest religious group (41.2%) and Barnet is home to the UK's largest Jewish community. Other significant groups are no religion (16.0%), Muslim (10.3%) and Hindu

communities (6.2%).

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

5.7 Consultation and Engagement

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

6 BACKGROUND PAPERS

- 6.1 Cabinet, 26 April 2004 (Decision Item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 6.2 Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life).
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=265&DF=29%2f03%2f2005&Ver=2>
- 6.2.1 Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework.
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=272&DF=05%2f12%2f2005&Ver=2>
- 6.3 Cabinet Resources Committee, 25 March 2008 (Decision Item 16) – approved the outline terms so far agreed with the Brent Cross North Partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the Development Framework Agreement and the Property Development Agreements be reported to a future meeting of the Cabinet for approval.

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/200803251900/Agenda/Document%2015.pdf>
- 6.4 Cabinet, 21 October 2009 (Decision Item 7) – approved the terms and conditions of entering into the Development Framework Agreement and the Property Development Agreements, subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents.

<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=306&DF=21%2f10%2f2009&Ver=2>
- 6.5 Cabinet Resources Committee, 19 October 2010 (Decision Item 5) – approved the changes to the terms and conditions of the Development Framework Agreement and the two Property Development Agreements

regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009)

<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=151&MeetingId=446&DF=19%2f10%2f2010&Ver=2>

- 6.6 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=6759&Ver=4>

- 6.7 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Property Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Property Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements.

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7702&Ver=4>

- 6.8 Assets, Regeneration and Growth Committee dated 9 July 2014 approved the procurement of a partner for the Brent Cross Cricklewood South development through an OJEU Negotiated route in accordance with the Brent Cross South Procurement and Delivery Strategy, and approved the Council's requirements for the Brent Cross Cricklewood South opportunity; and noted procurement timetable and that to meet this timetable an additional meeting would be needed to approve the selection of a preferred partner, which would be called in accordance with statutory requirements and the Council's constitution.

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>

- 6.9 Assets, Regeneration and Growth Committee dated 8 September 2014 approved that the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests in the areas shown on the plan at Appendix 1 and to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition and that the appropriate Chief Officers be authorised to arrange for a land referencing exercise (including the service of statutory requisitions) to be undertaken to identify all parties with interests in the land shown edged red and shaded pink and shaded blue on the plan at Appendix 1.

<http://barnet.moderngov.co.uk/documents/s17302/Brent%20Cross%20Cricklewood%20-%20Report.pdf>

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

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

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

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

- 6.12 Full Council dated 3 March 2015 approved the appointment of Argent and Related Companies PLC (Bidder Z) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme; the selection of Gateway Barnet consortium comprising Far East Consortium, Countryside Properties and Notting Hill Housing Trust (Bidder Y) as the Council's reserve development partner for the Brent Cross Cricklewood South Scheme; authorise Officers to work up the Business Plan, Project Agreement and documentation necessary to form the joint venture for consideration and approval by Assets, Regeneration and Growth Committee prior to formally entering into the joint venture contract and authorised the Commissioning Director (Growth and Development) to determine the exact structure of the joint venture arrangement.

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

- 6.13 Full Council dated 3 March 2015 approved that a compulsory purchase order (CPO) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land shaded pink on the plan at Appendix 1 and pursuant to section 13 of the Local Government (Misc Provisions) Act 1976 to acquire new rights in respect of the land shaded blue on the said plan to deliver (CPO1); That the appropriate Chief Officers be authorised to settle the final form and content of the CPO and associated documentation and take all action needed to pursue the CPO

and secure its confirmation; That the appropriate Chief Officers be authorised, following the confirmation of the CPO, to implement the CPO powers and acquire title to and/or take possession of the land ; That the appropriate Chief Officers be authorised to carry out the necessary procedures under Part 11 of the Housing Act 1985 and to use Ground 10A to obtain vacant possession of Council owned dwellings that are occupied by secure tenants in the area shown shaded pink on the plan at Appendix 1 ; that the appropriate Chief Officers be authorised to approve the service of Initial and Final Demolition Notices as required pursuant to the Housing Act 2004 to suspend the right to buy on properties due for demolition which are situated on the Whitefield Estate but fall within the Brent Cross North Development and on the Rosa Freedman Centre; and that the appropriate Chief Officers be authorised to take all necessary steps to re-house secure tenants from the Sheltered Housing Units at Rosa Freeman and to pay statutory home loss and disturbance to those tenants.

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

- 6.14 Full Council on 3 March 2015 approved that a compulsory purchase order (CPO) be made pursuant to the powers in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) for the acquisition of the land to deliver the first south side phase (known as CPO2) shaded pink on the plan at Appendix 1 ; That the appropriate Chief Officers be authorised to settle the final form and content of the CPO and associated documentation and take all action needed to pursue the CPO and secure its confirmation; That the appropriate Chief Officers be authorised, following the confirmation of the CPO, to implement the CPO powers and acquire title to and/or take possession of the land; That the appropriate Chief Officers be authorised to carry out the necessary procedures under Part 11 of the Housing Act 1985 and to use Ground 10A to obtain vacant possession of Council owned dwellings that are occupied by secure tenants in the area shown shaded pink on the plan at Appendix 1 and that the appropriate Chief Officers be authorised to approve the service of Initial and Final Demolition Notices as required pursuant to the Housing Act 2004 to suspend the right to buy on properties due for demolition which are situated on the Whitefield Estate but fall within the Brent Cross South Development..

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MID=7819#A11444>

- 6.15 Assets, Regeneration and Growth Committee dated 1 June 2015 noted progress on the Brent Cross Cricklewood project; A) approved the terms for the draft Collaboration Agreement between the Council and Argent and Related Companies as set out in the Exempt Report; B) authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Collaboration Agreement; Confirmed as a matter of principle, that the Council is prepared to use its compulsory purchase powers pursuant to section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) to acquire the land edged red on the plan at Appendices A & B; noted that a)

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

<http://barnet.moderngov.co.uk/documents/s23463/Brent%20Cross%20Cricklewood%20Station%20Project%20Update%20-%20REPORT.pdf>

- 6.16 Assets, Regeneration and Growth Committee dated 30 November 2015 approved the terms for the amendments to the Brent Cross Property Development Agreement and Co-operation Agreement and authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Property Development Agreement and Co-operation Agreement and any required subsequent changes in the associated commercial documentation; noted progress on land acquisitions within the CPO red line boundary and that the CPO Inquiry for Brent Cross Cricklewood CPO1 and Brent Cross Cricklewood CPO 2 is scheduled for 17 May - 17 June 2016; approved the Brent Cross South Joint Venture Structure that will inform the Project Agreement and documentation necessary to form the Brent Joint Venture; noted the establishment of the Shadow Joint Venture Board and gave approval for the terms of reference for Shadow Shareholder Board for the Brent Cross South Joint Venture to be drawn up including a process for appointing Members for agreement at the next practicable meeting of the Council; and noted progress on the Thameslink Station project, in particular the station design and funding strategy.

<http://barnet.moderngov.co.uk/documents/s27725/Brent%20Cross%20Cricklewood%20Project%20update.pdf>

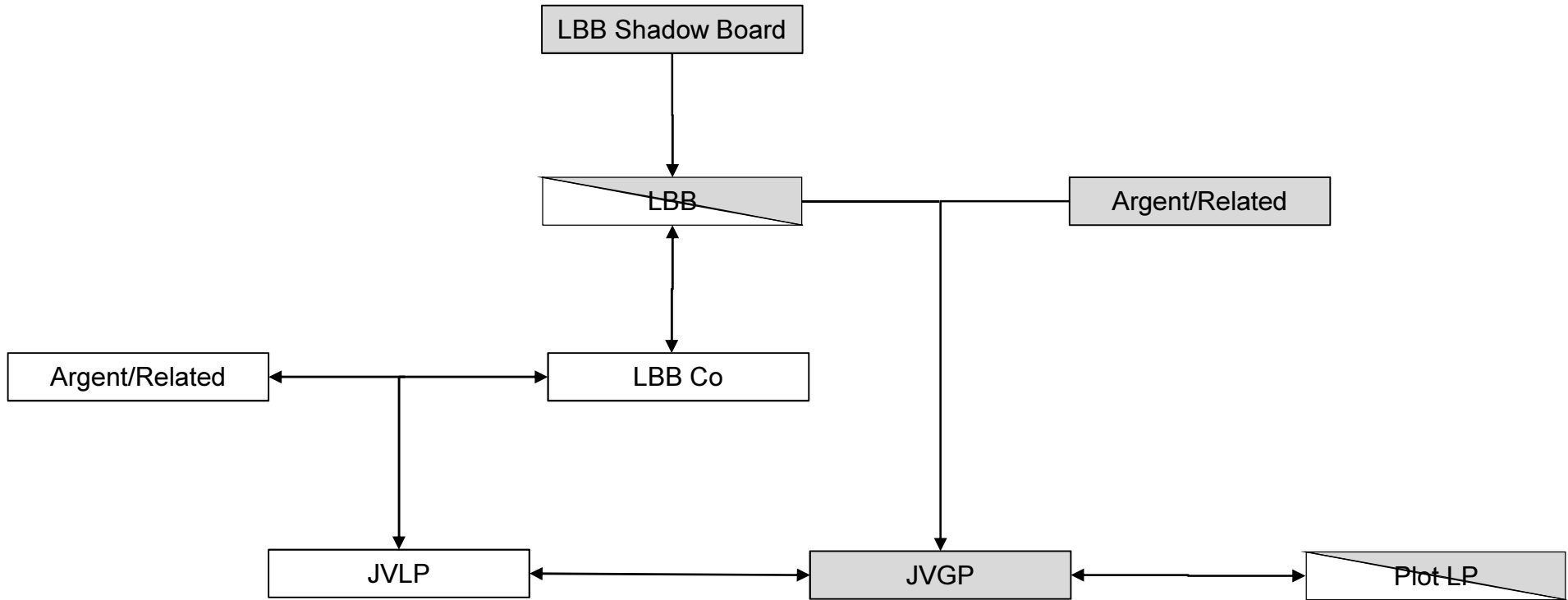
- 6.17 Council 1 March 2-16 noted the report of Assets, Regeneration and Growth Committee on 30 November 2015 as attached at Appendix 1 which approved the Joint Venture Structure and authorised the establishment of a Shadow Shareholder Board for the Brent Cross South Joint Venture, and that its terms of reference and membership to be drawn up for Council approval; noted the Brent Cross South Joint Venture Structure at Appendix 3 attached to the report of the Assets, Regeneration and Growth Committee on 30 November 2015; approved by the Committee on 30 November 2015; agreed the terms of reference for the Shadow Shareholder Board for the Brent South Joint Venture as outlined in paragraph 2.15; agreed that the composition and Membership of the Shadow Shareholder Board be agreed, as per paragraphs 2.13 and 2.14 of the report; noted the decisions outlined in Appendix 2 which will be required by the Shadow Shareholder Board as detailed in the Project Agreement and Shareholder and associated documentation necessary to form the Brent Cross South Joint Venture; and noted that the Project Agreement,

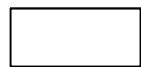
Shareholder Agreement and associated documentation will be reported to Assets, Regeneration and Growth Committee on 17 March 2016 for approval and that that report will recommend that the Chief Executive be authorised in consultation with the Leader to finalise the documentation.


<http://barnet.moderngov.co.uk/documents/s29974/Report%20to%20Council%20Report%20-%20Report%20of%20Assets%20Regeneration%20and%20Growth%20Committee%20-%20Brent%20Cross%20Cricklew.pdf>

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Corporate structure

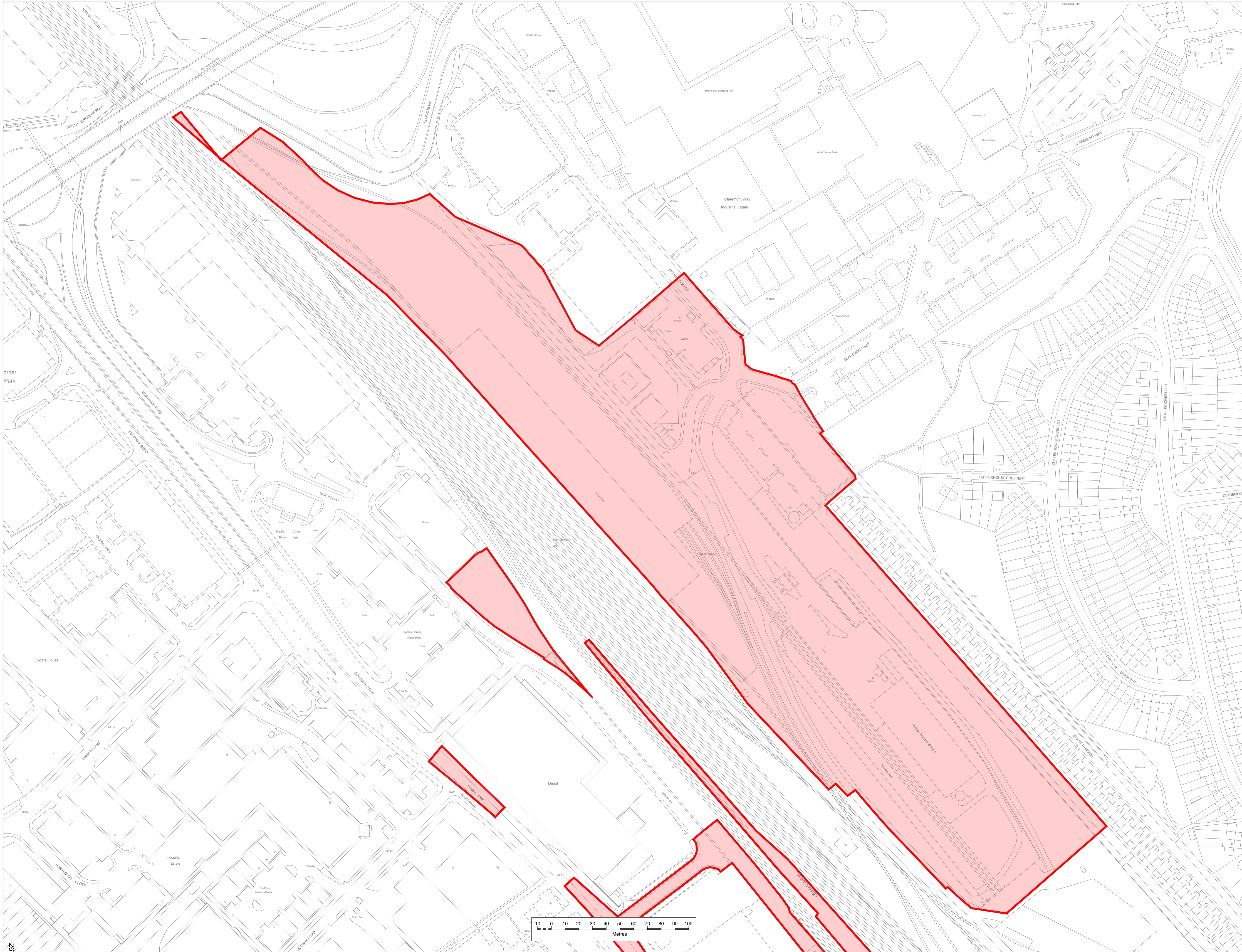


 = Investment/return (£)

 = decision making

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Map showing proposed CPO 3 land take



Produced by: TerraQuest Solutions Limited
 Quayside Tower
 252 - 260 Broad Street
 Birmingham
 B1 2JF
 www.terraquest.co.uk
 0121 234 1300



Produced for: The London Borough of Barnet
 Town Hall
 The Burroughs
 London
 NW4 4AX
 www.barnet.gov.uk
 020 8369 2000



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Notes:

Key:

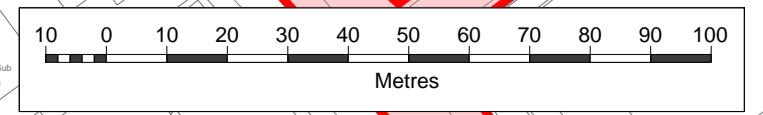
Land proposed to be contained within CPO 3



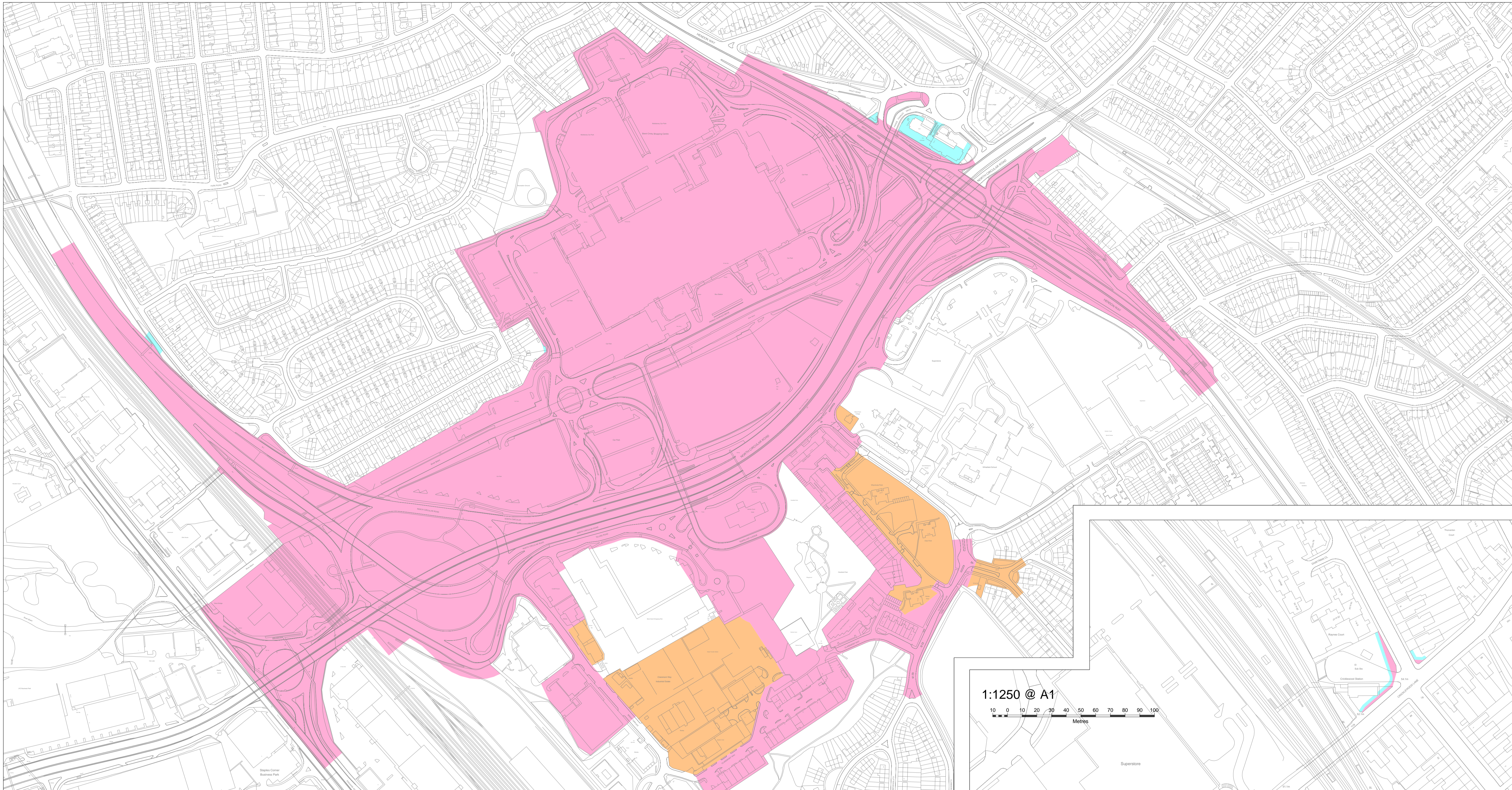
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|------------------------------------|---------------------------|------------------|--------------------------|----------------|------------------------|
| Business Unit: Land Acquisition | Status: DRAFT | | | | |
| Approved By TP | Approved Date 08/03/16 | Checked By MD | Checked Date 08/03/16 | Drawn By PW | Date Drawn 08/03/16 |

Title:
 Map showing proposed CPO 3 land take
 Plan 1 of 2

| | | |
|--|----------------------------|---------------------|
| Date of Issue: 08/03/16 | Project Code: 1166-7666 | Scale: 1:1250@A1 |
| Document Number: 1166-7666-CPO3 Redline | Version: 1.1 | |

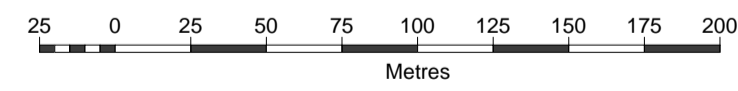


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Brent Cross Cricklewood Redevelopment (CPO 1 and CPO 2)

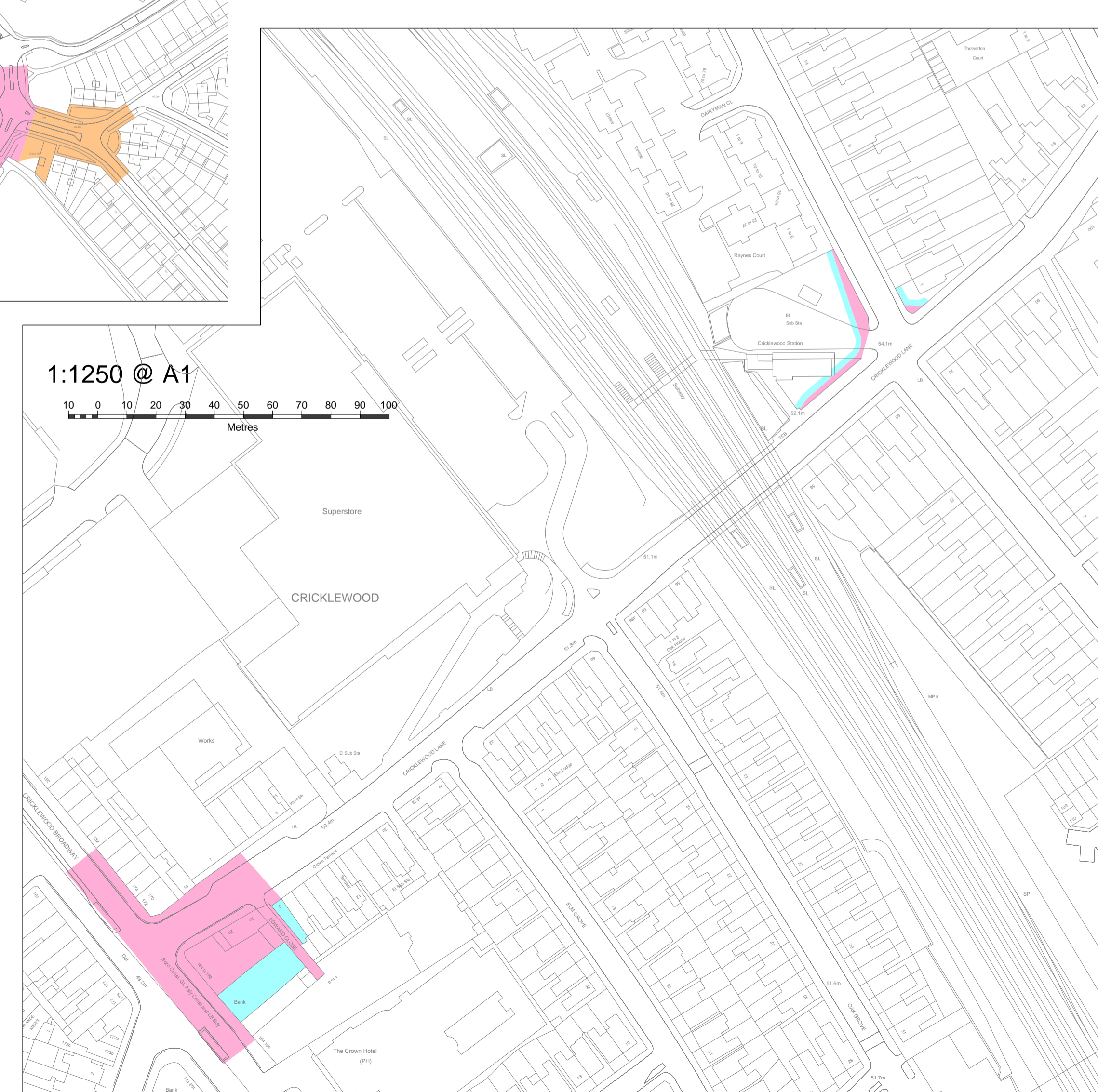
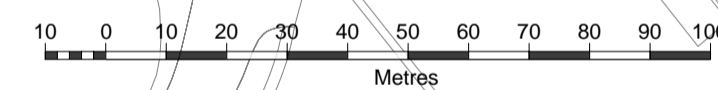
Resolution Plan 1:2500 @ A1



- CPO Area 1 Acquisition
- CPO Area 1 New Rights
- CPO Area 2 Acquisition

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1:1250 @ A1



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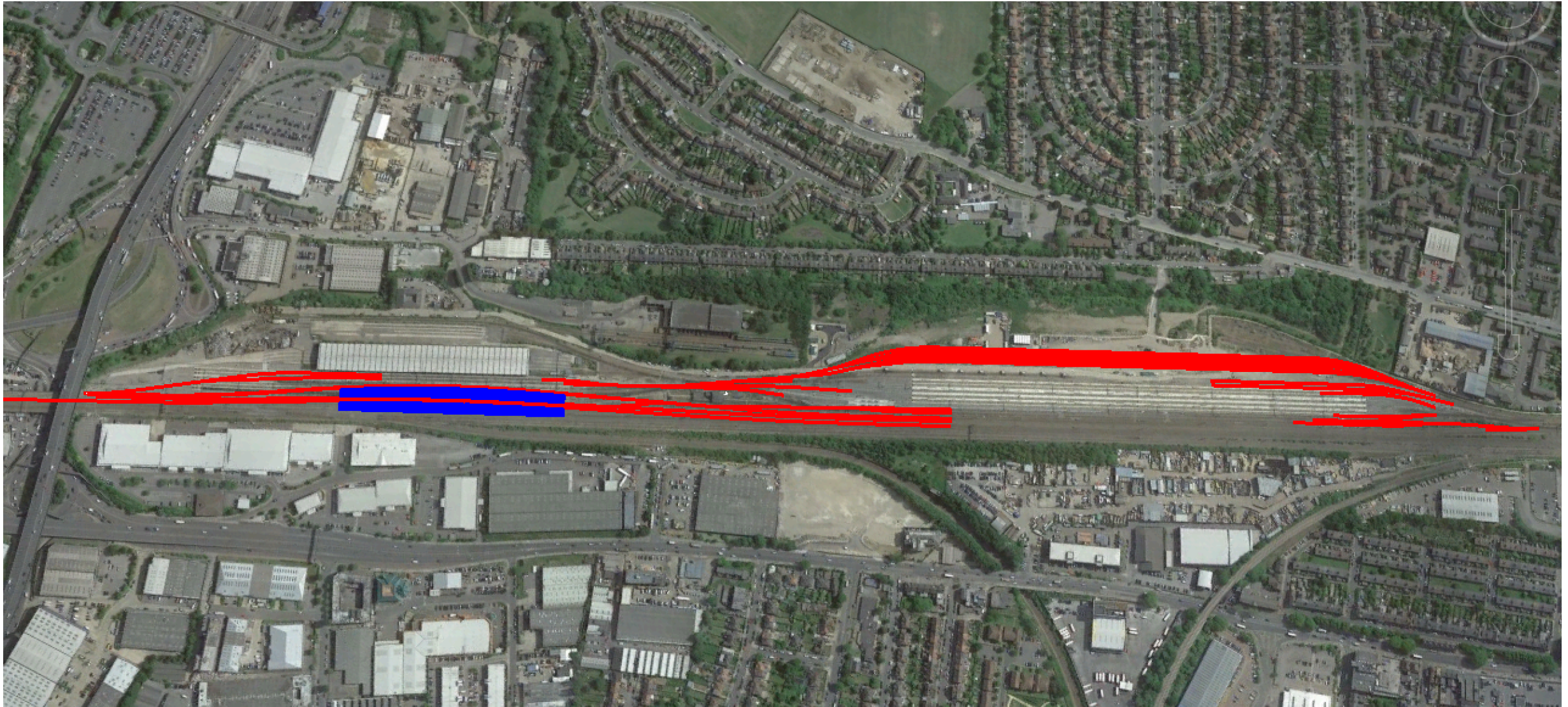
BXC Regeneration Programme Level 0 . V3

07-Mar-16

Milestones Update at Joint Programme Workshop 22/01/16

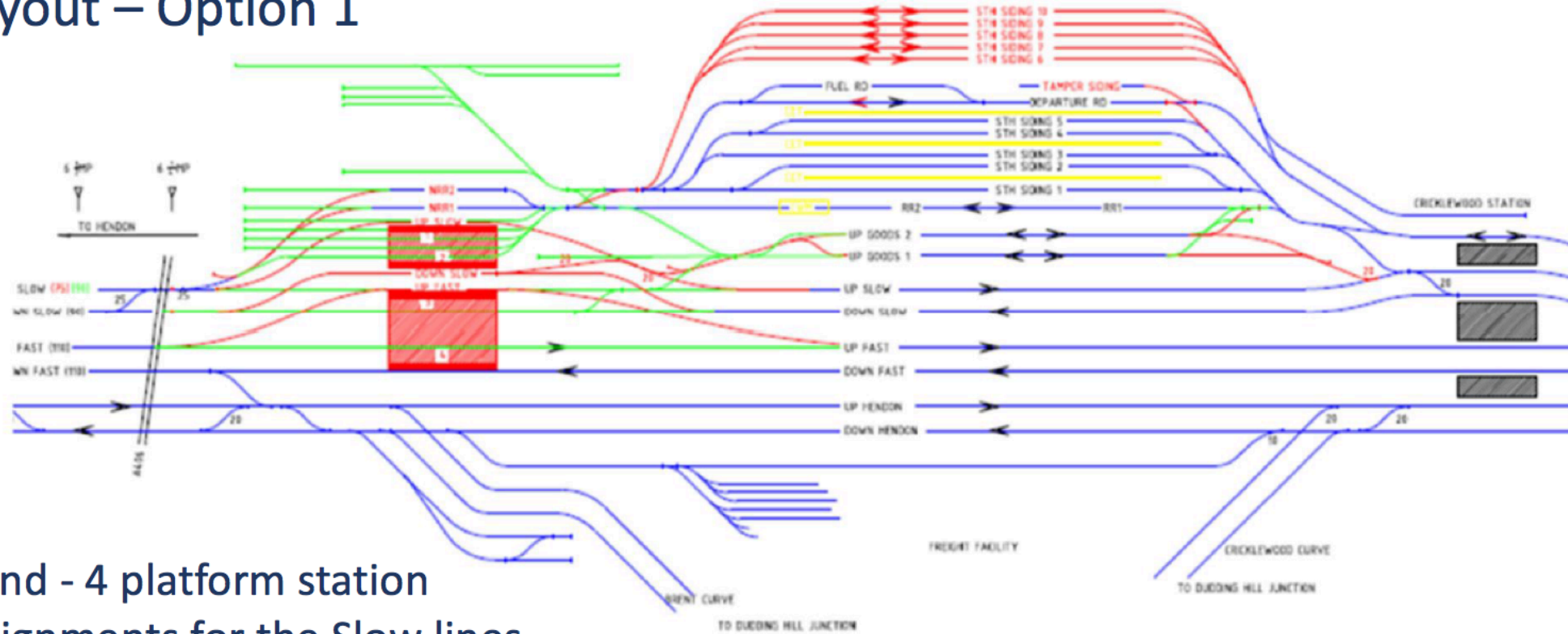
| BXC Regeneration Programme | | 2015 | | 2016 | | | | 2017 | | | | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | | |
|--|--|-----------------|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|--|--|--|
| BXC Full Regeneration Business Case | | Date | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | |
| Submission FBC to GLA & DCLG | | Dec-15 | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grant Agreement DCLG & Business Rate Agreement GLA | | Mar-16 | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Brent Cross North Phase 1A & 1B | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1A Approval S96A (Implementation) | | Dec-15 | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1A Approval S96A & RMA's VE Options | | Feb-16 | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1A Highway Design & Finalise S278 Agreements | | Apr 16 - Dec 16 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CPO 1&2 Inquiry | | May-16 | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CPO1&2 Confirmed | | Dec-16 | | | | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procurement (1A & 1B) | | Jan17 - Sep 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1B RMA Planning Consent | | Jun-17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1A Highways Enabling Works Start on Site | | Sep-17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1A Highways Works Construction | | Jan 18 - Oct 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1B Shopping Centre Construction | | Mar 18 - Oct 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1A & 1B Highways and Shopping Centre Complete | | Oct-21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Brent Cross South | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LBB ARG Approval AR and Establish BXC South JV Co. | | Mar-16 | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BXC South RMA Planning Consent | | Oct-17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Design Development (Early Phases) | | Apr-16 - Mar-18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procurement (Early Phases) | | Dec-17 - May-18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Construction Phase 1C & Station Square | | May 18 - May 24 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Completion Station Square | | May-24 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BXC Thameslink Station | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved Station & Regeneration Full Business Case | | Mar-16 | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CPO 3 Resolution | | May-16 | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CPO 3 Inquiry | | Sep-16 | | | | ◆ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site Investigation, EIA & Transport Modelling | | Jul 16 - Dec 16 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Planning 4.2 Phasing Application Consent | | Jan-17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Design (GRIP 4) & NR AIP | | Mar 16 - Jun 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CPO 3 Confirmed | | Jun-17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Network Change (Tranches 1 &2) | | Jan 17 - Apr 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Network Change (Tranche 3) | | Jun 17 -Dec 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Detailed Design (GRIP 5) Planning & Procurement | | Nov 16 -Sep 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MML Bridge Construction -(LBB Prog.) | | Aug 17 - Apr 18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NLWA Construction -(LBB Prog.) | | Oct 17 -Nov 18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Freight Facility Construction | | Nov 18 -May 19 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Station Construction (including sidings) | | Jun 18 - Dec 20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Testing, Commissioning and Handback | | May 20 - Apr 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New Station Complete & Train Services Commence | | Apr-21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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OPTION 1 – Platform Position, Track Layout and Rail Systems Alignment

➔ Layout – Option 1



Two island - 4 platform station

- New alignments for the Slow lines
- New Up Fast line alignment

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Annex

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of the Local Government Act 1972.

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|--|---|
| | <p style="text-align: center;">Assets, Regeneration and Growth Committee</p> <p style="text-align: center;">17 March 2016</p> |
| <p style="text-align: right;">Title</p> | <p style="text-align: center;">Assets, Regeneration and Growth Committee - Work Programme</p> |
| <p style="text-align: right;">Report of</p> | <p>Chief Operating Officer Commissioning Director, Growth and Development</p> |
| <p style="text-align: right;">Wards</p> | <p>All</p> |
| <p style="text-align: right;">Status</p> | <p>Public</p> |
| <p style="text-align: right;">Enclosures</p> | <p>Appendix A - Committee Work Programme</p> |
| <p style="text-align: right;">Officer Contact Details</p> | <p>Paul Frost Paul.frost@barnet.gov.uk</p> |

Summary

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

Recommendations

1. That the Committee consider and comment on the items included in the 2015/16 work programme

1. WHY THIS REPORT IS NEEDED

- 1.1 The Assets, Regeneration and Growth Committee Work Programme 2015/16 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

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

5.4 Risk Management

- 5.4.1 None in the context of this report.

5.5 Equalities and Diversity

- 5.5.1 None in the context of this report.

5.6 **Consultation and Engagement**

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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London Borough of Barnet
Assets, Regeneration and Growth Committee Work Programme
March- June 2016

| Title of Report | Overview of decision | Report Of (<i>officer</i>) | Issue Type (Non key/Key/Urgent) |
|--|---|--|---------------------------------|
| 6 June 2016 | | | |
| Grahame Park: Plot 8-Principal Development Agreement | Approve the variation of the Principal Development Agreement | Commissioning Director, Growth and Development | Key Issue |
| Grahame Park-RAF Museum | TBC | Commissioning Director, Growth and Development | Key Issue |
| Out Of Borough Acquisitions | To approve the Out Of Borough Acquisitions Strategy | Commissioning Director, Growth and Development | Non-Key Issue |
| Barnet Development Pipeline – meadows Close | TBC | Commissioning Director, Growth and Development | TBC |
| Green Spaces Operation Bases | Approve the relocation of green space assets | Chief Operating Officer | Key Issue |
| Assets, Land and Property Transactions for Approval | TBC | TBC | TBC |
| Brent Cross Cricklewood | To receive a quarterly update on the Brent Cross Cricklewood Programme, and take such decisions as are required. To note any decisions of the Brent Cross South Shareholder Board | Commissioning Director, Growth and Development | Key Issue |

| Title of Report | Overview of decision | Report Of (<i>officer</i>) | Issue Type (Non key/Key/Urgent) |
|--|--|--|---------------------------------|
| (A)Development pipeline Programme | <p>To receive business cases for the following projects, and authorise next steps.</p> <ol style="list-style-type: none"> 1. Older People's Housing (Outline Business Case) 2. Private Rented Sector development on Council Land (Outline Business Case) | Commissioning Director, Growth and Development | Key Issue |
| Colindale Accommodation Full Business Case (TBC) | To approve the Colindale Accommodation Full Business Case | Director of Resources | Non-key Issue |
| Annual Monitoring Report 2015/16 | For the Committee to consider and determine. | Commissioning Director, Growth and Development | Non-key Issue |
| Daws Lane Outline Business Case | To approve the Daws Lane Outline Business Case | Director of Resources | Non-Key Issue |
| 5 September 2016 | | | |
| Regeneration Strategy | To approve an updated regeneration strategy for consultation | Commissioning Director, Growth and Development | Key Issue |

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