

MEETING

ASSETS, REGENERATION AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 12TH MARCH, 2018

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

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

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

Richard Cornelius
Rohit Grover
Peter Zinkin

Pauline Coakley Webb
Adam Langleben

Ross Houston
Geof Cooke

Substitute Members

Caroline Stock
Paul Edwards

Tom Davey
Alison Moore

Val Duschinsky
Nagus Narenthira

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 7th March 2018 at 10AM. Requests must be submitted to Faith Mwende - faith.mwende@barnet.gov.uk 02083594917

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

Andrew Charlwood – Head of Governance

Governance Service contact: Faith Mwende - faith.mwende@barnet.gov.uk 02083594917

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

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Decisions of the Assets, Regeneration and Growth Committee

27 November 2017

Members Present:-

AGENDA ITEM 1

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

Councillor Richard Cornelius Councillor Adam Langleben
Councillor Rohit Grover Councillor Pauline Coakley Webb
Councillor Peter Zinkin Councillor Geof Cooke
Councillor Paul Edwards (as
substitute)

Apologies for Absence

Councillor Ross Houston

1. MINUTES OF THE PREVIOUS MEETING

The Committee noted and agreed that under item 3, Councillor Cornelius declaration should read as follows:

Councillor	Agenda item	Nature of interest
Cllr Richard Cornelius	7 - Darlands Nature Reserve	A non-pecuniary interest as he the Council appointed member of the Totteridge Manor Association. A non-pecuniary interest as he attends the Totteridge Residents Association and knows the residents who wish to lease Darlands Nature Reserve.

With this correction made, the Committee **RESOLVED** - The minutes of the meeting of 4 September 2017 were agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies were received from Councillor Houston who was substituted by Councillor Edwards.

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

Councillor	Agenda item	Nature of interest
Cllr Adam Langleben	12 and 24	A pecuniary interest as he owns a property in the immediate area of 2 of the proposed microsites. As such he would leave the room and not take part in the debate or the vote.

Cllr Adam Langleben	17	A non - pecuniary interest as he is a trustee of the West Hendon Fund.
Cllr Cooke	9	A non- pecuniary interest as a fellow Labour councillor lives in the area.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. BUSINESS PLANNING REPORT 2018/19

The Chairman introduced the report and invited discussion on the item.

Following consideration of the item, the Chairman moved to the vote.

The votes were recorded as follows:

For	5
Against	0
Abstain	4

The committee **RESOLVED:**

1. To approve the refreshed revenue savings programme in Appendix A.
2. To recommend the summary MTFS position displayed at paragraph 1.9 to the Policy and Resources Committee.

8. STAG HOUSE OUTLINE BUSINESS CASE AND COMPULSORY PURCHASE ORDER

The Chairman introduced the report and invited discussion on the item. The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report which would require the Committee to go into private session. There were none.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

1. To note and approve the Outline Business Case for the Stag House Extra Care development scheme, attached at Appendix 1.
2. To consent to the making of a Compulsory Purchase Order (CPO) under section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981 in respect of acquiring four leasehold properties to secure the delivery of the Stag House Extra Care development scheme. The use of a CPO would be an

option of last resort, in the event that ongoing negotiations and efforts to secure vacant possession were unsuccessful.

3. To delegate authority to the Chief Officer (as defined in Article 9 of the Council's Constitution or such other replacement document) to publish the draft London Borough of Barnet (Stag House) Compulsory Purchase Order, to seek confirmation of the Secretary of State and if confirmed, implement the order.
4. To authorise the appropriate Chief Officer to issue and sign the order, notices and certificates in connections with the making, confirmation and implementation of the CPO on the basis that there is a compelling case in the public interest to make the Order.
5. To authorise the appropriate Chief Officer to make General Vesting Declarations (GVD) under the Compulsory Purchase (Vesting Declarations) Act 1981 (as amended) and/or to serve notices to treat and notices of entry if required following confirmation of the CPO;
6. To authorise the appropriate Chief Officer to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a General Vesting Declaration or service of Notices to Treat and Notices of Entry relating to the CPO if it was considered appropriate to do so;
7. To delegate authority to the appropriate Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO.
8. To authorise the Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO including;
 - a. authorisation to approve any agreements with, and compensation payments to, owners or interests in the CPO land in order to secure the withdrawal of their objection
 - b. authorisation to confirm the CPO should no objections be received
 - c. agreeing to confirmation of the CPO with modifications if it appears expedient to do so in order to secure the CPO land
 - d. if the question of compensation is referred to the Upper Tribunal, take all necessary steps in relation thereto.

9. PROSPECT RING COMPULSORY PURCHASE ORDER

The Chairman introduced the report and invited discussion on the item.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

1. Authorise the making of a Compulsory Purchase Order (CPO) under section 17 of the Housing Act 1985 in respect of acquiring property interests including two leasehold properties shown within the red line on the Order Map at Annex 1 to secure the delivery of the Prospect Ring New Housing Development Scheme. The use of a CPO would remain an option of last resort, in the event that ongoing negotiations and efforts to secure vacant possession were unsuccessful.

2. Delegate authority to the Chief Officer (as defined in Article 9 of the Council's Constitution or such other replacement document) to negotiate and complete a Compulsory Purchase Order Indemnity Agreement to ensure that TBG Open Door Ltd indemnify the Council for the full financial costs incurred in preparing, making and implementing the CPO.
3. Delegate authority to the Chief Officer to publish the draft London Borough of Barnet (Prospect Ring) Compulsory Purchase Order, to seek confirmation of the Secretary of State and if confirmed, implement the order.
4. Authorise the appropriate Chief Officer to issue and sign the order, notices and certificates in connections with the making, confirmation and implementation of the CPO on the basis that there is a compelling case in the public interest to make the Order.
5. Authorise the appropriate Chief Officer to make General Vesting Declarations (GVD) under the Compulsory Purchase (Vesting Declarations) Act 1981 (as amended) and/or to serve Notices to Treat and Notices of Entry if required following confirmation of the CPO.
6. Authorise the appropriate Chief Officer to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of Notices to Treat and Notices of Entry relating to the CPO if it was considered appropriate to do so;
7. Delegate authority to the appropriate Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO.
8. Authorise the Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO including;
 - a. authorisation to approve any agreements with owners or interests in the CPO land in order to secure the withdrawal of their objection
 - b. authorisation to confirm the CPO should no objections be received
 - c. agreeing to confirmation of the CPO with modifications if it appears expedient to do so in order to secure the CPO land
 - d. if the question of compensation is referred to the Upper Tribunal, take all necessary steps in relation there to
 - e. authorisation of compensation payments due under the CPO

10. BRENT CROSS CRICKLEWOOD - UPDATE

The Chairman introduced the report and invited discussion on the item.

The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report which would require the Committee to go into private session. These were answered during the private session.

During discussion Councillor Cooke moved a motion that was duly seconded, to amend recommendation 3 and include the following "to instructs officers to lobby for a change to the name of the tube station from "Brent Cross" to "Brent Cross East", and for the change

to be made at an appropriate time, for example to coincide with the opening of the Northern Line Extension”

The votes were recorded as follows

For	9
Against	0
Abstain	0

The motion was therefore carried

Following consideration of the item, the Chairman moved to the vote.

The votes were recorded as follows:

For	5
Against	0
Abstain	4

The committee **RESOLVED TO:**

- 1. Note the content of this report and progress made on the BXC workstreams across the programme as set out in paragraph 1.1;**
- 2. Delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to exercise, following confirmation of CPO1 and CPO2 by the Secretary of State, the Council’s land call options under the Property Development Agreement (PDA) and CoOperation Agreement with the Brent Cross North (BXN) Partners to acquire the sites to facilitate the Brent Cross South (BXS) and Thameslink Station projects (paragraph 1.50);**
- 3. Approve that the new station be named Brent Cross West (paragraph 1.37) and to instructs officers to lobby for a change to the name of the tube station from “Brent Cross” to “Brent Cross East”, and for the change to be made at an appropriate time, for example to coincide with the opening of the Northern Line Extension”**
- 4. Delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to agree and take all necessary steps to enter into Implementation / Design Services Agreement / Asset Protection Agreements with Network Rail to continue the GRIP 5 design and early works (paragraph 1.29);**
- 5. Delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to authorise the commencement of the early works (rail and non-rail) subject to progress on the wider BXC programme (paragraph 1.41-1.42);**
- 6. Resolves that any land acquired by the Council by private treaty in order to facilitate the BXC programme shall be acquired for planning purposes pursuant to section 227 Town and Country Planning Act 1990 (paragraph 1.55).**

11. PROPOSED CEMETERY ACQUISITION - MILESPIT HILL

The Chairman introduced the report and invited discussion on the item. The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report which would require the Committee to go into private session. These were answered during the private session.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

- 1. Approve in principle, the purchase of the Milesplit Cemetery, at appendix 1.**
- 2. Delegates authority to finalise the purchase to the Director of Resources.**

12. MICROSITES PROGRAMME AND MICROSITES PHASE 1

Councillor Adam Langleben having declared an interest left the room and did not take part in the discussion or the vote.

The Chairman introduced the report and invited discussion on the item. The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report which would require the Committee to go into private session. There were none

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

- 1. Approve the Business Justification Case for Phase 1 of the Microsites Programme attached at Appendix 1, for the sites included in the plans at Appendices 2, 3, 4, 5 (and also the contingency site at Appendix 6 if any of the four priority sites cannot be developed).**
- 2. Delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to agree the terms of a development agreement with Opendoor Homes based on the principles set out in the business case.**
- 3. Authorise the transfer of the four sites at Appendices 2, 3, 4 and 5 (and also the contingency site at Appendix 6 if any of the four priority sites cannot be developed), on a long leasehold or freehold basis.**
- 4. Delegate authority to the Deputy Chief Executive to obtain any statutory or other consents required to dispose of the Sites both under Housing Act 1985 where the Sites comprise land held under the HRA and also under s123 of the Local Government Act 1972 where land is held in the general fund. To delegate authority to use such of the general consents available for the disposal of the Site and where required to apply for consent to disposal to the Secretary of State on a sale at less than best consideration.**
- 5. Delegate authority to the Deputy Chief Executive to appropriate, where required, for planning purposes or any other relevant purposes of land included in the Site to enable disposal and to facilitate the building of new homes in accordance with the planning permission and the Development Agreement and to take all necessary steps that may be required to ensure statutory compliance in order to dispose of the Site and to take all necessary steps that may be required to dispose of the Site.**

13. OPEN MARKET PURCHASES OF AFFORDABLE HOUSING

The Chairman introduced the report and invited discussion on the item.

During discussion Councillor Zinkin moved a motion that was duly seconded, to add a new recommendation 3 as follows

“That the committee delegates authority to the Director of Resources, in consultation with the Chairman, to negotiate and enter into agreement with Cheyne Capital Management UK LLP”

The votes were recorded as follows

For	9
Against	0
Abstain	0

The motion was therefore carried.

The committee also agreed to include a regular update on the properties bought as part of the accusations update reports.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

- 1. Approve the outline business case for the Acquisitions Programme (Phase 3) in Appendix A**
- 2. Authorise the leases of individual properties under the parameters set out in Appendix A be delegated to the Deputy Chief Executive Officer**
- 3. Delegate authority to the Director of Resources, in consultation with the Chairman, to negotiate and enter into agreement with Cheyne Capital Management UK LLP**

14. BARNET HOUSE FIRE SAFETY RECOMMENDATIONS

The Chairman introduced the report and invited discussion on the item.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

- 1. Acknowledge and note the findings of the additional investigations undertaken at Barnet House.**
- 2. Acknowledges and agree the methodology and approach in developing a priority action plan.**
- 3. Delegate authority to the Head of Estates, to implement the priority action plan.**

15. REGENERATION STRATEGY

The Chairman introduced the report and invited discussion on the item.

Councillor Adam Langleben moved a motion that was duly seconded, to amend paragraph 1.1.2 to read as follows “All of this regeneration activity, involving the Council, and the wider Colindale regeneration has been several decades in the planning and will be delivering homes for the next decade, in some cases more.”

This was unanimously agreed.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

- 1. Authorise the preparation of a new regeneration strategy for the Borough for consideration by the committee prior to public consultation.**
- 2. Authorise the procurement of third parties to support the development of the evidence base.**

16. ENTREPRENEURIAL BARNET - ANNUAL UPDATE AND FORWARD PLAN

The Chairman introduced the report and invited discussion on the item.

Following consideration of the item, the Committee **unanimously RESOLVED TO:**

- 1. Note the progress of Entrepreneurial Barnet in 2017.**
- 2. Note and approve the Town Centre Strategies for Burnt Oak and Finchley Central that have been developed as part of the 2017 work plan and are included as Appendices to the report.**
- 3. Note the forward work plan set out in paragraph 8.**

17. WEST HENDON COMPULSORY PURCHASE ORDERS 2 & 2A (CPO2 AND CPO2A)- COMMUNICATIONS UPDATE

The Chairman introduced the report and invited discussion on the item.

Following consideration of the item, the Committee **unanimously RESOLVED to note the communication activities undertaken regarding the West Hendon Regeneration Scheme attached in Appendix 1**

18. COMMITTEE FORWARD WORK PROGRAMME

The Committee;

RESOLVED – to note the committee forward work programme.

19. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

20. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Committee;

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

21. EXEMPT BRENT CROSS CRICKLEWOOD UPDATE REPORT

The Chairman introduced the exempt report and moved to the vote.

The Committee **RESOLVED - that the information contained in the exempt report be noted.**

22. EXEMPT - PROPOSED CEMETERY ACQUISITION AT MILESPIT HILL

The Chairman introduced the exempt report and appendix.

During discussion the Chairman moved a motion that was duly seconded and amended the 3rd recommendation.

The votes were recorded as follows:

For	9
Against	0
Abstain	0

The motion was therefore carried

The Chairman then moved to the vote on the amended recommendation and the Committee **RESOLVED – to approve the amended recommendation contained in the exempt.**

23. EXEMPT - STAG HOUSE OUTLINE BUSINESS CASE AND COMPULSORY PURCHASE ORDER

The Chairman introduced the exempt report and appendix and moved to the vote.

The Committee **RESOLVED - that the information contained in the exempt report and appendix be noted.**

24. EXEMPT - MICROSITES PROGRAMME AND MICROSITES PHASE 1

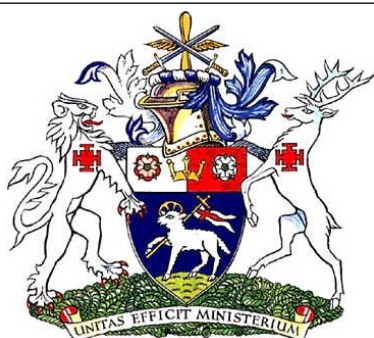
The Chairman introduced the exempt report and appendix and moved to the vote.

The Committee **RESOLVED - that the information contained in the exempt report and appendix be noted.**

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

None.

The meeting finished at 8.45 pm



Assets, Regeneration and Growth Committee

12th March 2018

Title	North Finchley Town Centre Development
Report of	Councillor Daniel Thomas
Wards	West Finchley, Woodhouse
Status	Public with an accompanying exempt report and appendix.
Urgent	No
Key	Yes
Enclosures	Appendix A: North Finchley map showing Council land ownership (seven sites approximately coloured pink).
Officer Contact Details	Jamie Robinson – Head of Business, Employment and Skills Regional Enterprise jamie.robinson@barnet.gov.uk 07921 293 884

Summary

North Finchley Town Centre is recognised as one of Barnet’s seven ‘main town centres’ denoting its economic importance to the Borough. As with high streets across the country, North Finchley faces a range of challenges. Indeed, it is the only town centre in Barnet to have seen a consistent increase in vacancy rates over the past 15 years.

In 2016, a proposal was put forward by local developer, Joseph Partners, for revitalising the town centre through stewardship of the retail offer and increased residential development. This proposal was largely in keeping with recommendations of the Council’s 2009 North Finchley Town Centre Planning Strategy.

To progress the redevelopment of North Finchley, Policy and Resources (P&R) Committee of 1st December 2016 approved recommendations to:

- Develop a Supplementary Planning Document (SPD) to provide a framework for the redevelopment of North Finchley Town Centre;
- Support site assembly to make development possible;

- Enter into an exclusivity agreement with Joseph Partners and not agree terms with any competing developer.

The Committee also delegated authority to the Deputy Chief Executive to negotiate and agree Heads of Terms and a Preliminary Agreement with a development partner.

Since the December 2016 P&R Committee decision:

- The Preliminary Agreement was finalised and signed on 24th April 2017.
- The North Finchley Town Centre Framework Supplementary Planning Document was finalised and approved by P&R Committee on 13th February 2018. This was a key dependency identified in the Preliminary Agreement.
- The draft Heads of Terms and Preliminary Agreement have progressed into a Site Assembly Agreement and Land Agreement for the redevelopment of North Finchley.

The final action required to progress the decisions made by P&R Committee of 1st December 2016 is for the Assets, Regeneration and Growth Committee to approve finalisation of the Site Assembly Agreement and Land Agreement.

The Site Assembly Agreement and Land Agreement are drafted in the spirit that all decisions taken by the developer and by the Council are to the benefit of achieving the overall regeneration plans (as set out in the SPD agreed by P&R Committee). In short:

- The Site Assembly Agreement provides a mechanism under which Joseph Partners would obtain satisfactory planning permission and thereby pave the way to commence site acquisition; and
- The Land Agreement allows for the Council to commit its landholdings as part of the development; either through sale to the developers, or through the developers developing the site on behalf of the Council for the Council's retention. The subject of the final form of development will be agreed prior to transfer, meaning that for any given parcel of land, the nature of the arrangement will be agreed before land is required for development. The Agreement also grants to the Council an option to reacquire its land (and other land) in certain circumstances. Finally, the Land Agreement provides an option for the Council to acquire residential units in the development at market value. The Land Agreement is conditional on certain matters such as the Developer obtaining satisfactory planning permission.

Recommendations

That the Committee:

- 1. delegate authority to the Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into a Site Assembly Agreement and Land Agreement with Joseph Partners in order to progress the redevelopment of North Finchley.**
- 2. delegate authority to the Deputy Chief Executive in consultation with the Chairman to appropriate the Council-owned land and/or land acquired from**

any third party, for planning purposes if required.

3. **note that the Site Assembly Agreement and Land Agreement require the Council to commit sites for development. Should this involve a recommendation to dispose of Council assets, this will be brought forward to a future Committee. Should there be a need to assign the agreements to a third party then a Committee decision will be sought.**

1. WHY THIS REPORT IS NEEDED

- 1.1 In accordance with decisions taken by the Policy and Resources Committee of 1st December 2016, this report seeks approval from the Assets, Regeneration and Growth Committee to finalise and agree a Site Assembly Agreement and Land Agreement with Joseph Partners, so as to progress the revitalisation of North Finchley Town Centre.
- 1.2 The North Finchley Town Centre Area Framework Supplementary Planning Document was adopted by Policy and Resources Committee of 13th February 2018. That Committee also agreed to establish a *North Finchley Partnership Board* to comprise representatives of local stakeholders including local councillors, traders, businesses, landlords, Barnet Homes, residents and community organisations, local schools, the artsdepot, faith organisations, the Council lead officer, and appropriate representative of the lead developer. This partnership board should help oversee, monitor, scrutinise and hold to account the management of the Town Centre, as well as implementation of the SPD.
- 1.3 Completion of an SPD was a key dependency set out in the Preliminary Agreement. As the dependency has now been met, the Site Assembly Agreement and Land Agreement can be duly progressed and agreed.

2. REASONS FOR RECOMMENDATIONS

- 2.1 North Finchley Town Centre is one of Barnet's seven 'main town centres' due to its size and economic importance to the Borough. In recent years, the town centre has been in decline, with retailers facing a range of challenges due to technological changes, macroeconomic forces and changes in consumer behaviour. Associated with this has been a decline in footfall and deterioration in the retail offer and quality of shop fronts. As such, although North Finchley is one of Barnet's largest town centres, it is the only one in the Borough to have seen a consistent increase in vacancy rates over the past 15 years. There is also a recognised need in North Finchley to rationalise transport and pedestrian access.
- 2.2 A local developer, Jonathan Joseph trading as Joseph Partners (who may contract through a special purpose vehicle, likely to be called Joseph Partners Limited), has come forward with an innovative approach to town centre regeneration through curated stewardship of the retail offer and increased

residential dwellings. The proposal comprises a four-point action plan to address the key challenges facing high streets:

- Redefine the high street by researching, consulting and defining the sustainable core of the area;
- Establish a context for change, involving comprehensive regeneration either through acquisition, or by agreement with existing landowners;
- Curate the occupancy of the core high street over a minimum period of 3-5 years, bringing in desired and needed tenants, and utilising landlord control to incorporate flexible lease terms, so as to encourage attractive and sustainable occupancy;
- Intensify and repurpose the periphery of the town centre to provide additional housing adjacent to the town centre, integrating high-quality residential uses into the upper parts of retained shopping areas, and providing the ability to carry out significant public realm improvements.

2.3 The Preliminary Agreement signed with Joseph Partners (then signing in his personal capacity, as Jonathan Joseph) on 24th April 2017 incorporates an exclusivity period of two years for the disposal of land within North Finchley. This expires on 24th April 2019 although it can be extended by a further one year.

2.4 The Preliminary Agreement included a number of key conditions, including the following:

- Supplementary Planning Document required to be adopted as supplementary planning guidance; and
- Commitment in principle from a funder with suitable financial resources and experience, to back the development and sign the Site Assembly Agreement and Land Agreement.

2.5 Once the above conditions are either satisfied or waived, the Council and Joseph Partners must use reasonable endeavours to agree a Site Assembly Agreement and Land Agreement as soon as reasonably practicable. By entering into such agreements, the Council will be able to progress the regeneration of this important town centre.

2.6 **Site Assembly Agreement**

2.6.1 The Site Assembly Agreement covers the following:

- *Planning permission* – Joseph Partners (or another suitable developer backing Joseph Partners' obligations or replacing Joseph Partners) must submit a planning application for the development scheme, in an agreed timescale.
- *Land interests* – Once satisfactory planning permission is obtained, the Council and/or Joseph Partners (or other suitable developer as above) must try to acquire the land ownerships in the area. The Council will seek appropriate authorities to enable any necessary third party land purchase,

and, if necessary, will consider making a compulsory purchase order for any land interests Joseph Partners isn't able to acquire privately.

- *Land Assembly* – Following the developer's reasonable endeavours to acquire all land interested, the Council will consider using its compulsory purchase powers to complete land assembly (but it retains statutory discretion to make or refuse the CPO).
- *Indemnity* – As with any site assembly undertaken on behalf of a developer, Joseph Partners will indemnify the Council against costs associated with any possible future compulsory purchase order (CPO).
- *Assignment/other dealings* – Joseph Partners cannot assign or otherwise pass on the Site Assembly Agreement to another party, except an assignment to a development funder who also takes an assignment of the Land Agreement. The Council may agree in due course to include within the Agreement a third party (such as a Registered Provider, another developer and/or funder).
- *Council statutory authority functions* – The Site Assembly Agreement does not affect or fetter the Council in discharging its statutory responsibilities (e.g. as planning authority, highways authority, etc.).
- *Termination* – There are a number of circumstances where either party can terminate the Site Assembly Agreement, although if that happens, the Council still has security for CPO costs it has already incurred. If the Site Assembly Agreement ends, so does the Land Agreement.

2.7 Land Agreement

2.7.1 The Land Agreement covers the following main heads:

- *Pre-conditions* – the Council agrees to make available for development to Joseph Partners land within the development site in phases, subject to satisfying various pre-conditions (e.g. obtaining planning consents and vacant possession, development funding being available) within an agreed programme (if the programme for this isn't achieved, either party can end the Agreement).
- *Price, Valuation, Profit Share* – The Land Agreement will include the price of the Council's land in each phase, but will be reviewed annually by an independent surveyor to provide an upwards-only open market valuation. The Council also receives a profit share or overage once the development works have been, or are close to being, completed. At the time of writing this report the detail is still being finalised, but the agreement proposes a profit share after repayment of development costs and developer's agreed profit on cost. Alternatively, the Council might seek to retain an interest in the development, whereupon the developer might develop out the site on the Council's behalf, with the Council retaining a land interest and ongoing return.
- *Management pending Completion, Insurance* – the Council will continue managing and insuring the Council-owned property in each phase until completion of transfer/lease (for current Council-owned land, long lease) to Joseph Partners (or other suitable developer backing Joseph Partners' obligations or replacing Joseph Partners as developer). The Council will provide any services it is obliged to as landlord. There are restrictions on

the Council granting new occupational interests or varying current arrangements, intended to ensure vacant possession can be obtained in good time.

- *Development* – Joseph Partners does not have to begin development of the site, but if it does so, development can only be carried out in phases in accordance with the planning permission, necessary consents and usual development requirements. Joseph Partners must obtain the usual construction warranties for the Council.
- *Assignment/other dealings* – Joseph Partners cannot assign or otherwise pass on the Land Agreement, except to an approved funder as security for any debts, or a mortgage of the Land Agreement to a funder (although the Council might agree in due course to the Land Agreement being passed on to another suitable developer replacing Joseph Partners).
- *Termination* – the Council can terminate the Land Agreement and/or buy the land back (under a call option referred to in the next bullet point) in a number of circumstances where Joseph Partners breaches the Land Agreement (subject to giving "cure" rights to the developer's funder).
- *Call Option* – If the Land Agreement is terminated where development of the site/part of the development site is not completed, the Council has a call option entitling the Council to reacquire, at the lower of market value or the price Joseph Partners paid, the parts of the uncompleted Phase the Council previously owned, and (if the Council chooses to) the wider land (i.e. other than that originally owned by the Council) in the uncompleted Phase.
- *Residential Unit Option* – the Council can buy some or all of the residential units to be developed in a phase, at market value.
- *Governance* – Joseph Partners must establish a project board, to be responsible for public realm, public amenities, other elements of the town centre offering at North Finchley arising from the development, so that the Council retains significant influence over such matters.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could choose to do nothing, and not consider ways of revitalising North Finchley. This is not recommended as it would result in the further decline of the town centre, affecting residents, businesses and visitors, and would also miss the opportunity to deliver new homes in the Borough. As stated in the P&R Committee report of December 2016, the current approach of working with Joseph Partners is being pursued due to the lack of demonstrable market interest from other parties.
- 3.2 The Council could progress "light touch" interventions such as business engagement and shop front improvements. Consideration was given to seeking funding and investment for capital improvements through the GLA's *Good Growth Fund*. However, this option was discarded as the Council was recently (in 2014) awarded a substantial grant, which saw the delivery of high street improvements. The GLA has indicated that it is unlikely to provide another round of funding for works in North Finchley.

- 3.3 The current proposed option includes the possibility of joint ventures with the developer should the Council consider these to be advantageous.
- 3.4 Having considered the alternatives, the proposed approach to comprehensively revitalising one of Barnet's most significant town centres can be considered a truly innovative project for Barnet.

4. POST-DECISION IMPLEMENTATION

4.1 Next steps are:

- Full officer Delegated Powers Report (DPR) to sign Site Assembly Agreement and Land Agreement;
- Further report to ARG on valuations ensuring best consideration and disposals, if necessary;
- Support Joseph Partners to establish a Project Board (with equal representation by/on behalf of the Council and Joseph Partners) which will be responsible for those elements of the development relating to public realm, public amenities and other elements of the town centre offering at North Finchley, with the intention that the Council will retain significant influence over such matters;
- Establish Partnership Board to manage wider town centre stakeholder consultation.

4.2 A detailed programme for delivery will be developed in line with the Site Assembly Agreement and Land Agreement.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's Economic Development strategy, Entrepreneurial Barnet, outlines Barnet's approach to supporting the local economy to grow, and developing a successful, growing suburb in a successful, growing world city. It identifies North Finchley as a main town centre.

5.1.2 Within Entrepreneurial Barnet, the Town Centre offer specifically outlines the Council's commitment to providing additional support to actively market and promote opportunities to developers, when dealing with main Town Centres. The approach being progressed in North Finchley will provide clarity around the town centre proposition for development in the face of growing challenges for high streets.

5.1.3 Entrepreneurial Barnet directly supports delivery of the Corporate Plan 2015-20, particularly the following goals: promote responsible growth within the Borough, encouraging development and success, revitalising communities whilst protecting what residents love about the Borough.

5.1.4 The Housing Strategy 2015-25 highlights the role of purpose-built private rented sector housing located within or around town centres in addressing housing needs as well as supporting labour mobility.

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

5.2.1 The adoption of the recommendations will result in no additional cost to the Council as the cost of additional resources are being recovered from Joseph Partners through a Planning Performance Agreement (PPA) and the Preliminary Agreement. Statutory planning functions will continue to be delivered through the business as usual Re contract. Additional staff costs in future will be recovered through the Site Assembly Agreement.

5.2.2 Progressing the Site Assembly Agreement and Land Agreement will clearly have implications for Council property but the agreements are intended to optimise value for money for the Council.

5.2.3 There are no anticipated implications in IT or sustainability in relation to the project.

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to consider how they can also secure wider social, economic and environmental benefits.

5.3.2 The North Finchley SPD was subject to a Sustainability Appraisal which assessed the social, economic and environmental implications of the document.

5.3.3 Social benefits will principally be secured through opportunities to increase housing delivery (including affordable housing), widen the range of leisure and cultural activities as well as food and drink choices and improvements to the public realm. These activities will help to make North Finchley a more attractive destination which reflects its historic character.

5.3.4 Economic benefits will be delivered through inward investment in the development opportunities highlighted in the SPD, widening the daytime and evening economy and making the town centre more attractive to independent and national retailers as well as new residents.

5.3.5 Environmental benefits will be delivered through the re-allocation of road space, giving pedestrians and cyclists more priority, sensitive development which complements buildings of positive character, and an enhanced public realm with greater planting which softens the existing hard landscape and improves air quality.

5.4 Legal and Constitutional References

- 5.4.1 All proposals emerging from this report 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.
- 5.4.2 The Council's Constitution, Article 7.5, Responsibility for Functions, states that the Assets, Regeneration and Growth Committee is responsible for asset management.
- 5.4.3 Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising all acquisition of land for over £500,000.

5.5 Risk Management

- 5.5.1 The management of risk is undertaken on a continual basis and reported as part of the Council's Quarterly Performance regime and considered as part of the Performance and Contract Management Committee quarterly monitoring report. Risks are managed through the project boards and are reviewed and revised at board meetings.
- 5.5.2 A risk is that the SPD might be challenged following adoption by the Council. This has been mitigated by ensuring that the SPD is fully compliant with Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012, a comprehensive six weeks of consultation, and by ensuring that all the consultation responses have been carefully considered and taken into account.
- 5.5.3 There is a risk that Joseph Partners may be unable to secure adequate funding to progress the scheme. Joseph Partners are currently engaged with a number of potential developers, with Council officers having met with at least one of those parties as part of a due diligence process. Current evidence suggests good market interest and that a suitable investor will be forthcoming. The Land Agreement requires Joseph Partners to demonstrate that they have sufficient funding, so if funding is not forthcoming the Council can terminate the Agreement.
- 5.5.4 There is a risk that satisfactory planning permission may not be obtained. This is mitigated by the extensive consultations with the planning authority which the developer has conducted and continues to conduct.
- 5.5.5 Underpinning a number of the risks identified above is a more generalised risk of resistance to any proposed development by traders, local community members and others. The creation of the SPD provided an opportunity for all affected parties to fully engage with the process and the Council went above and beyond statutory consultation requirements to maximise engagement. The SPD has received strong support. Furthermore, as noted in paragraph 1.2 above, a Partnership Board will be established to ensure that there is an on-going means of engaging community members and that their voices will be

heard throughout any future development.

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

5.6.4 As part of the development of the Entrepreneurial Barnet strategy, a full Equalities Impact Assessment (EqIA) was undertaken which informed the Town Centre offering.

5.6.5 Additionally, the North Finchley SPD was subject to an EqIA which considered the impact on the groups identified above. It highlighted how the SPD helps to address issues such as the relocation of the weekly market from Lodge Lane market to a more prominent town centre location. The EqIA was updated following the public consultation to make more specific reference to the impact of the SPD on groups with the relevant protected characteristics with regard to housing and access to services in North Finchley.

5.7 Corporate Parenting

5.7.1 Town Centre facilities benefit all residents and opportunities to work in partnership with different service areas will be explored throughout the project.

5.8 Consultation and Engagement

5.8.1 In accordance with the Statement of Community Involvement (SCI) a period of formal consultation on the draft North Finchley SPD was undertaken over a six-week period from 16th October 2017 until 27th November 2017. Consultation went beyond the benchmarks set out in the SCI most notably in terms of the 12,000 leaflets distributed to households in the N12 postal district. All comments, whether completed questionnaires or written responses, were considered with equal weight.

5.9 Insight

5.9.1 The designation of North Finchley as a main town centre was made using

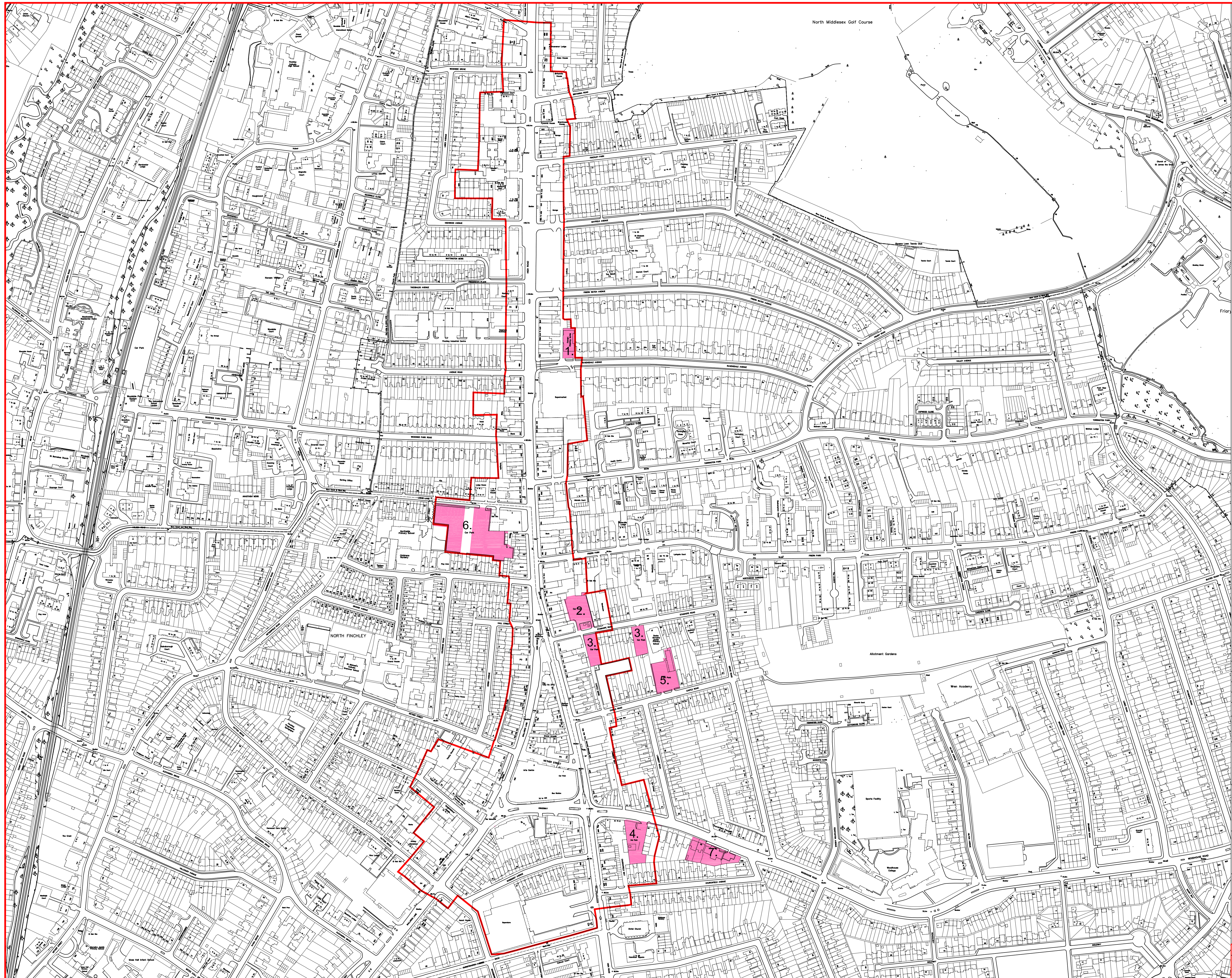
data on scale, population size, and growth potential. All subsequent support for the town centre – including development of this proposal – has been made on this basis.

- 5.9.2 The SPD consultation process provided a rich source of data and insight on North Finchley specifically.
- 5.9.3 Going forward, Re is continuing to work with the Capita Insight Team to inform the development of town centre strategies.

6. BACKGROUND PAPERS

- 6.1 North Finchley Town Centre Framework Supplementary Planning Document (SPD), February 2018, Policy and Resources Paper
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8742&Ver=4>
- 6.2 North Finchley Town Centre SPD, December 2016, Policy and Resources Paper
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8731&Ver=4>
- 6.3 Barnet Housing Strategy 2015-25
<https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?Id=5524>
- 6.4 Entrepreneurial Barnet 2015-20
<https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?Id=5385>

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NOTES:

Key.

1. North Finchley Library
2. Stanhope Road North Car Park
3. Stanhope Road South Car Parks
4. Woodhouse Road Car Park
5. Castle Road Car Park
6. Lodge Lane Car Park
7. 34-36 Woodhouse Road

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Revision and Date	Description	Initial
A OCT 17	Ownership Updated	

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SCHEME:
NORTH FINCHLEY INITIATIVE

TITLE:
COUNCIL OWNED LAND

Scales:	Date:
1:2500 (at A1 Size)	28/02/18
Initiated: J.E.	Drawn: K.E.B. Checked: J.E.

DRAWING NO:
24714/1

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	<p>Assets, Regeneration and Growth Committee</p> <p>AGENDA ITEM 8</p> <p>12 March 2018</p>
<p>Title</p>	<p>Development Pipeline Tranche 3 - Affordable Housing Programme</p>
<p>Report of</p>	<p>Councillor Daniel Thomas</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public with an accompanying exempt report and appendix.</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Annex 1 – Tranche 3 Full Business Case updated February 2018 Annex 2 – Proposed Transfer plan of Mount Parade Annex 3 – proposed Transfer plan of Salcombe Gardens</p>
<p>Officer Contact Details</p>	<p>Derek Rust, Deputy Chief Executive Officer Tel: 020 8359 4826 derek.rust@barnethomes.org</p> <p>Mike Gerrard, Finance Director Tel: 020 8359 7428 mike.gerrard@barnethomes.org</p> <p>Christine Coonan, Development Manager Tel: 0208 359 7528 christine.coonan@barnethomes.org</p>

Summary

This report requests the transfer of land at Mount Parade and Salcombe Gardens to TBG Open Door Limited to complete the development of affordable housing in the Tranche 3 programme.

Recommendations

That the Assets, Regeneration and Growth Committee:

1. Approves the updated full business case for Tranche 3 Development Pipeline for the Council to dispose of the sites at Mount Parade, EN4 9DD and Salcombe Gardens, NW7 2NT (the Sites) to TBG Open Door Limited, which is a wholly owned subsidiary of Barnet Homes, in accordance with the parameters of the updated full business case;

2. **Delegates authority to the Deputy Chief Executive to approve the disposal of the Sites to TBG Open Door Ltd at less than best consideration, in accordance with the parameters of the updated full business case and pursuant to the Development Agreement dated 24 May 2017;**
3. **Delegates authority to the Deputy Chief Executive to obtain any statutory or other consents required to dispose of the Sites under the Housing Act 1985 and where required to apply for consent to disposal to the Secretary of State on a sale at less than best consideration; and**
4. **Delegates authority to the Deputy Chief Executive to implement the statutory advertising and consultation procedure if either Site comprises Open Space land, and if any objections are received to consider the same in consultation with the Chairman of the ARG committee and, if considered suitable, to proceed with the formal appropriation of the land to complete the disposal of the Sites.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 11 July 2016 the Assets, Regeneration and Growth Committee approved an outline business case for Opendoor Homes, a subsidiary of Barnet Homes, to build 320 affordable homes for rent and transfer several parcels of land owned by the Council, including land at Mount Parade and Salcombe Gardens, on which ODH will build these new homes. The cost of the works will be supported by a loan provided by the Council (approved in principle by Policy and Resources Committee at their meeting of 16 February 2016 and Full Council on 1 March 2016).
- 1.2 On 12 December 2016 ARG approved the full business case produced by ODH which listed the sites to be transferred. This was updated at ARG on 24 July 2017, but Mount Parade and Salcombe Gardens were omitted from the list on both occasions.
- 1.3 The list of sites for disposal attached to the December ARG report and updated at ARG on 24 July 2017 have insufficient capacity for the number of units for which funding is available. ODH has reconsidered a further two sites, which had been excluded from both the original and updated lists, and wishes to bring them forward.
- 1.4 The effect on the business plan is neutral: costs and numbers of units are maintained in line with the business plan. A revised full business case which takes account of the inclusion of the land at Mount Parade and Salcombe Gardens is attached for approval.

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 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.
- 2.3 The Council owns various small garage sites and areas of unoccupied land, which are either unused or attract anti-social behaviour. These parcels of land are in or near existing Council-owned residential accommodation and whilst serving very little useful purpose are in good locations for affordable housing, being close to established transport, education and retail facilities. These sites present a good opportunity for the development of affordable housing.
- 2.4 ARG has already approved the Full Business Case and the transfer of 20 sites to ODH at its meeting on 12 December 2016 and the substitution of a further 2 sites: Westbrook Crescent and Mount Pleasant at its meeting on 24 July 2017. Further design work has now been carried out and some of the sites approved do not provide sufficient capacity to make up the number of units proposed in the programme. This paper requests the addition of two more sites to provide homes to let at affordable rents for residents of the Borough whose need for suitable accommodation cannot be met in the open market. The addition of land at Mount Parade and land at Salcombe Gardens will ensure that the viability of the business case is maintained and the full 320 new affordable homes are delivered.
- 2.5 Mount Parade comprises a parcel of land used as a car park and a garage court to the rear of shops in Mount Pleasant, East Barnet and is close to established transport, education and retail facilities. The site presents a good opportunity for the development of affordable housing and Barnet Homes has submitted planning permission for 6 new homes.
- 2.6 Salcombe Gardens is a former garage site which is also near existing Council-owned residential accommodation and is close to established transport, education and retail facilities. The garages have been demolished and are currently occupied by the site accommodation of the contractors who are building extra care accommodation in Moreton Close (Ansell Court). This also presents a good opportunity for the development of affordable housing and Barnet Homes have already obtained planning permission for 6 new homes. The proposed development could be brought forward if undertaken by the Moreton Close contractors, because they are already occupying the site and can introduce cost savings by running the two projects in parallel.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could consider taking no action, but this would not deliver the optimum number of new affordable homes in support of the Council's Housing Strategy, and would impact on the viability of the Full Business Case developed by ODH.

- 3.2 The Council could consider disposing of the sites to another housing provider, however this would not provide the financial benefits of on-lending and the “homelessness dividend” previously reported to ARG.
- 3.3 The Council could consider selling the land on the open market, but this would result on a smaller number of affordable homes being provided, particularly as challenges on the site associated with the need to move services would be likely to impact on the viability of providing affordable housing in line with planning requirements.
- 3.4 The Council could develop itself but this option would not provide the additional financial benefits of on-lending and the “homelessness dividend” contribution to the costs of homelessness of the Opendoor Homes proposal.
- 3.5 Transfer of land at Mount Parade and Salcombe Gardens to ODH is the preferred option to ensure that ODH is able to deliver the programme of 320 new affordable homes and the benefits associated with this.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to ARG approval of the recommendations in this report, the land at Mount Parade and Salcombe Gardens will be transferred to ODH for inclusion in their development programme.
- 4.2 ODH will proceed with the development of 12 new affordable homes for rent on the land, which will be let to households nominated via the Council’s Housing Allocations Scheme.

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 The 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 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.
- 5.1.6 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by residents in the Residents' Perception Survey.
- 5.1.7 The Tranche 3 development programme is managed by Barnet Homes with strategic management and oversight from the Development Pipeline Project Board, reporting to ARG to review the programme milestones and costs. Barnet Council as lender and provider of land receives quarterly financial and programme monitoring information and more regular exception reporting should this be necessary. This has particular relevance to variations to the Business Plan and any specific implications on the loan, the gifting of Right to Buy receipts or the release of sites for Opendoor Homes to develop.
- 5.1.8 Progress updates will be included in the Council's Annual Regeneration Report with analysis of spend against the budget and completions against the target.
- 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 5.2.1 As reported to ARG previously, an exercise was 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. The loan was approved by the Council and the loan agreement completed on 24 May 2017.
- 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 transfer of the additional land at Mount Parade and Salcombe Gardens to Opendoor Homes will ensure that the full 320 new affordable homes are delivered. The estimated costs of both schemes of £2.9m will be contained within the approved Opendoor Homes business plan. The additional schemes, in line with existing schemes, will be funded within agreed LBB loan and capital receipts. The Council's approved Capital Programme includes budget provision for the Opendoor Homes schemes.
- 5.2.4 ODH Board approved a revised business plan in November 2017.
- 5.2.5 ODH will pay the council a homelessness dividend a year for each new home completed for the life of the loan, as well as interest above the rate at which the Council is able to borrow from the Public Works Loans Board on the loan provided by the Council.

- 5.2.6 Procurement of the design and build contractors has followed OJEU compliant process.
- 5.2.7 Opendoor Homes' professional construction cost consultants will provide a tender report and a value for money statement for each site before the building contract is let.
- 5.2.8 The revised Full Business Case for the project is attached to this report to take account of the addition of land at Mount Parade and Salcombe Gardens

5.3 **Social Value**

- 5.3.1 The Opendoor Homes Employer's Requirements include a provision to promote employment of under-represented groups in the labour market

5.4 **Legal and Constitutional References**

- 5.4.1 Council Constitution, Article 7.5 states that the Assets Regeneration and Growth Committee is responsible for asset management.
- 5.4.2 Council Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising all disposals of land for less than best consideration.
- 5.4.3 Site specific legal and title matters for the Sites have been explored through joint working with LBB Customer & Support Group, Barnet Homes and HB Public Law. Opendoor Homes will obtain independent legal advice on title, and any open space issues which have generically been addressed in the ARG report in December 2016.
- 5.4.4 Council Constitution, Article 7.5 states that the Housing Committee is responsible for housing matters including housing strategy, homelessness, social housing and housing grants.
- 5.4.5. The Sites are designated land in the HRA. Section 32 of the Housing Act 1985 allows the Council to dispose of land held for housing purposes provided it has the consent of the Secretary of State ("SoS"). The General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985 (2013) allows for the disposal of land held within the HRA in certain circumstances. There are specific rules as to the value at which a site is disposed and this will depend on whether the land falls under the definition of vacant land or includes land which falls under the definition of dwelling houses and unless a specific general consent applies site specific decisions will have to be made by the Deputy Chief Executive as to what consents are required for disposal of each Site in the HRA and this will be finalised through joint working with LBB Customer and Support Group and HB Public Law and the ALMO .
Where HRA land is disposed of at an undervalue the Council must have regard to the Sections 24 and 25 of Local Government 1988 Act (if privately let accommodation is to be provided) and also the State Aid provisions when making

any transfers at an under-value. Any other land must be disposed of land at market value.

5.4.6 Where any of the Sites comprises public open space the advertising requirements for the disposal of open space pursuant to S.123 (2A) of the Local Government Act 1972 apply. The proposed disposal must be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated, with any objections to the proposed disposal being considered by the Council. The advertisements in accordance with the statutory requirements should provide for a period of four weeks from the date of the first public notice for any objections to be made. Any objections made to the disposal will have to be considered before the disposal proceeds.

5.4.7 Where HRA land is disposed at less than market value or best consideration there is a concern about whether the State Aid provisions apply. An exemption to State Aid exists for services in the general economic interest and if Opendoor Homes is letting accommodation at less than market value then the relevant exemption may apply provided always that the land is acquired and developed for social/affordable housing to qualify for this exemption

5.5 Risk Management

5.5.1 The key risks for the project as a whole are concerned with

- **Finance** – that the costs of developing the sites are too high: building price escalation and cannot be contained within the business plan taking account of the contingency sums available
- Mitigation – a number of financial scenarios have been modelled to prove that the Opendoor Homes business plan can contain cost increases. The loan agreement allows for further contingency borrowing.
- **Loan repayment** – that the loan becomes unaffordable to Opendoor Homes and default of payment arises
- Mitigation – the business plan allows for sufficient deductions to be made from rental income, including a realistic assessment of voids, management and maintenance allowances, major repairs sinking fund and service charge costs.
- **Programme slippage** - which potentially could be caused by a referral for disposal to the Secretary of State
- Mitigation - the programme could be reprofiled (and any financial penalties offset) should the contractor not be able to get on site due to a delay in transfer
- **Programme delay** – incurring increased loan interest costs without rental income
- Mitigation - the project team will monitor the progress of works on site, anticipating problems and managing solutions. Sanctions (LADs) will be put in place to ensure that works are kept to programme

- **Future Government policy** regarding affordable housing rents or other significant changes of legislation
- Mitigation – the business plan allows for a certain amount of rent control but a prolonged rent freeze would require the business plan to be remodelled and repayment terms renegotiated.
- **Contractor failure** – contractors become insolvent or are affected by wider economic uncertainty
- Mitigation - The financial status of contractors will be scrutinised and performance bonds put in place to cover the additional costs of contractors going into liquidation

5.5.2 All risk will be managed by LBB in its role as funder and Opendoor Homes in its role as a regulated Registered Provider. Risks will be escalated through the governance arrangement outlined in the project structure chart. High risks will be reported to LBB through regular highlight reports and financial returns.

5.5.3 The business plan has been subjected to external validation and stress testing to understand the potential impact of these risks and the potential mitigations that could be brought forward to manage them.

5.6 Equalities and Diversity

5.6.1 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.
<http://barnet.moderngov.co.uk/documents/s26454/Appendix%20F%20Full%20EIA%20revised.pdf>

5.6.2 Allocation of properties acquired will be made in accordance with the Council's Housing Allocations Policy.

5.6.3 It is not expected that any groups will be adversely affected by implementing the policies set out in this report. However, the impact will be monitored to ensure that these groups are not adversely affected. All units of accommodation that are procured will meet minimum standards and in placing households into accommodation out of the borough the Council will consider the needs of protected groups.

5.6.4 Ten per cent of the homes to be built will be suitable for wheelchair users. All houses and ground floor flats will be built to Lifetime Homes standards. 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.

5.6.5 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;
- 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; and
- Provide homes for people who are homeless and may be currently disadvantaged.

5.7 Consultation and Engagement

5.7.1 A Stakeholder Engagement Plan has been prepared and was included as an appendix to the first Full Business Case. The plan has been followed in respect of planning applications already sought and:

- Sets up a stakeholder engagement team
- Identifies key stakeholders
- Maps sites by ward and potential political sensitivities
- Reviews housing management concerns
- Combines an assessment and preparation of a risk register
- Agrees a bespoke engagement plan for each site
- Briefing of relevant ward members and committee chair, shadow chair and senior member

5.7.2 Public consultations have taken place before a planning application for each site, including Mount Pleasant and Sheaveshill. This has been a useful learning experience and the views of those consultees have been taken into account where feasible.

5.8 Insight

5.8.1 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 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>

6.2 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>

6.3 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>

- 6.4 Assets, Regeneration and Growth Committee, 17 March 2016, Development of new affordable homes by Barnet Homes Registered Provider (“Opendoor Homes”).
<http://barnet.moderngov.co.uk/documents/s30501/Development%20of%20new%20affordable%20homes%20by%20Barnet%20Homes%20Registered%20Provider.pdf>
- 6.5 Delegated Powers Report, 2 June 2016 Commissioning Director of Growth and Regeneration approved the substitution of some sites within the programme in order to ensure outcome targets can be met.
- 6.6 Assets, Regeneration and Growth Committee, 11 July 2016, Development of new affordable homes by Barnet Homes Registered Provider (“Opendoor Homes”)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8881&Ver=4>
- 6.7 Assets, Regeneration and Growth Committee, 12 December 2016, Development Pipeline Tranche 3 - Affordable Housing Programme.
<http://barnet.moderngov.co.uk/documents/g8640/Public%20reports%20pack%2012th-Dec-2016%2019.00%20Assets%20Regeneration%20and%20Growth%20Committee.pdf?T=10>
- 6.8 Assets, Regeneration and Growth Committee, 24 July 2017, Development Pipeline Tranche 3 - Affordable Housing Programme.
<http://barnet.moderngov.co.uk/documents/g9337/Public%20reports%20pack%2024th-Jul-2017%2019.00%20Assets%20Regeneration%20and%20Growth%20Committee.pdf?T=10>

March 2018
THE BARNET GROUP

Tranche 3 Affordable Housing

Full Business Case (FBC)

12 March 2018

Author:	<i>Christine Coonan</i>
Date:	<i>February 2018</i>
Service / Dept:	<i>Barnet Homes Development (New Build)</i>

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2. Introduction

3. Strategic case

4. Case for change

5. Economic case

6. Commercial case

7. Financial case

8. Management case

Appendix:

- 1 Tranche 3 Sites

1. EXECUTIVE SUMMARY

1.1 This document is a further update of the Full Business Case for the Tranche 3 new build infill project, including the transfer to Opendoor Homes of sites from Barnet Council (LBB) for development. The sites are to be developed as affordable housing for Opendoor Homes, a subsidiary of Barnet Homes within The Barnet Group (TBG). LBB is the sole shareholder of TBG. The initial Full Business Case, approved by ARG in December 2016, make the case for the transfer and

development of 21 no. Housing Revenue Account (HRA) and General Fund (GF) sites from LBB to Opendoor Homes. This list of sites was approved in December 2016 and then updated in July 2017. Further design work has now been carried out and some of the sites approved do not provide sufficient capacity to make up the number of units proposed in the programme. The updated full business case requires the addition of two more sites to provide homes to let at affordable rents for residents of the Borough whose need for suitable accommodation cannot be met in the open market.

- 1.2 LBB can transfer the HRA and GF sites (after an options appraisal) at nil consideration to Opendoor Homes following successful registration of the RP with the Homes & Communities Agency (HCA) in March 2017

The list of sites for disposal attached to the December ARG report and updated in the July ARG report do not provide sufficient capacity for the number of units for which funding is available. Opendoor Homes has reconsidered a further two sites, which had been excluded from both the original and updated lists and wishes to bring these forward. The effect on the business plan is neutral.

- 1.3 This approach will maintain project outcomes and assures not only a strategic benefit to the Council by ensuring the delivery of affordable housing, but also maintains a positive financial benefit. The Council's subsidiary, The Barnet Group, and its secondary subsidiary, Opendoor Homes, also retain the benefits anticipated by this approach.

Benefits to London Borough of Barnet:

- Development of a higher value asset through a wholly owned subsidiary of the council
- Delivery of affordable housing
- Positive use of RTB receipts
- Consolidation of a vehicle to deliver further tranches of affordable homes

Benefits to The Barnet Group

- Diversification of TBG into viable housing developer and long term strategic partner
- Stabilise loss of housing units and maintain economies of scale
- Culture to enable further dynamic of growing a business

- 1.4 Tranche 3 is funded by on-lending from Barnet Council to Opendoor Homes and gifted Right to Buy receipts as grant, agreed in principle by Policy and Resources Committee at its meeting of the 16 February 2016.

- 1.5 Cost control of the programme is one of several risks to this programme which need to be managed. The substitution of sites will ensure that costs are kept within budget and programme objectives are delivered.

2. BACKGROUND

- 2.1 The cost of land is a significant factor in the provision of new homes, particularly in London. Significant savings can be made by developing on land already owned by the Council. Smaller pockets of land provide an ideal opportunity to integrate new affordable homes within established communities although we have found that they present a high proportion of abnormal development constraints, such as service diversions, unstable ground conditions and difficult access.
- 2.2 Opendoor Homes' objective is to build 320 new homes, all to be let at affordable rents, including 10% wheelchair accessible units, across circa 21 infill sites owned by the Council. This is funded by a combination of a loan, financed by the rental income stream, and RTB receipts as grant. Opendoor Homes has achieved planning permission for 16 of the sites listed in the report approved by ARG in July 2017. Nine schemes are on site and contractors are working under letters of intent or pre-contract services agreements for all other sites in anticipation of land transfer
- 2.3 Tranche 3 is funded by on-lending from Barnet Council to Opendoor Homes and gifted Right to Buy receipts as grant. Policy and Resources approved the loan in principle at its meeting of the 16 February 2016. This decision was ratified by full Council at its meeting of 1 March 2016. ARG approved details on 12 December 2016.
- 2.4 Delivery of the new homes is dependent on meeting the following targets:
- Receipt of the loan funding to progress the scheme in advance of receipt of rental income – this is achieved by borrowing from LBB
 - HCA registration – now achieved
 - Identifying sites which are suitable for residential development – 22 sites were originally identified of which 17 were put forward to ARG in December 2016. Five sites were considered too small to be viable or to have prohibitive site development costs. These are now being taken forward under the Microsites programme and are fully funded by Right to Buy receipts and S.106 off-site contributions. In July 2017 ARG approved transfer of 19 sites which were identified for development.
 - Planning permission – 16 planning permissions have now been obtained for viable schemes which contribute to the required mix

of units. Planning applications for a further 2 schemes have been submitted and are pending determination.

- Building costs within scheme parameters - Opendoor Homes has sought tenders for all schemes and is working with contractors to bring them in on budget.
- Legal transfer of land - Sites will be transferred to Open Door Homes as soon as building contracts are ready to be let and vacant possession can be given.

Site details are set out in Appendix 1 Tranche 3 Sites.

- 2.5 Opendoor Homes application to become a Registered Provider was approved on 7 March 2017. Barnet Council is therefore able to transfer the HRA and G/F sites (following an option appraisal) at nil consideration to ODH following execution of the loan agreement.
- 2.6 Opendoor Homes has set up internal procedures for assessing the practical and financial viability of each site. These procedures include consultation with housing management and maintenance colleagues to ensure that new developments will meet the needs of future residents, be efficient to manage, reduce opportunities for anti-social behaviour and minimise future maintenance costs. The Housing Options service is involved in identifying the mix of new accommodation required to meet housing need.
- 2.7 The project is managed by Barnet Homes' in-house team, who have appointed consultants from OJEU compliant frameworks. Barnet Homes has also employed independent solicitors to carry out due diligence, ensuring the sites have good and marketable title and are capable of being developed following transfer.
- 2.8 Opendoor Homes had sought to bring forward a mixed portfolio of sites to balance the disproportionate costs of the small sites with less expensive medium and slightly larger sites that will bring a more viable overall average build cost. This is particularly important given that many of the sites are complex with difficult access. Our approach to procurement has sought to help mitigate this issue by seeking to involve a range of different sized contractors suited to the size and nature of the build.

3. STRATEGIC CASE

The Strategic case sets out the rationale, business needs and constraints for the development of new homes on HRA land.

3.1 LBB policy context

Barnet Council's Housing Strategy 2015 – 2025 states that Barnet has the largest population of any London borough with an estimated 393,000 residents in 2015. This is expected to grow by a further 19% over the next 25 years.

3.2 The cost of homelessness in Barnet: a snapshot of demand in Barnet

- There has been a 42% increase in new homelessness applications between 2011/12 and 2016/17.
- There has been a significant increase (23%) in the number of households in temporary accommodation (numbers have increased from 2,172 in April 2012 to their current level of 2,675 at the end of September 2017).
- As of April 2016, each new household placed in 2-bed emergency temporary accommodation will cost on average an extra £3,400 per annum to the Council's General Fund;
- Future budget pressure is likely to be as much as £5.9 million over the next 5 years – a shortfall that the Council will have to potentially fund from other budgets.

Supply pressures:

- Less affordable private rented sector homes – only 1% at or below LHA rate;
- 6th largest demand for use of temporary accommodation in the UK.
- Almost 75% of all the households in temporary accommodation in England are placed by North, East and West London Authorities. This has led to increased pressure in competition for affordable supply.
- Barnet has below levels of social housing on average compared to other London boroughs.

3.3 In July 2014, The Assets, Regeneration and Growth Committee (ARG) agreed that a development pipeline would be established, making use of council owned land to meet housing need and to enable the Council to benefit directly from any uplift in land values associated with developing sites, rather than simply seeking a capital receipt through disposal on the open market. The programme includes the development of housing for affordable rent, shared ownership, and private sale and for private rent. The homes for affordable rent built as part of this (Tranche 3) project form part of this programme of housing development. ARG approved the Full Business Case on 12 December 2016.

3.4 The Barnet Group's business aim

The Barnet Group Business Plan 2016 – 2021 commits to take the organisation from “good to great” through the delivery of three core themes:

- Putting people first
- Thinking differently and challenging ourselves
- Growing our business

There is a commitment to build or purchase 750 new homes by 2021 as part of growing our business. Tranche 3 represents a step change in delivery of -new homes funded through a loan from the council (plus RTB receipts and GLA funding) to be managed and owned through our new registered provider Opendoor Homes.

3.5 The following constraints were identified in the December 2016 ARG report:

- Availability of transfer of LBB sites which are suitable for residential development of small schemes at nil consideration
- Obtaining planning permission for schemes with the required mix of units before construction can commence.
- Procurement of works within the funding available. There is a limit on how far building price inflation or the cost of unforeseen abnormal construction costs can be contained within the budget.

3.6 The following dependency was identified in the December 2016 ARG report:

- A robust financial business plan must be provided, which is acceptable to both the Council and the HCA.

3.7 The key risks for the project are concerned with

- Finance – that the costs of developing the sites might be too high and cannot be contained within the business plan, even taking account of the contingency sums available
- Programme slippage - which potentially could be caused by a referral for disposal to the Secretary of State
- Planning - that planning permission is not forthcoming for the preferred scheme or are subject to challenge
- Programme delay – incurring increased loan interest costs without rental income

The business plan has been subjected to external validation and stress testing to understand the potential impact of these risks and the potential mitigations that could be brought forward to manage them.

4. CASE FOR CHANGE

The case for change sets out present circumstances and reasons for taking advantage of them.

- 4.1 LBB has available both surplus Housing Revenue Account (HRA) and General Fund (G/F) land and access to finance from the Public Works Loan Board, which it can lend on to Opendoor Homes. This provided a window of opportunity to build more housing to address the challenges described above.
- 4.2 The Council's Housing Strategy includes an objective of providing housing to support vulnerable people. All new houses and ground floor flats in the Tranche 3 programme will meet the Lifetime Homes standard and at least 10% will be fully wheelchair adapted. This will support Adults and Communities in the financial savings required as part of the MTFS by reducing reliance on higher cost forms of care and support.
- 4.3 The proposals included in this business case will facilitate the delivery of new homes, which will all be let at affordable rents. They will be built to a high standard to protect Opendoor Homes' investment and reduce residents' fuel costs, as well as creating an improved environment in the neighbourhood.
- 4.4 ODH's business plan makes the following financial assumptions in respect of development.
 - Initial programme of 320 units utilising Right to Buy (RTB) receipts being gifted by the London Borough of Barnet
 - Cost per square metre
 - Administration & Development allowance

Scheme costs for the proposed substitute sites can be contained within these parameters

5. ECONOMIC CASE

The Economic case sets out the critical success factors for the decision, appraising various options and indicating which is preferred.

- 5.1 The following critical success factors have been established:

- Achievement of acceptable planning permissions, free from challenge, enabling all sites to be built out or to be sold at increased value
- Alignment of construction costs within financial appraisals to the approved business plan
- Completion of at least 320 new homes on HRA and G/F land by the end of the programme
- Delivery of net financial benefit to Barnet Council as outlined in the financial case

5.2 Opendoor Homes is the preferred vehicle for delivery as it meets all critical success factors:

- Barnet Homes' dedicated Development Team can and has worked as an independent applicant to achieve successful planning applications. Opendoor Homes' independent status allows the planning authority to consider applications with due professional distance.
- Opendoor Homes have procured works in accordance with Barnet Homes' standing orders and in compliance with OJEU requirements where necessary. The lessons learnt from delivering the Tranche 0 programme have been deployed to ensure robust project management and cost containment.
- Barnet Homes has long experience of managing affordable housing and knows its customer base well.

5.3 Options to maintain programme unit numbers:

5.3.1 Do nothing – the programme would not achieve the numbers of units proposed.

5.3.2 Increase numbers of units on other sites in the programme – we have either obtained planning permission on all other sites or are about to submit planning applications at maximum density. There is no capacity on other sites for additional units.

5.3.3 Identify alternative sites – there are no alternative sites available that have progressed this far through the development process and it would delay the programme if they were to be brought forward at this stage.

5.4 The preferred option is to proceed to develop the land at Mount Parade and Salcombe Gardens.

6. COMMERCIAL CASE

6.1 Opendoor Homes has obtained planning permissions for 16 sites. However, these consents cannot supply the required number of units for which funding is available. We have lost units at The Croft

because of flood risk issues, at Burnt Oak Register Office because of height restrictions and, most significantly, at Basing Way Green where the cost of diverting utilities, including a high voltage Transport for London cable, sterilises large parts of the site.

6.2 The updated list of sites is set out in Appendix 1.

The Outline Business Case was approved by ARG Committee on 17 March 2016. At that time, authority was delegated to the Commissioning Director Growth and Development to approve any site substitutions. The list of sites attached to the Outline Business Case then included Salcombe Gardens and Mount Parade; however, they were excluded from the list of sites attached to the Full Business Case in December 2016 because the Salcombe Gardens site was being used for site accommodation by the contractors working on Ansell Court and the Mount Parade site appeared to have legal constraints on part of the site which is a car park giving access to a church next door.

It is now proposed that the sites at Salcombe Gardens and Mount Parade are added to the sites to be transferred to Opendoor Homes in the Tranche 3 programme.

Salcombe Gardens has been selected for the following reasons:

- It obtained detailed planning permission for 6 units on 8 November 2016.
- .
- Legal due diligence has been carried out, establishing clean and marketable title.
- The costs of the scheme can be contained within the Business Plan.

Mount Parade has been selected for the following reasons:

- Planners have indicated that it will achieve planning permission for 6 units.
- .
- Legal due diligence has been carried out, establishing clean and marketable title.
- The costs of the scheme can be contained within the Business Plan.

6.3 Site transfer

The Development Agreement between Barnet Council and Opendoor Homes contains the contract for transfer of the sites.

ARG will be requested to arrange suitable delegation of authority to transfer the sites at Salcombe Gardens and Mount Parade from the Council to Opendoor Homes.

6.4 Awarding building contracts

Contractors have now been identified for all sites, except for Mount Parade. Contractors are working either under letters of intent or pre-contract services agreements on all schemes, which are not yet in main contract

6.5 Barnet Council and Opendoor Homes have negotiated a development agreement for the construction of the new homes and a loan facility agreement to fund the construction. These agreements will be implemented through a gateway review process (see The Management Case below).

- Barnet Council is making a loan to Opendoor Homes to be applied to the cost of carrying out the building works and associated costs such as legal and professional fees, management costs, finance and interest costs. The loan will be secured as a fixed charge against the property to be developed in the Tranche 3 programme.
- The loan will be drawn down in monthly stages in accordance with the Brixx business plan cash flow forecast, so that funding is available to pay development fees and contractor's applications for payment. On each draw down the Council will benefit from the payment of an arrangement fee. Barnet Homes will provide a schedule of payments made at the end of each quarter for reconciliation purposes. Draw-down for subsequent quarters will be adjusted to reflect variations
- Interest will be paid on a quarterly basis and the loan is to be repaid in full by 30 March 2055 or later by agreement.
- Barnet Council will transfer each site to Opendoor Homes with clean title. Opendoor Homes will make an annual payment to the Council for each completed property (subject to scheme viability) and will grant 100% nomination rights for all initial lettings and subsequent voids. Opendoor Homes is responsible for submitting planning applications, appointing professional consultants and building contractors and managing the new homes when constructed.
- A value for money statement will be prepared by an independent cost consultant including a tender report that includes benchmarked costs. At Practical Completion of each site the cost consultant will provide a forecast of the Final Account. This

procedure reflects the standard requirements of the Greater London Authority for grant claims and scheme audit.

7. FINANCIAL CASE

The financial case indicates the budgetary, financial and affordability considerations of this approach

7.1 Financing Tranche 3

A loan facility agreement is in place and will be released as required to fund the build process. The phasing will be refined to meet the needs of Open Door Homes.

7.2 For every new home for affordable rent completed in the Tranche 3 programme, the Council will receive an annual payment [subject to scheme viability] from Opendoor Homes to support the General Fund costs of providing the Housing Options service.

8. MANAGEMENT CASE

The management case provides the outline plans for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery.

8.1 Opendoor Homes is an independent Registered Provider regulated by the Homes and Community Agency (HCA). Opendoor Homes Board has an absolute responsibility to ensure that the programme is scrutinised, monitored and meets the requirements of the business plan including dealing with significant exceptions in line with the expectations of the Government's regulator the HCA. The Opendoor Homes programme is managed by the Group's established structures at officer level by the Development Planning Board and at Board member level by the Opendoor Homes Board which includes suitably experienced members from a Registered Provider background.

8.2 Programme delivery is reported at Project Board meetings attended by representatives from LBB and Barnet Homes. Barnet Council as lender and provider of land will receive regular financial and programme monitoring information and more regular exception reporting should this be necessary. This will have particular relevance to variations to the Business Plan and any specific implications on the loan, the gifting of Right to Buy receipts or the release of sites for Opendoor Homes to develop

8.3 Reporting includes:

- 1 Overall progress against programme
- 2 Financial progress against programme, together with appraisals
 - a. Quarterly cost update
 - b. Cash flow including loan and RTB
- 3 Risks
- 4 Coordination with TBG and LBB

8.4 The Barnet Group reporting

The indicative loan drawdown outlined in the HCA business case is summarised above and works with the available Right to Buy (RTB) proceeds to fund the programme, subject to two key constraints of RTB funding:

- 30% limit on scheme funding
- 36-month time limit on spending the receipts

8.5 Gateway Review Process

There are two gateway review processes for each site

- Feasibility – when LBB offers substitute sites to Opendoor Homes. This gateway confirms that expenditure may be disbursed for the purposes of obtaining planning permission and tenders for building works
- Transfer/Building works – when Opendoor Homes' Development Planning Board has given approval to the scheme after formal scrutiny

This FBC constitutes both stages for the transfer of the Salcombe and Mount Parade sites.

Barnet Homes' project team has sought and achieved approval from the internal Development Planning Board and an initial report has been made to the Development Pipeline Programme Board.

8.6 The key benefits to be realised are outlined in the Strategic Case. Benefits will be monitored through a Benefits Tracker. Benefits include

- An increase in the supply of permanent affordable housing – 320 new homes
- Increase in Council tax receipts
- A decrease in the use of temporary accommodation –
- On-lending and arrangement fee cash
- Homelessness dividend

- An increase in asset value that may enable future development capacity
- An ongoing financial return to Barnet Council and retention of the proceeds of Right to Buy sales.
- Social value – employment, apprenticeships etc.
- Wheelchair units – 32 new wheelchair adapted homes

8.7 Financial risks will be monitored and escalated where financial impacts exceed agreed parameters, as evidenced by this updated full business case. Risk is being managed by LBB in its role as funder and OpenDoor Homes in its role as a regulated Registered Provider. Other risks will be escalated through the governance arrangement outlined in the project structure chart. High risks will be reported to LBB through regular regular highlight reports and financial returns.

8.8 Deliverables/benefits realisation – the process for managing benefits realisation

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Interest on loan to be paid	Compliance with loan repayment schedule	Finance officer to make payment	Finance officer	Finance Director
Annual payment on anniversary of build completion [subject to viability]	Tenancy agreement signed by first tenant	Lettings officer to notify Finance Team	Lettings officer Finance officer	Ops Director Finance Director
Arrangement fee paid on each draw down of the loan		Finance officer to make payment	Finance officer	Finance Director

8.9 Opendoor Homes is required to provide annual returns to the HCA about the governance and financial viability of the organisation and maybe the subject of further scrutiny should there be any causes for concern arising.

8.10 Equalities

Equalities and diversity - The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

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

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.

Allocation of properties acquired will be made in accordance with the Council's Housing Allocations Policy. Analysis of data has shown that women and members of Barnet's black and minority ethnic communities are over represented among those living in temporary accommodation. Over 70% of households in temporary accommodation are from non-white households, compared to around 40% of the Borough's population. Of those in temporary accommodation the main applicant is female in 65% of households.

It is not expected that these groups will be adversely affected by implementing the policies set out in this report. However, the impact will be monitored to ensure that these groups are not adversely affected.

All units of accommodation that are procured will meet minimum standards and in placing households into accommodation out of the borough the Council will consider the needs of protected groups.

Ten per cent of the homes to be built will be suitable for wheelchair users.

All houses and ground floor flats will be built to Lifetime Homes standards.

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.

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.

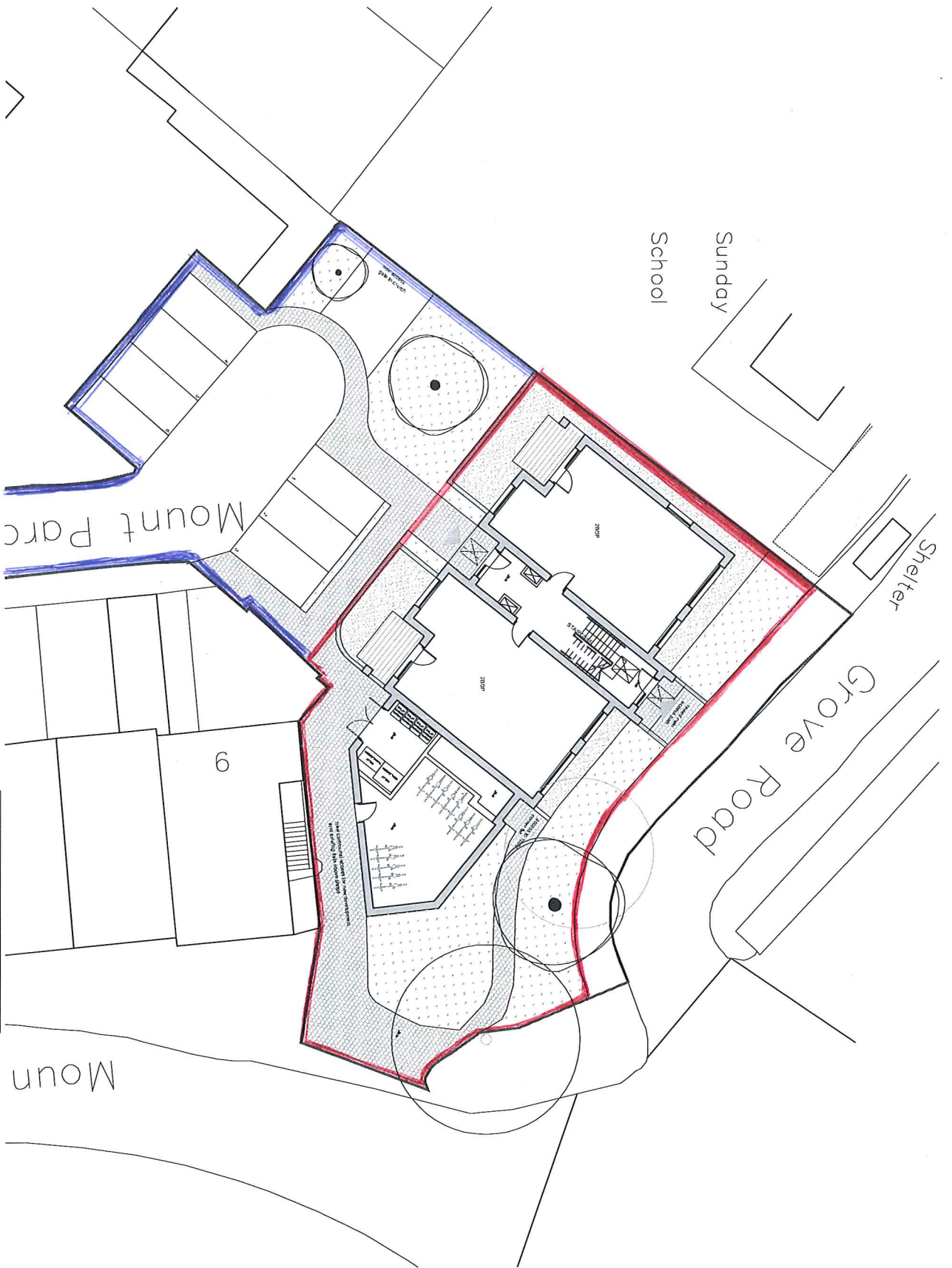
The proposals in this report do not raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by the legislation. The proposals anticipate a positive impact for residents because they:

- 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, 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.
- Also reflect the Development Pipeline EQIA.

APPENDIX 1 Tranche 3 Sites

Basing Way
Elmshurst Crescent
Alexandra Road
Sheaveshill Court
Mount Pleasant
West Close
West Farm Place
Westbrook Crescent
Norfolk Close
Underhill Court
The Croft
Hanshaw Drive
Adamson Court
Brunswick Park Rd
Friern Court
Summers Lane
Burnt Oak Registry
Basing Way Green
Prospect Ring
Mount Parade garages
Salcombe Gardens



Notes

ALL DETAILS TO BE CHECKED AND APPROVED BY SPECIALIST CONTRACTOR AND INSTALLED IN STRICT ACCORDANCE WITH MANUFACTURERS DESIGN AND SPECIFICATION

Notes/Revisions:

Rev	Date	Drawn	Checked
A	03.06.2016	AA	

For Planning Issue

PLANNING ISSUE

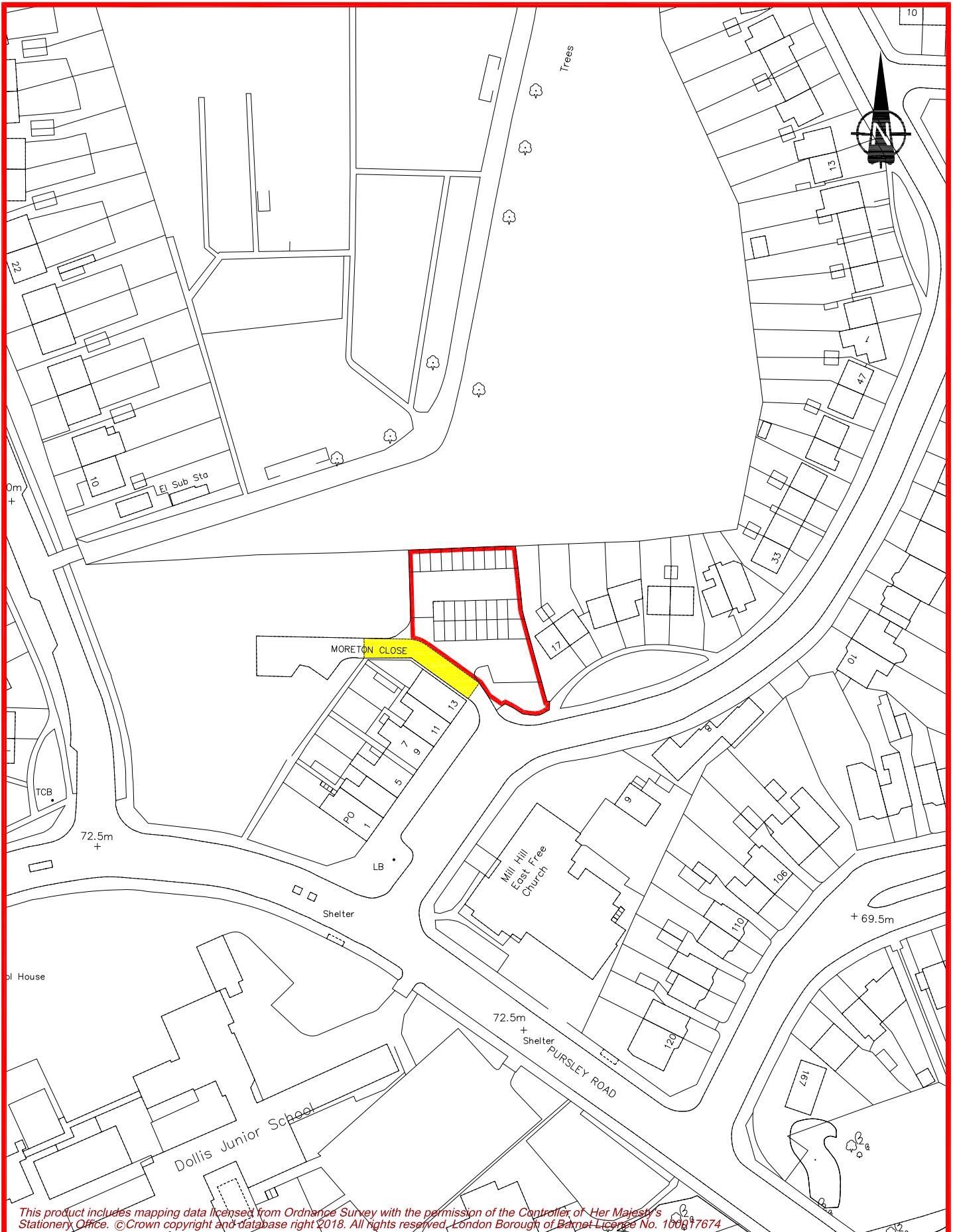
Date: 03.06.2016	Client: Barnet Homes
Drawn: AA	Project: Mount Parade Garages
Check: 1:200 @ A3	Title: Proposed Site Plan
Scale: 1:200 @ A3	Drawn: J15-290
	D 05.050
	Revision: A



- Key for Landscapes (hatch colour 233)
- Common Pathways - Hard Landscaping (Paving etc)
 - Private Amenity Space - Hard Landscaping (Spec 01 Paving etc)
 - Private Amenity Space - Hard Landscaping (Spec 02 Paving etc)
 - Private Amenity Space - Soft Landscaping (Spec 02 Paving etc)
 - Private Amenity Space - Soft Landscaping (Spec 02 Paving etc)
 - Common Lawn / Public Amenity
 - Reserved Area / Bio-diversity Planting
 - Low level brick wall (450mm) with metal railings on top (750mm)
 - Existing Trees to be retained (Termed per the arboriculturist report)
 - Existing Trees to be removed
 - New trees to be planted
 - Site Boundary
 - Command Entrance
 - Command Rear Entrance Gate

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Initiated by	SCHEME: LAND AT SALCOMBE GARDENS, MILL HILL, LONDON, NW7	Steve Dunevein, Director of Estates.	
Drawn by K.E.B.	TITLE: TRANSFER PLAN	London Borough of Barnet, Barnet House, 1255 High Road, Whetstone, London, N20 0EJ Tel. 020 8359 2000	
Checked by			24804
Date 20/02/18	Scales 1:1250		57

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Assets Regeneration and Growth Committee

12 March 2018

Title	Brent Cross Cricklewood Update Report
Report of	Councillor Daniel Thomas
Wards	Childs Hill, Golders Green and West Hendon
Status	Public with accompanying exempt report
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563

Summary

This report provides a progress update since the last Committee on 27 November 2017 on key areas of activity and progress across the Brent Cross Cricklewood (BXC) programme. In particular it notes that the CPO1 and CPO2 Orders have been confirmed by the Secretary of State. On Brent Cross North (BXN) it notes the progress made on contractor selection as well as providing an update on the delivery programme. It also notes that the reserved matters application for residential development within Brent Cross South (BXS) has been approved by Planning Committee. The report also provides a progress update on Thameslink, advising that the Planning Committee has approved the application for the Rail Freight Facility and also recommends that the Council procure Network Rail to deliver the station subject to negotiating the detailed Implementation Agreement that will be reported to the Committee in September 2018.

Recommendations

That the Committee:

- 1) **Note the content of this report and progress made on the BXC workstreams across the programme as set out in paragraph 1.1;**

- 2) **Note that the CPO1 and CPO2 Orders were confirmed by the Secretary of State on 7 December 2017;**
- 3) **Approve in principle that the Council procure Network Rail to deliver the Brent Cross West Station and Sidings and delegate authority to the Deputy Chief Executive to finalise and agree the detailed Implementation Agreement for approval by the Committee in September 2018.**

1. WHY THIS REPORT IS NEEDED

1.1 This report provides a progress update on the comprehensive regeneration of the Brent Cross Cricklewood area since the last Committee meeting on 27 November 2017 and seeks the required approvals to ensure that the project momentum is maintained. The Committee is asked to note:

- The content of this report and progress made on the BXC workstreams across the programme.
- That the CPO1 and CPO2 Orders were confirmed by the Secretary of State on 7 December 2017 and that a claim has been made challenging the validity of both Orders by the owners of land that falls with CPO2. The hearing date for the claim has been set for 5 July 2018.
- The BXN Partners (“HSL”) have now completed the seasonal works to clear invasive species and vegetation (including trees) that commenced last November ahead of the early works utility diversions. These early works will now start in June 2018 with the main shopping centre and infrastructure contract works commencing January 2019 as explained in paragraphs 1.2-1.8 of this report.
- The first reserved matters application for Brent Cross South for 110 replacement homes for the residents of Whitefield Estate (Part 2) and a further 182 residential units was unanimously approved by the Planning Committee on 21 February 2018.
- Officers are continuing to explore options for reinvesting the Council Land Value in BXS to secure a revenue stream as authorised by the Committee on 24 July 2017. An update is provided in paragraph 1.9.
- That the CPO3 decision in respect of the new Thameslink Station continues to be anticipated in Spring 2018.
- That following the Committee approval of the Thameslink Procurement Strategy on 24 April 2017 and noting the progress update to the Committee on 27 November 2017, the Chief Executive, in consultation with the Chairman of the Committee approved the procurement strategy for the waste facility under delegated powers on 18 January 2018.
- This report also details the procurement strategy to deliver the Station and Sidings through Network Rail for approval in principle and seeks approval for

the Deputy Chief Executive to negotiate the detailed Implementation Agreement ahead of approval by the Committee in September 2018.

- That early works in relation to the Thameslink station and sidings project, to include removal/treatment of vegetation and invasive species, are due to commence on 18 April 2018. These works are being procured through Network Rail using their framework contractor Murphys (paragraphs 1.26-1.27).
- That officers are preparing the delegated powers report and supporting information to enable the Chief Executive to appropriate the Council-owned land with the first phases for planning purposes subject to complying with the statutory procedures for such appropriation and obtaining any necessary consents (paragraphs 1.37-1.40).

Project Update

Brent Cross North

- 1.2 Following the approval of the reserved matters application (RMA) for Phase 1B (North) for the detailed design of the shopping centre on the 25 October 2017, the BXN Partners are continuing to finalise the contractual details for the third party investment as well as progressing the leasing strategy and obtaining necessary planning and highway approvals to ensure a start on site later this year. The planning approvals include the necessary consents to undertake the early enabling works and utility diversions, which are now anticipated to start on site in June 2018.
- 1.3 The BXN Partners have submitted the approval in principle infrastructure designs for approval by the Highways Authorities (LBB, TfL and Highways England) and are continuing to negotiate the required Infrastructure Agreements to undertake the necessary works to the public highway and ensure the delivery of the significant road infrastructure improvements. It is anticipated that the technical approvals will be signed off by LBB Highways under delegated powers by mid March.
- 1.4 As reported to the Committee in November, the BXN Partners have reached an in principle agreement for L&Q to deliver the CPO1 replacement homes for the Whitefield Estate on Plots 53 and 54 of the development. The BXN Partners are in the process of finalising the contractual arrangements. Consultation with the residents within the regeneration area has been ongoing as set out in the Consultation section of this report.
- 1.5 In relation to the programme, following the approval of detailed planning consent, the main construction works for the Brent Cross London development (Phase 1A Infrastructure and the Phase 1B Shopping Centre works) were due to commence in July 2018 with the target completion date being September 2022. However due to the delay in receiving the CPO decision (17 months from closure of the Inquiry), these works have now been delayed to January 2019.

- 1.6 The BXN partners have appointed the contractor Murphys to undertake the early works and utility diversions before the main construction works begin on site. The Council's Planning and Highways teams are working to ensure that appropriate communications plans are in place to inform the public and to minimise the impact on surrounding local roads. Laing O'Rourke has been selected as the preferred contractor for Phase 1B works and contracts are being negotiated to enable mobilisation in September 2018 for the January 2019 start. The Phase 1 Infrastructure contract is currently in the final tender stages, with selection due by the end of March.
- 1.7 To enable these works to take place, a package of seasonal works, comprising the removal of trees, vegetation and invasive non-native plants including Japanese Knotweed and Giant Hogweed was undertaken throughout November - February 2018.
- 1.8 The target completion date for the shopping centre is now March 2023.

Brent Cross South

- 1.9 Following the Committee's approval of the final revised BXS Business Plan on 24 July 2017, approval of the BXS JVLP First Phase Proposal (FFP) and determination by the Chief Executive that the best value consideration test for disposing of Council land has been met, Senior Officers are continuing to explore the options on how to invest the Council's Land Value (totalling £10.5m) to secure a long term revenue stream within BXS. Senior Officers and the Council's advisors, GL Hearn are in discussions with Argent Related on investment options in relation to an equity investment within the BXS Build to Rent asset product, as this presents the greatest alignment with Argent Related's interests and seems to present the greatest opportunity for enhanced financial performance over the life of BXS. Negotiations are continuing and, as reported to the last Committee a firm proposal will be reported to the Committee later this year for decision.
- 1.10 The reserved matters application for Phase 1B (South) for the first buildings on Plot 12 within Brent Cross South, which includes 110 replacement homes for the residents of Whitefield Estate (Part 2) along with 182 market sale units, was unanimously approved by the Planning Committee on 21 February 2018. Plot 12 will be located to the north of Claremont Park and will include housing, office, flexible retail space, a café and a publicly accessible pocket park.

Brent Cross West Thameslink Station

- 1.11 The Council is continuing to work with its public sector partners GLA, HM Treasury, Ministry of Housing, Communities and Local Government (MHCLG) and the Department for Transport as well as Network Rail to deliver the new Brent Cross West Thameslink Station and associated infrastructure within the regeneration area.
- 1.12 In order to meet the Brent Cross West Station delivery timetable as explained in previous reports, the Council has entered into Development Service

Agreements with Network Rail to progress the GRIP4 design development and allow intrusive ground investigation works to inform the detailed planning applications and engineering approval in principle designs (AIP). Once completed this will enable a design freeze and provide cost certainty, mitigating the risk of any redesign as well as informing the GRIP5 (Detailed Design) process.

- 1.13 The Network Rail (NR) GRIP4 Stage Gate review was successfully undertaken on 23 February. Formal confirmation in writing was received from Network Rail on 28 February 2018, confirming the achievement of the GRIP 4 milestone.
- 1.14 The new station AIP design has been submitted to Network Rail under the Asset Protection Agreement (APA) and Design Review Notice (DRN) comments have been issued to the Council and are currently being agreed.
- 1.15 Having achieved the GRIP 4 milestone, the Brent Cross West delivery team and Network Rail are working through the construction and logistics detailed programmes to enable commencement of detailed design (GRIP 5). Carillion have been supporting Network Rail to date and continued to do so following Carillion's liquidation. On 22 February 2018, Amey Plc acquired a number of key Network Rail contracts that were previously run by Carillion, including the NR Framework that is being used to procure Brent Cross West Rail Systems and Sidings. Network Rail will be providing formal notification to the Council shortly, confirming any potential impacts to the programme. It is anticipated that there will be a short transition period after which Amey Rail Ltd will continue to provide the services that Carillion have provided to date.
- 1.16 This early construction and logistics work will enable GRIP 5 Detailed Design to commence in summer 2018 as planned. The GRIP 5 design activity will progressively complete Approved for Construction (AFC) drawings so that construction works can commence in September 2018.
- 1.17 The new station design is progressing along the chosen option of 4 platforms, with a single bridge serving the purpose of a public right of way footbridge, as well as access to the new platforms.
- 1.18 The proposed station form consists of the following components:
 - Western entrance building located in the existing cinema car park on Geron Way which includes vertical circulation to the station footbridge
 - Eastern entrance building which will be delivered by the Brent Cross South development
 - A footbridge across the railway lines from the western entrance building to the eastern entrance building which is a 24 hour public right of way
 - Station concourse which is at footbridge level above the railway lines and which is accessed by the footbridge
 - Two island platforms with two platforms faces each, one servicing the up and down slow lines and one servicing the up and down fast lines

- 1.19 The planning application for the Rail Freight Facility was approved by the Planning Committee on 8 February 2018 and is now being referred to the Mayor of London.
- 1.20 The planning application for the Waste Transfer Station was registered on 2 November 2017 and the public consultation ended on 1 December 2017. The application is currently being considered by the Local Planning Authority for determination.
- 1.21 It is anticipated that a reserved matters application for the station will follow in July this year along with details of the relocated sidings.
- 1.22 As explained in section 5.7 of this report, public consultations and stakeholder sessions as well as meetings with local residents have been carried out to support the Waste and Freight Facility planning applications.

Network Change

- 1.23 As previously reported to the Committee, Network Rail are taking the lead as the project sponsor for the regulatory processes that must be followed when a material change is proposed to the operation of the rail network, such as providing the Thameslink Station and Stabling/Sidings. This process is referred to as 'Network Change'.
- 1.24 The Network Rail Sponsor issued the draft part 2, the 'Notice of Intended Scope' to the railway stakeholders. Final responses from the main stakeholders were received by Network Rail on 26 January 2018 and are currently being considered. The formal notice will be issued in March 2018 with the formal approval expected by 1 June 2018.

Procurement and Delivery

- 1.25 As previously reported, the Thameslink Works programme is divided into a number of different work packages. Following the Committee approval in respect of the Station Works Procurement Strategy on 24 April 2017, the Council has undertaken a detailed review of the proposed options.

Station and Sidings Early Works

- 1.26 The early works will focus on the sidings area and includes the removal of construction spoil as well as removal/treatment of vegetation and invasive species, construction of a temporary haulage road and site clearance and remediation. The Committee delegated authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to agree and take all necessary steps to enter into Implementation Agreements with Network Rail for early works and to authorise commencement of these early works on 27 November 2017, subject to progress on the BXC programme as a whole.
- 1.27 As reported to the Committee in November, the early works are being procured through Network Rail's procurement framework. Network Rail has engaged the

contractor Murphys to undertake these works following the liquidation of Carillion. Murphys are currently undertaking site surveys and investigation works to enable works to commence in mid-April. Officers are currently negotiating the required Implementation Agreement for these works with Network Rail, which will need to be entered into by the end of March in order to meet the early works programme. A further agreement may be required in June to place orders for early materials to support the construction of the Station and Sidings Main Works.

Station and Sidings Main Works Rail Systems and Station

- 1.28 With respect to the delivery of the rail system elements including the station and sidings (packages A and B), the Council and its advisors have assessed whether to 1) employ Network Rail (via an Implementation Agreement) to manage and deliver the works, or 2) determine the current relationship with Network Rail and for LBB to contract and manage the works directly with an experienced rail contractor(s).
- 1.29 As previously reported to the Committee, officers consider that there is a commercial, programme, risk and safety case to support Network Rail being the delivery agent for the rail related station and sidings works. This is however subject to agreeing the detail of the Implementation Agreement for these works. The Committee is asked to approve in principle that the Council procure Network Rail to deliver the Brent Cross West Station and Sidings and delegate authority to the Deputy Chief Executive to finalise and agree the detailed Implementation Agreement for approval by the Committee in September 2018.

Waste Transfer Station

- 1.30 As the Committee is aware, the Council and its advisors have also been working closely with the NWLA and London Energy Limited to agree the planning application for the scheme and contractual arrangements to enable the relocation of the Hendon Waste Transfer Station. As noted above, the planning application for the Waste Transfer Station has been submitted to the Local Planning Authority. The Council now needs to develop the detailed design and procure the contractor to enable a start on site in July 2018. The Procurement Strategy to engage Grahams to construct the new facility through the existing Council procurement framework was approved by the Chief Executive in consultation with the Chairman of the Committee on 18 January 2018. As previously reported to the Committee, early contractor engagement through RIBA 4 stage design is essential to de-risk design changes through the build process. The Council will continue to engage closely with NLWA throughout the design process and contractor selection to ensure that the new facility meets NLWA requirements as well as fulfilling the Council obligations to deliver the new facility as required through the legal documentation. Work on site is expected to commence in Summer 2018.

Rail Freight Facility

- 1.31 In relation to the Rail Freight Facility (package D) DB Cargo are obligated to deliver the facility by 30 June under the terms of the Settlement Agreement.

The Council are monitoring progress in case it is necessary to step in as a result of non- performance.

BXC Assurance Review

- 1.32 As noted at the last meeting, the Council, along with its public sector partners commissioned an Assurance Review led by HM Government Infrastructure & Projects Authority (IPA). The review took place 27-30 November. The IPA reports are not public documents, but it is anticipated that the report will be shared with the Audit Committee as a confidential item. An action plan has been prepared to respond to the recommendations and is being progressed.

BXC Land Assembly

CPO1 AND CPO2

- 1.33 The Secretary of State confirmed both CPO1 and CPO2 Orders on 7 December 2017. The required Confirmation Notices pursuant to Section 15 of the Acquisition of Land Act 1981 in respect of the Orders were published on 4 January 2018.
- 1.34 This commenced the relevant period for which third parties could submit a challenge to the decision. This period expired on 15 February 2018. On 13 February 2018, a claim was received challenging the validity of both Orders by the owners of land that falls with CPO2. The hearing date for the claim has been set for 5 July 2018. The Council is currently obtaining legal advice and further updates will be provided in due course.

CPO3

- 1.35 The making of a compulsory purchase order to assemble the land and new rights required to develop the Thameslink station and the Station District that forms part of Brent Cross South was approved by the Committee on 5 September 2016 (known as CPO3). CPO3 was subsequently made on 7 September 2016 and the Inquiry held 5 - 13 September 2017. A decision from the Secretary of State on CPO3 continues to be anticipated in Spring 2018.

Land acquisitions under the Brent Cross Property Development Agreement and Co-operation Agreement

- 1.36 At the last meeting on 27 November 2018 the Committee delegated authority to the Deputy Chief Executive, in consultation with the Chairman of the Committee, to exercise the Council's call options under the PDA and Co-Operation Agreement with the BXN Partners to acquire the sites to facilitate the BXS and Thameslink Station projects. As the Secretary of State has now confirmed both CPO Orders, the necessary enquires are now being undertaken for these call options to be exercised in March.

Land Appropriation

- 1.37 As previously reported to the Committee, the Council needs to dispose of land within its freehold ownership to the developers in order to deliver the regeneration of the Brent Cross Cricklewood area. Parts of the Council's land are subject to third party rights which could prevent the intended development and use of the land. The Council will, in conjunction with the CPO process, need to consider appropriating those parcels of land that have historically been held for other purposes to planning purposes prior to the commencement of development. Once they are duly appropriated to planning purposes under s 122(1) of the Local Government Act 1972, section 203 of the Housing and Planning Act 2016 will operate to extinguish any private rights or covenants that might otherwise impede the implementation of the consented development. Compensation may become payable to those whose rights are so extinguished or otherwise affected.
- 1.38 In order to appropriate the land to planning purposes to enable section 203 to take effect, the Chief Executive will need to be satisfied that the Council could have compulsorily acquired the land under section 226 of the Town and Country Planning Act 1990 and therefore that appropriating the land for planning purposes will contribute to the achievement of the environmental, social and economic well-being of the area.
- 1.39 Consequently on 12 December 2016, the Committee delegated authority to the Chief Executive to consider whether to appropriate to planning purposes Council-owned land within the red line planning application boundary for the scheme which is held by the Council for other purposes and, if considered appropriate to do so, to effect the appropriation of such land to planning purposes subject to complying with the statutory procedures for such appropriation and obtaining any necessary consents. Any decisions to appropriate particular parcels of land will be the subject of a delegated powers report at the relevant time identifying the land in question and evidencing compliance with the statutory requirements. It will also be necessary to obtain the Secretary of State's consent to the appropriation of certain categories of land (for example where land consists of a house or part of a house Secretary of State's consent will be required pursuant to Section 19(2) of the Housing Act 1985).
- 1.40 The Council has undertaken the necessary consultation and statutory advertisements for the appropriation of any open space. The required notices for open space have been placed and no responses received. Now that the CPO1 and CPO2 Orders have been confirmed, the Council is preparing a full Delegated Powers Report explaining the reasoning for appropriating the land, evidencing that all the legal requirements as they apply to the various different types of land have been complied with.

Ground 10A – Whitefield Estate

- 1.41 In order to meet the programme dates, the Council will be issuing the Schedule II Ground 10A Housing Act 1985 Notices in May 2018 to ensure that it can gain vacant possession of occupied council properties in a timely manner and that residents are kept fully informed throughout this whole process.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

Approved Capital Budget – Land Acquisitions

- 5.2.1 The current approvals for land acquisition are £118m with £37.2m available at the start of 2017/18 and a further addition of £59.2m as agreed at September P&R, which covers Brent Cross North, South and some of the Thameslink development. The current available scheme budget at Qtr 3 2017/18 is £96.4m.

Brent Cross North

- 5.2.2 The Brent Cross Principal Development Agreement confirms that the Brent Cross North Partners (HSL) are obliged to pay the Council's (and their consultants) costs in connection with this project – this covers a range of costs, including land acquisitions, fees, highways works.

- 5.2.3 In relation to CPO 1, 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. In terms of the costs for resourcing the private treaty acquisitions, this has and continues to 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, HSL will meet all of these costs through the

CPO Indemnity Agreement (CPOIA).

- 5.2.4 The Council's 2017/18 revenue budget estimate for recoverable costs from the Brent Cross North elements totals £2.7m.

Brent Cross South and Thameslink

- 5.2.5 In relation to the land required to deliver the BXS first phase south side development, there is approved capital funding (see 5.2.1). This funding will be later recouped from the anticipated capital receipts of the south side scheme.
- 5.2.6 The BXS Project Agreement provides the framework for agreeing the Council's land value, and in this regard CBRE has undertaken the necessary valuation work in respect of the signing off the inputs and assumptions to the financial model in respect of the BXS Phase Proposal.
- 5.2.7 BXS Project Agreement and corporate documentation between Argent Related and the Council, which deals with the delivery of the redevelopment and regeneration of the land to the south of the North Circular is now completed. A CPO Indemnity Agreement for CPO2 and CPO3, under which 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 within CPO2 and CPO respectively has been completed.
- 5.2.8 The current total approved Capital Budget for Thameslink is £70.55m. This includes £24.7m and £29.2m as approved by Policy and Resources Committee in June & September 2017 respectively, leaving £62.5m available budget as at Qtr 2 2017/18. The delivery of the Thameslink works, including land acquisitions, will be funded initially from the existing Council capital budgets, further borrowing and also £97m DCLG grant funding, which is specifically for Thameslink. The DCLG Grant Agreement and GLA Funding Letter (agreeing to the ring-fencing of business rates) have now been signed and the first DCLG grant payment of £6m has now been received. The claim for 2017/18 will be submitted to DCLG for payment shortly.
- 5.2.9 In terms of the costs of pursuing the CPO, this has required 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 has also been costs associated with the organisation and holding of the public inquiry. This is being met by the existing Thameslink Station and land acquisitions budget. Ultimately, the CPO3 acquisition costs will be funded from either JVLP, if appropriate, or the £97m grant referred to above.

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's Constitution, Article 7.5 Responsibility for Functions, states the functions of the Assets, Regeneration and Growth Committee, includes responsibility for regeneration schemes and asset management.
- 5.4.2 The Council's Constitution- Article 9.1 allows the Council to engage such staff to carry out its functions and permits the Council to delegate authority to the Chief Executive and Chief Officers to exercise delegated powers in respect of all matters which are not key decisions and/or reserved for decision by the Council or by a Committee of the Council.
- 5.4.3 Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising all disposal and acquisition of land for over £500k.
- 5.4.4 The Council has a range of powers to enter into the legal agreements envisaged by this report, including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.4.5 Additionally, the Council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, subject to obtaining all appropriate consents and approvals.
- 5.4.6 Where land is being and has been appropriated for planning purposes, any disposal of land appropriated for such purposes is effected in reliance on Section 233 of the Town and Country Planning Act 1990. On any disposal of property the Council is required to observe the requirements of s123(2) of the LGA 1972 and Section 233 Town and Country Planning Act 1990 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained (s 233(2) and that any disposal has been made in accordance with the requirements of s 233(2) and (4) as applicable. 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.
- 5.4.7 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices and a compliant competitive procurement process where such contracts are not drawn down from a compliant framework. The Public Services (Social Value) Act 2012 requires the Council to consider before the procurement commences whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of above threshold contracts for

services or contracts for the provision of services together with the purchase or hire of goods or the carrying out of works. 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. The Council's external solicitors, Gowling WLG, are advising the Council on compliance with public procurement rules.

5.5 Risk Management

5.5.1 The key risks and mitigations are summarised in the previous Committee reports. An updated risk register will be presented to the next Committee.

5.6 Equalities and Diversity

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

5.6.2 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.

5.7 Consultation and Engagement

Programme wide

5.7.1 The Council's overarching communications strategy for Brent Cross Cricklewood, is in development to ensure that opportunities to promote the regeneration and engage with residents and other stakeholders are optimised. It aims to promote the benefits of the regeneration programme; ensure a cohesive approach to meet statutory consultation requirements; and develop an effective cross partner approach for transport communications.

5.7.2 The strategy also identifies the resources and materials required to provide consistent and accurate information, including the development of online channels to tell a joined up story and share real-time information; and sets out the project communications protocols that have been agreed by all development partners which will govern communication practice.

5.7.3 The Council continues to work closely with development partners from the north and the south side to develop and implement the strategy and stakeholder

engagement approach across the whole programme.

- 5.7.4 The joint partner communications meetings continue to be held, attended by the Council, Brent Cross North Development Partners Hammerson and Standard Life Investments and their communications agency Camargue; Argent Related as well as TfL and Highways England. As the programme begins to move towards delivery phase, consideration is focused on a communications action plan taking account of key audiences.
- 5.7.5 Through the IPMO, a programme wide communications, engagement and consultation forward plan looks ahead 3 – 6 months to all planned and upcoming communications and engagement activities across the whole programme to enable better coordination and joined up working. A key objective is to be cohesive when communicating with the same groups of residents and businesses on different issues to minimise confusion and to help residents understand the collective benefits.
- 5.7.6 The Communications Group has facilitated the recent cross promotion of the BXC regeneration programme through local, national and trade media and issuing factual reactive statements to journalist's queries.
- 5.7.7 TfL leads the Transport Liaison Technical Group – a sub-group of the Transport Advisory Group (TAG) – on a fortnightly basis. This is shaping the programme of highways works required for BXN and brings all the affected highways agencies and developers together. This work will inform HSL's mitigation strategy to deal with the programme of works including a transport and communications action plan. TfL has produced an overarching transport communications strategy to set out first principles of joined up working between all development partners.
- 5.7.8 The BXN Partners issued a press notice on the Secretary of State's decision on CPO 1 and CPO2 in December. Residents of the Whitefield Estate also received bespoke communications setting out what the decision means for them.
- 5.7.9 LBB's in-house magazine Barnet First included a two page feature on the benefits of the BXC regeneration programme and progress to date.

Brent Cross North

- 5.7.10 The BXN Partners are due to meet with Whitefield Estate Resident steering group on 6th March.

Brent Cross South

- 5.7.11 A community bulb planting day took place in December to encourage the community to get involved in shaping their future area.
- 5.7.12 Argent Related held an exhibition on the revised designs for the new homes for

the Whitefield Residents in Plot 12 on 24th and 27th January 2018. This exhibition followed a series of design workshops for residents which provided them with an opportunity to record their aspirations and priorities for the design of their new homes and the surrounding areas. The Reserved Matters Application for Plot 12 was approved by the Planning Committee on 21 February 2018.

- 5.7.13 The Council served CPO1 and CPO2 Notices on the affected interests on the 4th January, and these notices were published in the local papers on the day of serving. The Council organised CPO1 and CPO2 surgeries for the Whitefield Estate residents throughout February. Representatives from the Council, GL Hearn, L&Q and PEP have attended these surgeries to respond to queries about the relocation options and CPO process.

Thameslink

- 5.7.14 Statutory public consultations were undertaken when the Rail Freight Facility and Waste Transfer Station planning applications were submitted to the Local Planning Authority for consideration. These generated a large number of responses via the LBB planning portal.

- 5.7.15 A series of in-depth meetings on the Rail Freight Facility took place with representatives of the Railway Cottages Association and were chaired by local ward councillor. An additional technical meeting which was held with noise and air quality specialists and Barnet Council's environmental health team. Residents raised a number of concerns and queries which have informed the mitigation measures and also amendments to the proposed design.

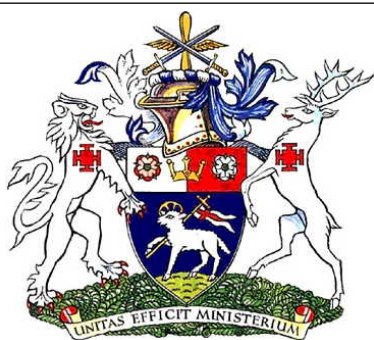
- 5.7.16 The views expressed at these meetings and the continued dialogue with key stakeholders led to the submission of additional and revised information to the LPA. All those who had previously submitted comments were notified and although this information did not materially alter the proposed development, the statutory consultation period was extended by a further three weeks.

- 5.7.17 A public event was held in January as requested by the leaders of Barnet and Brent Council. This incorporated a comprehensive exhibition on the whole Thameslink programme, including the waste transfer station, rail freight facility and new Brent Cross West station proposals. All staff responsible for the projects were on hand to answer questions. The event was widely publicised on Barnet Council's website, via social media channels and through local media. Key stakeholders received direct invites including residents' groups, ward councillors from Barnet and Brent and GLA members.

6 BACKGROUND PAPERS

- 6.1 Assets, Regeneration and Growth Committee, 17 March 2016, item 14, Brent Cross Cricklewood Compulsory Purchase Order (No.3), <https://barnettranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8312&Ver=4>

- 6.2 Assets, Regeneration and Growth Committee, 17 March 2016, item 16, Brent Cross Cricklewood
<https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8312&Ver=4>
- 6.2 Assets, Regeneration and Growth Committee, 24 April 2017, Brent Cross Cricklewood Update Report
<https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8641&Ver=4>
- 6.3 Assets, Regeneration and Growth Committee, 24^{July} 2017, Brent Cross Cricklewood Update
<https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9337&Ver=4>
- 6.4 Assets, Regeneration and Growth Committee, 4 September 2017, Brent Cross Cricklewood update report,
<https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9080&Ver=4>
- 6.5 Assets, Regeneration and Growth Committee, 27th November 2017, Brent Cross Cricklewood Update Report,
<https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>



**Assets, Regeneration and Growth
Committee**

12 March 2018

Title	Stag House Full Business Case and Compulsory Purchase Order
Report of	Councillor Daniel Thomas
Wards	Burnt Oak
Status	Public with an accompanying exempt report and appendix
Urgent	No
Key	Yes
Enclosures	Appendix 1: Full Business Case – Stag House Extra Care Scheme Appendix 2: Equalities Impact Assessment - Stag House Appendix 3: CPO red line plan
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Summary

Barnet Homes has been commissioned to act as development agent on behalf of Barnet Council to develop a pipeline of affordable Extra Care housing.

This report sets out a recommendation to redevelop the Stag House site in Burnt Oak ward to provide a high quality Extra Care scheme. This development will continue the current

strategy to provide new Extra Care within the Borough, delivering savings to the Medium Term Financial Strategy.

A development pipeline of 227 Extra Care units was agreed by the Adults and Safeguarding Committee on 10 November 2016. The first scheme, a 53 unit development at Ansell Court, is on site and projected to be completed in 2018/19. The Adults and Safeguarding Committee approved two further Extra Care sites to be funded through the Housing Revenue Account (HRA) budget. Stag House represents the second scheme of the pipeline, and will deliver 51 additional Extra Care units.

This report includes as an annex the Full Business Case for the Stag House development. The ARG report seeks approval of the Full Business Case. Barnet Homes will continue with procurement of a building contractor, and this report proposes to delegate authority to the Deputy Chief Executive to approve the final contract sum provided it is within the parameters of the Full Business Case.

Recommendations

That the Assets, Regeneration and Growth Committee:

- 1. Note and approve the Full Business Case for the Stag House Extra Care development scheme, attached at Appendix 1.**
- 2. Delegate authority to the Deputy Chief Executive to agree the final contract sum within the parameters of the business case.**
- 3. Consent to the making of a Compulsory Purchase Order (CPO) under section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981 in respect of the land identified in red edging within the plan included in Appendix 3 of this report to secure the delivery of the Stag House Extra Care development scheme. The use of a CPO would be an option of last resort, in the event that ongoing negotiations and efforts to secure vacant possession were unsuccessful.**
- 4. Delegate authority to the Chief Officer (as defined in Article 9 of the Council's Constitution or such other replacement document) to publish the draft London Borough of Barnet (Stag House) Compulsory Purchase Order, to seek confirmation of the Secretary of State and if confirmed, implement the order.**
- 5. Authorise the appropriate Chief Officer to issue and sign the order, notices and certificates in connections with the making, confirmation and implementation of the CPO on the basis that there is a compelling case in the public interest to make the Order.**
- 6. Authorise the appropriate Chief Officer to make General Vesting Declarations (GVD) under the Compulsory Purchase (Vesting Declarations) Act 1981 (as amended) and/or to serve notices to treat and notices of entry if required following confirmation of the CPO;**

- 7. Authorise the appropriate Chief Officer to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a General Vesting Declaration or service of Notices to Treat and Notices of Entry relating to the CPO if it was considered appropriate to do so;**
- 8. Delegate authority to the appropriate Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO.**
- 9. Authorise the Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of the CPO including;**
 - a. authorisation to approve any agreements with, and compensation payments to, owners or interests in the CPO land in order to secure the withdrawal of their objection**
 - b. authorisation to confirm the CPO should no objections be received**
 - c. agreeing to confirmation of the CPO with modifications if it appears expedient to do so in order to secure the CPO land**
 - d. if the question of compensation is referred to the Upper Tribunal, take all necessary steps in relation thereto.**

1. WHY THIS REPORT IS NEEDED

- 1.1. Barnet Homes has been commissioned to act as development agent on behalf of Barnet Council to develop a pipeline of affordable Extra Care housing.
- 1.2. The attached Full Business Case proposes to continue with the current strategy to provide new Extra Care within the Borough, delivering savings to the Medium Term Financial Strategy. The report sets out the preferred option of redeveloping the Stag House site in Burnt Oak ward to provide a high quality Extra Care scheme. The Outline Business Case was approved by Assets, Regeneration and Growth Committee on 27 November 2017.
- 1.3. A development pipeline of 227 Extra Care units was agreed by the Adults and Safeguarding Committee on 10 November 2016. The first scheme, a 53 unit development at Ansell Court (formerly known as Moreton Close, in Mill Hill ward), is on site and projected to be completed in 2018/19. The Adults and Safeguarding Committee approved two further Extra Care sites to be funded through the HRA budget. Stag House represents the second scheme of the pipeline, and will deliver 51 additional Extra Care units for affordable rent.
- 1.4. The site consists of a freehold belonging to Barnet Council, four leasehold flats, and a ground floor commercial lease. The site is located in a busy and active environment on Burnt Oak Broadway which contrasts to the more suburban setting of Ansell Court. It is expected that this environment will attract a different client who will enjoy this cosmopolitan and lively neighbourhood.

- 1.5. Following the approval of the Outline Business Case in November 2017, work is continuing to progress on preparing the Stag House scheme. Architects have been contracted to design the scheme and an application for planning permission was submitted in December 2017 and validated in January 2018.
- 1.6. The proposal is to achieve vacant possession of the site and to then develop the site into a 51 unit Extra Care scheme. Property Services have initiated discussions with the leaseholders around acquiring the four flats.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Subject to the approval of the Full Business Case by the Assets, Regeneration and Growth Committee, Barnet Homes will be able to enter into contract to develop the Stag House site. This will be subject to planning approval, and to a delegated approval of the final contract sum by the Deputy Chief Executive.
- 2.2 This Full Business Case constitutes an update and revision of the Outline Business Case. Procurement of a building contractor has not been completed, and as such this Full Business Case does not provide a final contract sum for approval by Assets, Regeneration & Growth Committee. Barnet Homes has a high level of confidence that the scheme can be delivered within the constraints of the agreed budget. Furthermore, progressing this scheme with a target start on site in Autumn 2018 will allow for the significant cost avoidance benefits associated with Extra Care housing provision to be made as soon as possible. Therefore, seeking ARG Committee approval of the Full Business Case in March maintains project momentum and helps to ensure the maximum possible revenue savings to the Adults Services Medium Term Financial Strategy.
- 2.3 This report seeks approval of the Full Business Case on the understanding that the outcome of the procurement exercise and any further developments will be reported to Project Board and DPPB, and that the final contract sum will be subject to approval by the Deputy Chief Executive. This FBC format is in line with HM Treasury Green Book guidance for Public Sector Business Cases, which notes that “in some instances the FBC is still completed prior to the commencement of the procurement and is, in effect, a second (updated) version of the OBC.”
- 2.4 The greatest risk to the scheme identified at this time, and to the forecasted savings for Adults and Safeguarding, is time delays associated with vacant possession. Funding for the acquisition has been secured and Barnet Homes is working with its Property Services in order to negotiate with the four leaseholders at this site.

- 2.5 Due to the significant risk of programme delay because of vacant possession and the associated financial implications, the recommendation is that the Assets, Regeneration and Growth Committee authorise a Compulsory Purchase Order for the wider red line boundary of Stag House to ensure the scheme is delivered in the event there is an interest within the red line boundary that is not yet known by the Council or Barnet Homes (such as a statutory undertaker) and/or vacant possession cannot be obtained. This is on the basis that use of a Compulsory Purchase Order will be an option of last resort in the event that the properties cannot be acquired voluntarily through private treaty.
- 2.6 The Stag House Extra Care Development is of strategic interest to the London Borough of Barnet, representing significant savings to the Medium Term Financial Strategy. The provision of Extra Care fulfils key priorities in the Corporate Plan and Adults and Safeguarding Commissioning Plan, through diversifying Barnet's accommodation to support older people and allow them to remain independent.
- 2.7 The report considered by the Adults and Safeguarding Committee in November 2016 outlined that significant potential annual revenue savings to the Medium Term Financial Strategy (MTFS) could be secured by the development of Extra Care units.
- 2.8 Compared to residential care, Extra Care represents a saving of £308 per unit per week. Wider evidence indicates that Extra Care represents a cost-effective approach which is an attractive option for older people who prize independence and quality of service delivery.
- 2.9 Reducing Adult Social Care Services by providing a range of alternative services – including Extra Care – is the priority focus for the Adults and Safeguarding Committee's savings proposals. The Policy and Resources Committee on 28 June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.07m between 2016 and 2020. The Adults and Safeguarding Committee has budgeted accordingly on the basis of making these savings through Extra Care development.
- 2.10 In addition to the cost savings that the Stag House Extra Care scheme will deliver, the provision of affordable Extra Care accommodation will support frailer older people to remain independent and to live longer in their own homes: Extra Care provides residents with security of tenure and their own self-contained flats, while also providing flexible levels of care based on residents' needs. Extra Care is a popular option for older persons' care, and Stag House will deliver benefits to residents in the form of high quality accommodation, full-time support for those who need it, and attractive multi-function communal areas and shared facilities.

2.11 The Stag House development will be an appealing and high-quality building complete with landscaping and communal areas which could be used by older residents of the wider community. This could include lunch clubs, book clubs, social events, exercise classes and other similar activities, as well as access to the café.

2.12 The current Stag House building is in a serious state of disrepair, and the Extra Care scheme will introduce a high quality contemporary building which responds to the wider development and regeneration of the Burnt Oak Broadway area.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The Council could choose to develop Extra Care housing at an alternative site. However, an alternative site would not offer the same advantages that Stag House does. Stag House was selected from a number of potential locations within Council stock, and was identified due to its ability to deliver 50+ Extra Care units (the minimum number required for a feasible Extra Care development). It also has a lack of current planning constraints being termed an 'island site'. If the Council were to develop Extra Care housing at an alternative site, it would nevertheless still need to make a significant investment in the Stag House, in order to bring the current building up to current standards. Therefore developing Extra Care at Stag House allows the Council to combine these two necessary investments. The location of Stag House on Burnt Oak Broadway is an added advantage, placing older people at the heart of the community. The site is located near to an active and lively high street, and is well connected to local amenities, medical facilities, retail, food and drink. Stag House's location offers a balance with the more suburban location of the Council's other affordable Extra Care scheme, currently on site at Ansell Court.

3.2 The Council could choose not to develop more Extra Care Housing and continue to place older people in residential and nursing care. However, this option would not achieve any of the strategic objectives of delivering more choice for older people or providing more independence and higher quality living for residents within the Borough. To continue using residential care homes would fail to realise the cost savings associated with Extra Care housing, as residential care is a relatively costly form of provision compared to Extra Care. Using prices paid in 2015-2016 by the Council, the difference between the amount spent on clients in residential care and those in Extra Care was £308 per week. Continuing to rely on residential care and not develop additional Extra Care would also represent a reduction in housing options choice for older people. The Stag House site would still require significant investment to bring the site up to current standards.

3.3 The Council could consider not making a Compulsory Purchase Order for the Stag House site, but this would not provide sufficient assurance on the delivery of the Stag House development scheme if the interests at this site were unwilling to negotiate with Barnet Homes to reach agreement. It could mean that Property Services would be required to pay significantly over market value which would

have ramifications for the financial viability of the project which is being funded by public money.

4 POST DECISION IMPLEMENTATION

- 4.1 Barnet Homes will continue to progress with the procurement of a contractor for the scheme.
- 4.2 Additionally, Barnet Homes will continue to engage with the GLA. Barnet Homes submitted a bid for funding from the Mayor’s Care and Support Specialised Housing Fund in January 2018, and has subsequently provided additional detail by submitting a Design and Supporting Statement. Barnet Homes expects to learn the outcome of this bid in March 2018.
- 4.3 Following the outcome of the GLA bid and the completion of tendering for the contractor, Barnet Homes will seek approval of the full contract sum through a delegated powers decision of the Deputy Chief Executive of Barnet Council. If the contract sum and costs exceed those set out in the approved full business case, this will be reported back to Assets, Regeneration and Growth Committee.
- 4.4 Further forecast key milestones for the Stag House scheme are below Further forecast key milestones for the Stag House scheme are below which is applicable in the event the Council does not have to use its compulsory purchase powers:

Key Milestone	Completed Date / Forecasted Date
Funding to achieve Planning	July 2017
Tender Exercise for architect	Aug 2017
Outline Business Case	Nov 2017
Planning submission	Dec 2017
Determination of GLA bid	Mar 2018
Full Business Case	Mar 2018
Determination of planning application	Mar 2018
Commencement of procurement for contractor	Apr 2018
Secure vacant possession on site	Aug 2018
Tenders returned from potential contractors	Sep 2018
Design and Build contract to be signed	Oct 2018
Enabling works on site	Oct - Nov 2018
Start on site – demolition and construction work	Jan 2019
Care Contract to be signed off	Mar 2019
Agree nominations policy	Aug 2019
Recruit Scheme Manager	Feb 2020
Practical completion	Jun 2020

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2015 – 2020 sets out the Council’s vision and strategy for the next five years based on the 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; and where services are delivered efficiently to get value for money for the taxpayer.

5.1.2 The 2017/18 Addendum to the Corporate Plan outlined the key areas of strategic focus for the Council for 2017/18. These included:

- Responsible growth, regeneration and investment; and
- Building resilience in residents and managing demand.

5.1.3 Within these priority areas, the Addendum to the Corporate Plan included commitments to undertake specific activities. Specifically, the Responsible Growth priority area included a commitment to “regeneration and investment in infrastructure... delivering a pipeline of new homes on Council land.”

5.1.4 Within the Building Resilience priority area, the Addendum included a commitment to “diversifying Barnet’s accommodation to ensure that it supports older people, people with learning disabilities and autism, and mental health conditions to live independently for as long as possible.”

5.1.5 By delivering new homes on Council land where older residents can enjoy independence, security of tenure, and flexible levels of care, the Extra Care development pipeline supports the above priority activities and contributes to the Corporate Plan priorities.

5.1.6 The 2017-18 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:

- Developing best practice social care, focused on what people can do and how they can help themselves;
- Diversifying Barnet’s accommodation offer to help more people live independently;
- Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering;
- Integrating health and social care services to prevent crises and help individuals stay well and in their own homes;
- Improving the borough’s leisure facilities to support and encourage active and healthy lifestyles; and

- Expanding evidence-based prevention and early support, including technology, to make sure people can use services closer to home to help them stay independent for as long as possible.

5.1.7 The expansion of Extra Care provision in partnership with the Barnet Group supports delivery of these priorities. It also supports the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020) and the strategy's themes of wellbeing in the community and care when needed.

5.1.8 In addition, The Right Home Commissioning Plan which was approved by Adults and Safeguarding Committee in June 2017, supports the use of Extra Care to extend residents' independence as they get older. The expansion of Extra Care will also contribute to meeting the commitments of the Dementia Manifesto for Barnet, supporting people with dementia to live a full and active life, and enabling them to live at home for longer as part of an active and supportive Extra Care community.

5.1.9 The Extra Care Project Board currently consists of Assistant Director, Joint Commissioning, Lead Commissioners – Learning Disabilities and Physical and Sensory Impairment and Older People and Integrated Care (LBB Adults Communities & Health) C, Lead Commissioner – Regeneration and Development (LBB), Strategic Housing Lead (LBB), Head of Development New Build (BH), Head of Estate Management (LBB) and Programmes & Resources Advisor (LBB). The Project Board has responsibility for:

- Design sign off;
- Programme;
- Managing and appointing external consultants;
- Budget;
- Report and Review;
- Delivering project outputs and benefits; and
- Producing monthly reports for project board and development pipeline board.

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

Finance and Value for Money

5.2.1 The Stag House Extra Care Scheme is projected to realise financial benefits within the range of £660,348 - £816,816 in financial year 2020/2021 through the cost avoidance associated with Extra Care as compared to residential care. The savings and costs avoidance delivered from this scheme will be monitored against current spend of £466 - £520 per week. Under current scheme plans, the Stag House scheme will provide 51 flats, with 46 containing one bedroom and 5 containing two bedrooms.

5.2.2 Delays in the progressing the extra care development at Stag House may put at risk the 2020/21 MTFs savings agreed for Adult & Social care for the replacement or residential care with extra care places for older people with

additional needs. Replacement savings may need to be found if this risk materialises.

- 5.2.3 With transformation across the provision of accommodation for vulnerable groups coupled with a culture change to promote and encourage independence: there is the potential to achieve approximately £14 million of savings/cost avoidance through delivering the Health and Wellbeing strategy.
- 5.2.4 Capital funding to develop an additional Extra Care scheme of at least 50 units was agreed as part of the 2015-2016 Capital Programme. This funding will enable the development of the 51 additional units at Stag House.
- 5.2.5 In addition, funding has been agreed within the HRA capital programme to enable Property Services to negotiate the purchase of the four existing flats above the commercial element of the scheme in order to provide vacant possession to Barnet Homes for re-development.
- 5.2.6 The cost of the Stag House redevelopment scheme will be funded from the Extra Care Pipeline project budget included in the HRA capital programme.
- 5.2.7 Barnet Homes will ensure value for money for this scheme throughout the development process. Working through an Employer's Agent, Barnet Homes will undertake a two-stage OJEU compliant tender process, and the scheme will be subject to value engineering. Before approval of the contract sum and final budget to enable appointment for the contractor and work to start on site, the project team and Employer's Agent will assess whether the contract sum offers value for money including analysis of the market conditions. This will be subject to review by the DPPB and approval by the Barnet Council Deputy Chief Executive. Should the final contract sum exceed the budget approved by the Assets, Regeneration and Growth Committee on 27 November 2017, the Project Team, Project Board and DPPB will assess the continued viability of the project. If the contract sum and costs exceed those set out in the approved full business case, this will be reported back to Assets, Regeneration and Growth Committee.

Procurement

- 5.2.8 Barnet Homes will be acting as Development Agent for the Borough and will use its procurement strategy and procedures. This strategy and procedures have been approved by the Borough and currently cover the full scope of the major repairs work and repairs work currently undertaken on behalf of the Borough.
- 5.2.9 Barnet Homes has a Group Procurement Manager that oversees this process and is currently using the same strategy and procedures to procure Tranche 3 (320 new build homes) and Ansell Court (Extra Care currently on site). These procurement procedures cover all procurement within Barnet Homes from stationery orders to large new build contracts.

- 5.2.10 For this scheme Barnet Homes will tender under OJEU rules (Official Journal of the European Journal) using contractors under Network Housing Association's framework that has been set up using OJEU guidelines.
- 5.2.11 Barnet Homes will enter into a single stage tendering process administered by the Employer's Agent in following all OJEU guidelines. The winning contractor will then enter into a JCT Fixed Price Design & Build contract with Barnet Homes.
- 5.2.12 For the architect on Stag House Barnet Homes utilised the Dynamic Purchasing System and appointed the winning architect in accordance with Barnet Homes' procedures. Their appointment was monitored and agreed by the Extra Care Project Board.

Staffing and Management

- 5.2.13 The Council commissioned Your Choice Barnet to be the managing agents for Ansell Court, the existing Extra Care scheme already on site. This was agreed at the Adults and Safeguarding Committee, 10 November 2016. For Stag House, YCB is likely to be the care and support provider.
- 5.2.14 Early in the development of the Ansell Court Extra Care scheme (currently on site), it was recognised that such developments would benefit from partnership working between the council and an expert care provider to ensure innovation in the delivery of care and support and maximise the use of the space at the scheme.
- 5.2.15 As Ansell Court and Stag House are Barnet Homes developments, the council was able to engage with Your Choice Barnet (YCB), the Barnet Group's care provider, to co-produce an enhanced offer, with input from the council, the provider (YCB) and representatives of service users and carers.
- 5.2.16 Staffing levels will be configured to ensure that if a resident is becoming agitated the team members can be proactive in providing positive interventions before the behaviour escalates. All team members working at Stag House will be fully trained in supporting people who have behaviour that may challenge and how to follow a person-centred approach in order to promote positive behaviour.

Property and Sustainability

- 5.2.17 The Stag House Extra Care development scheme represents sensible management of the assets and property held by the Council in the Borough.
- 5.2.18 As the consideration of options above and in the attached Full Business Case makes clear, developing high quality Extra Care accommodation on the Stag House site is an attractive option both in terms of achieving the Council's strategic goals for housing and adult care, and in terms of property management of Council assets.

5.2.19 The scheme will be assessed under BREEAM New Construction 2014, one of the foremost methods of ensuring sustainable development. Barnet Homes will aim for a score of 'Very Good' for the pre-construction stage. The design will incorporate a number of passive design measures that together with the BREEAM requirements generate a proficient sustainable proposal. These include maximising natural light, use of efficient heating, heat recovery and insulation, selection of building materials to minimise environmental impact, and early preparation and implementation of waste management.

5.3 **Legal and Constitutional References**

5.3.1 Council Constitution, Article 7, – The Assets, Regeneration and Growth Committee has “Responsibility for regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.”

5.3.2 Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising all acquisition of land for over £500k.

5.3.3 The provision of Extra Care Housing is in line with the duties of the Council under the Care Act 2014 in providing choice to residents, preventing or reducing needs and promoting a resident's well-being.

5.3.4 The Council has the power through various enactments to make a Compulsory Order and to apply to the Secretary of State for confirmation of the order.

5.3.5 Section 17 of the Housing Act 1985 as amended provides that a local authority shall, on being authorised to do so by the Secretary of State, have the power to compulsorily acquire land for the purposes of providing or building new housing. This can include housing that meets a special housing need in the Borough such as Extra Care homes. However this power must not be exercised unless the authority requires the land for housing purposes within ten years from the date the CPO is confirmed by the Council (or the Secretary of State).

5.3.6 The regeneration of Stag House meets these requirements as this report explains.

5.3.7 The provision of Extra Care Housing is in line with the duties of the Council under the Care Act 2014 in providing choice to residents, preventing or reducing needs and promoting a resident's well-being.

5.4 **Risk Management**

5.4.1 The greatest risk to the scheme identified at this time, and to the forecasted savings for Adults and Safeguarding, is time delays associated with vacant possession. The report agreed by the Adults and Safeguarding Committee on

10 November 2016 originally identified potential savings arising from the delivery of Extra Care scheme of at least 50 units (Stag House) in financial year 2019/2020. Delays in the process of securing vacant possession of the ground floor commercial element of Stag House have resulted in the forecast date for practical completion currently being June 2020. Appropriate mitigating steps are being taken to ensure that the forecasted savings to the 2020/2021 budget are met.

- 5.4.2 The Full Business Case sets out risks associated with the Stag House Extra Care scheme in greater detail. A summary of key risks follows below:
- **Delays in achieving vacant possession.** Enabling work and construction on the Stag House site cannot begin until vacant possession of the four leasehold flats, as well as the ground floor commercial element, has been secured. The programme has met unavoidable delays regarding efforts to secure vacant possession of the commercial unit. This has been factored into current timescales, but there is still a risk that further delays could endanger the planned savings to the Adult Services 2020/21 financial year budget, and jeopardise a future programme of Extra Care schemes.
Mitigation – Barnet Homes is working with Property Services and they are currently leading on negotiations with the leaseholders on our behalf, on the understanding that CPO powers may be used if agreement by negotiation cannot be achieved. Property Services are also leading on efforts to secure the commercial element of the Stag House site. The exempt Full Business Case further details mitigating steps being taken with regards to the commercial element.

Compulsory Purchase Powers with regards to the four leasehold properties were approved by Assets, Regeneration and Growth Committee in November 2017. An updated recommendation for Compulsory Purchase Powers to be used against the wider red line boundary of Stag House is requested from Assets Regeneration and Growth Committee to ensure there are no impediments to the delivery of this scheme in case vacant possession cannot be obtained and/or if an interest is identified within the site that is yet unknown to the Council or Barnet Homes (such as a statutory undertaker). The Compulsory Purchase Order process is clear and requires that both parties negotiate. The financial offer from the Council as an Acquiring Authority should be based on the market value, as determined by an independent Chartered Surveyor, plus a 10% 'Home Loss payment' and any associated reasonable costs incurred due to the Order being made.

- **Cost increases leading to budget overspend** – there is a risk that following procurement and detailed design, costs may be higher than the allocated budget amount, or that costs may increase during the delivery of the project. If costs significantly increase, more funds would be needed to be allocated from the agreed Extra Care Pipeline capital funding. Significantly increase costs would impact the financial viability of the scheme. If this scheme becomes less financially viable, this in turn endangers the forecasted savings to the Adult Services MTFS.

Mitigation – A planning application has been made using RIBA Stage 3 design outputs. These designs have been shared with Barnet Homes' cost consultant, who have given confidence that the scheme is deliverable within budget. Cost consultants have also undertaken market testing to ensure that the forecasted costs of the scheme are well within the agreed budget. Barnet Homes will be using a fixed price contract and undergoing value engineering as required with our Employer's Agent. As with the Ansell Court development scheme, Barnet Homes has a fixed price design and build contract and will mitigate risk by carrying out as many site surveys as possible to reduce the need for contingency sums. In the interim, realistic contingencies have been allowed for taking account of existing knowledge of the site.

Less significant risks include:

- That the submitted planning application is not approved. This risk has been substantially mitigated, through learning lessons from the successful planning application for the previous scheme at Ansell Court; through early engagement with the local community during the design process; and by engaging in formal pre-application meetings with Barnet Council planners. Planners have provided indicative support for the scheme, and forecast that the planning application will be determined at Committee in March.
- That the funding bid to the GLA is unsuccessful. This risk has been mitigated through early engagement with the GLA to ensure that funding is available and that the Stag House scheme is an appropriate scheme to secure successful funding. Barnet Homes has provided additional information in the form of a Design and Supporting Statement, and has responded to queries regarding design specifics and programme timescales. Furthermore, in the unlikely event that the GLA grant is unsuccessful, the Extra Care pipeline capital budget line is inclusive of Stag House and Cheshir House schemes, meaning that additional funds could be drawn from the proposed budget for Cheshir House to make up for any shortfall.

5.5 Equalities and Diversity

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

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

5.5.2 The proposals anticipate a positive impact for residents because:

- The scheme will positively impact older people, those with disabilities and those on lower incomes by providing affordable housing which supports residents and maximises their independence.
- The Stag House scheme that the scheme will be open to all Barnet residents who meet the eligibility criteria irrespective of age, disability,

ethnicity and race, gender, gender reassignment, pregnancy/maternity, religion.

- Positive impacts are therefore anticipated for the rich diversity of older people and people with disabilities in Barnet.
- The scheme will 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.
- The scheme will form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.

5.5.3 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 section 147 of the Equality Act 2010.

5.5.4 A full Equality Impact Analysis was completed for the Ansell Court Extra Care scheme in October 2016. This is referenced at paragraph 6.4 in the Background Papers section below. The report approved by the Adults and Safeguarding Committee in November 2016 found that "Based on the Ansell Court EqIA [Equality Impact Analysis], it is anticipated that for all extra care schemes developed, there will be an overall significant positive impact on equalities strands and there are no equalities risks associated with the proposals."

5.5.5 An Equality Impact Analysis has been completed for the Stag House Extra Care scheme and is annexed to this report.

5.5.6 This Equality Impact Analysis demonstrates that overall there will be an overall significant positive impact on equalities strands and there are no equalities risks associated with the proposals. In particular, the Equality Impact Analysis finds that the scheme would have a positive impact for a number of equality strands including Age and Disability, given that for older residents and residents with disabilities the scheme will maximise choice, maximise independence, provide a flexible home for life, and enable couples to remain living together.

5.5.7 Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the European Convention on Human Rights. Various convention rights are likely to be relevant to the CPO, including;

- Entitlement to a fair and public hearing in the determination of a person's civil and political rights (Article 6 of the Convention). This includes property rights and can include opportunities to be heard in the consultation process.
- Rights to respect for private and family life and home (Article 8 of the Convention). Such rights may be restricted if the infringement is legitimate and fair and proportionate in the public interest.

- Peaceful enjoyment of possessions (First Protocol Article 1). This right includes the right to a peaceful enjoyment of property and is subject to the state's right to enforce such laws as it deems necessary to control the use of property in accordance with the general interest.

5.5.8 The European Court has recognised that regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole. Both public and private interests are to be taken into account by the Council in exercising its powers and any interference with a convention right is authorised by law so long as the statutory procedures for making and confirming the CPO are followed and there is a compelling case in the public interest for making the CPO, and any interference with the convention right is proportionate.

5.5.9 It is believed that a fair balance will be struck between the interest of those whose convention rights would be affected by the making of the CPO and the public interest in making the CPO. Further, appropriate compensation will be available to those entitled to claim it under the relevant provisions of the compensation code. Objections can also be made to the CPO which will be considered at a public inquiry or through written representations.

5.5.10 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.
<http://barnet.moderngov.co.uk/documents/s26454/Appendix%20F%20Full%20EIA%20revised.pdf>

5.6 Consultation and Engagement

5.6.1 The four leaseholders have been engaged with individually, and Property Services will continue to take forward this engagement.

5.6.2 Barnet Homes held a residents' consultation event on 25 October. A local member briefing has also taken place on 12 September 2017.

5.7 Insight

5.7.1 The Full Business Case presents a summary of wider evidence, national policy, and local contextual factors which provide insight into the benefits of Extra Care.

6 BACKGROUND PAPERS

6.1. Housing Strategy and Housing Committee Commissioning Plan, Housing Committee, 19th October 2015
<https://barnet.moderngov.co.uk/documents/s26448/Housing%20committee%20report%20housing%20commissioning%20plan%20strategy%20final%20cleared%20report.pdf>

6.2. Adults and Safeguarding Business Plan 2016-17 , Adults and Safeguarding Committee, 12 November 2015

<https://barnet.moderngov.co.uk/documents/s27181/Adults%20and%20Safeguarding%20Business%20Plan%202016-2017.pdf>

- 6.3. Extension of Extra Care Services, Adults and Safeguarding Committee, 10 November 2016
<http://committeepapers.barnet.gov.uk/documents/s35905/Extension%20of%20Extra%20Care%20Services.pdf>
- 6.4. Equality Impact Analysis for Moreton Close, Adults and Safeguarding Committee, 10 November 2016
<https://barnet.moderngov.co.uk/documents/s35906/Appendix%201%20-%20Equality%20Impact%20Analysis%20EIA%20Resident%20Service%20User.pdf>
- 6.5. Supplement to Business Planning, Policy and Resources Committee, 27 June 2017
<http://barnet.moderngov.co.uk/documents/b29643/Supplement%20-%20Business%20Planning%2027th-Jun-2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=9>
- 6.6. Business Planning (Appendix E2 – Capital Programme by Delivery Unit), Policy and Resources Committee, 13 February 2018
<https://barnet.moderngov.co.uk/documents/s44928/Appendix%20E2%20-%20Capital%20Programme%20by%20Delivery%20Unit.pdf>
- 6.7. Stag House Outline Business Case and Compulsory Purchase Order, Assets and Regeneration Committee, 27 November 2018
<https://barnet.moderngov.co.uk/documents/s43553/Stag%20House%20Outline%20Business%20Case%20and%20Compulsory%20Purchase%20Order.pdf>
- 6.8. Funding for an Extra Care Housing Scheme at Moreton Close, NW7 and Advance Acquisitions of Leasehold properties on Regeneration Estates, 21st July 2014
<https://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%20Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf>
- 6.9. Annual Performance Report and the Local Account 2015/16, 13th July 2016
<https://barnet.moderngov.co.uk/documents/s33224/Annual%20Performance%20Report%20and%20Local%20Account.pdf>
- 6.10. 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>

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Full Business Case (FBC): Stag House

Author:	<i>George Miller; Meera Bedi</i>
Date:	<i>01 March 2018</i>
Service	<i>The Barnet Group</i>
/Dept:	

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Executive Summary

1. Barnet Homes has been commissioned to act as development agent on behalf of the Council to develop a pipeline of affordable Extra Care housing.
2. Extra Care housing provides accommodation and support for older people with higher levels of needs. Extra Care allows residents to live independently in their own flats, while accessing flexible 24-hour onsite support. The levels of support and care are flexible and can vary as residents' needs fluctuate through their lifetimes.
3. This Full Business Case builds upon the Outline Business Case approved by the Assets, Regeneration and Growth Committee on 27 November 2017. This Full Business Case revisits the case for change and options set out on the Outline Business Case, and endorses the OBC's proposal to provide a high quality new Extra Care through developing the Stag House site in Burnt Oak, thereby delivering savings to the Medium Term Financial Strategy (MTFS).
4. A development pipeline of 227 Extra Care units was agreed by the Adults and Safeguarding Committee on 10 November 2016. The first scheme, a 53 unit development at Ansell Court (Milespit Hill in Mill Hill ward, referred to in previous reports as Moreton Close), is on site and projected to be completed in 2018/19. The Adults and Safeguarding Committee approved two further Extra Care sites to be funded through the HRA budget. Stag House represents the second scheme of the pipeline, and will deliver 51 additional Extra Care units for 2020-21.
5. The report considered by the Adults and Safeguarding Committee in November 2016 outlined significant potential annual revenue savings to the MTFS that could be secured by the development of Extra Care units.
6. Compared to residential care, Extra Care represents a saving of £308 per unit per week. Wider evidence indicates that Extra Care represents a cost-effective approach which is an attractive option for older people who prize independence and quality of service delivery.
7. Reducing Adult Social Care Services by providing a range of alternative services – including Extra Care – is the priority focus for the Adults and Safeguarding Committee's savings proposals. The Policy and Resources Committee on 28 June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.070m between 2016 and 2020. The Adults and Safeguarding Committee has budgeted accordingly on the basis of making these savings through Extra Care development.
8. The Council, with Barnet Homes as its development agent, is already pursuing this Extra Care development pipeline through the Ansell Court scheme. Stag House is the next major stage in the development pipeline. Stag House represents a large developable site (it is currently a large building and car park), with capacity for 51 affordable rent Extra Care units. The site consists of a freehold belonging to the Council, four leasehold flats, and a ground floor commercial lease. The site is located in a busy and active environment on Burnt Oak Broadway which contrasts to the more suburban setting of Ansell Court. It is expected that

this environment will attract a different client who will enjoy this cosmopolitan and lively neighbourhood.

9. Following the approval of the Outline Business Case in November 2017, work is continuing to progress on preparing the Stag House scheme. Architects have been contracted to design the scheme and an application for planning permission was submitted in December 2017 and validated in January 2018.
10. Capital funding from the Housing Revenue Account (HRA) to develop an additional Extra Care scheme of around 50 units was originally agreed as part of the 2016-2017 Capital Programme. This funding allocation has further developed into a wider Extra Care Pipeline capital budget line which will enable the building of the 51 units at Stag House as well as a further 75 unit scheme planned for Cheshir House on the Fosters Estate.
11. The greatest risk to the scheme identified at this time, and to the forecasted savings for Adults and Safeguarding budget, is time delays associated with vacant possession.
12. Due to the significant risk of programme delay because of vacant possession and the associated financial implications, authorisation was provided by the Assets, Regeneration and Growth Committee to make a Compulsory Purchase Order for the leaseholder flats at Stag House. The Council is now seeking a further updated recommendation for a Compulsory Purchase Order against the wider red line boundary of Stag House to ensure there is no impediment to the delivery of this scheme in the event that another unknown interest is identified at the site (such as a statutory undertaker). The Council will use Compulsory Purchase Powers as a last resort and will first carry out negotiations with the aim of voluntary acquisition of any interests via private treaty. Barnet's Property Services Team is engaging with the current leaseholders at Stag House in order to reach a negotiated agreement, with the understanding that compulsory purchase powers may be used as a matter of last resort.

1. Strategic Case

- 1.1. **This document represents the Full Business Case for the proposed Extra Care scheme at Stag House.**
- 1.2. This report builds on the Outline Business Case approved by the Assets, Regeneration and Growth Committee on 27 November 2017. The Outline Business Case set out the Strategic, Economic, Commercial, Financial and Management Cases for the Stag House Extra Care scheme development, considering critical success factors and a number of options, recommending the preferred option of developing a high-quality Extra Care scheme for affordable rent on the Stag House site in Burnt Oak.
- 1.3. The Outline Business Case in turn developed upon a Strategic Outline Case submitted to the Development Pipeline Board on 11 August 2017 by Barnet Homes. The Strategic Outline Case set out the initial strategic rationale behind continuing to provide Extra Care housing in the borough. This document provides further evidence to support the business case, drawing on local and national context and up-to-date information on the proposed scheme.
- 1.4. This Full Business Case report revisits and updates the case for change, assessment of options, and forecasted programme for the Stag House development set out in the Outline Business Case, reviewing these arguments to ensure that the case for spending remains robust and up-to-date.
- 1.5. So far a development pipeline of 227 Extra Care units has been agreed by the Adults and Safeguarding Committee (10 November 2016). The first scheme, at Ansell Court, is on site and projected to be completed in 2018/19. Stag House represents the second scheme of the pipeline, with a further scheme at feasibility stage at Upper and Lower Fosters.
- 1.6. The below sections set out the strategic context for this development in terms of corporate priorities, the national policy landscape, and the local need for specialist housing for older residents. This Full Business Case confirms that the scope of the project and the case for spending remains as set out in the Outline Business Case.

Corporate Priorities and Performance

- 1.7. The Corporate Plan 2015 – 2020 sets out the Council's vision and strategy for the next five years based on the 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; and where services are delivered efficiently to get value for money for the taxpayer.
- 1.8. The 2017/18 Addendum to the Corporate Plan outlined the key areas of strategic focus for the Council for 2017/18. These included:
 - Responsible growth, regeneration and investment; and
 - Building resilience in residents and managing demand.

- 1.9. Within these priority areas, the Addendum to the Corporate Plan included commitments to undertake specific activities. Specifically, the Responsible Growth priority area included a commitment to “regeneration and investment in infrastructure... delivering a pipeline of new homes on Council land.”
- 1.10. Within the Building Resilience priority area, the Addendum included a commitment to “diversifying Barnet’s accommodation to ensure that it supports older people, people with learning disabilities and autism, and mental health conditions to live independently for as long as possible.”
- 1.11. By delivering new homes on Council land where older residents can enjoy independence, security of tenure, and flexible levels of care, the Extra Care development pipeline supports the above priority activities and contributes to the Corporate Plan priorities.
- 1.12. The 2017-18 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:
 - Developing best practice social care, focused on what people can do and how they can help themselves;
 - Diversifying Barnet’s accommodation offer to help more people live independently;
 - Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering;
 - Integrating health and social care services to prevent crises and help individuals stay well and in their own homes;
 - Improving the borough’s leisure facilities to support and encourage active and healthy lifestyles; and
 - Expanding evidence-based prevention and early support, including technology, to make sure people can use services closer to home to help them stay independent for as long as possible.
- 1.13. The expansion of Extra Care provision in partnership with the Barnet Group supports delivery of these priorities. It also supports the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020) and the strategy’s themes of wellbeing in the community and care when needed. In addition, The Right Home Commissioning Plan, which was approved by Adults and Safeguarding Committee in June 2017, supports the use of Extra Care to extend residents’ independence as they get older. The expansion of Extra Care also contributes to meeting the commitments of the Dementia Manifesto for Barnet, supporting people with dementia to live a full and active life, and enabling them to live at home for longer as part of an active and supportive Extra Care community.
- 1.14. So far on this strategy we are developing Ansell Court, Full Business Case agreed at ARG on 19 October 2016. The Ansell Court scheme will be a state of the art, Extra Care scheme consisting of 53 flats with communal areas including a café, and office space for support staff. The budget for this scheme is £15.6m and the scheme is currently on site with a completion date in 2018/19.
- 1.15. In addition the Adults and Safeguarding Committee, 10 November 2016, approved two further Extra Care sites to be funded through the HRA budget. Stag House

represents the first of these, with a further 75 flat scheme expected to be delivered on Upper & Lower Fosters.

- 1.16. The quality of the Stag House design is in keeping with current best practice with large spacious flats, communal areas that have multi-functions and will be well-used, a café and communal laundry as well as a guest suite, assisted bathing and substantial staff accommodation all on site. Outside there are landscaped areas. The whole scheme will be fully wheelchair accessible.

Local context

- 1.13. Extra Care housing is included within a number of the Council's plans as a method of achieving savings by diversifying the Council's housing offer for individuals eligible for care and support.
- 1.14. The Barnet Housing Strategy (2015 – 2020) identifies the need for the Council to secure new types of housing for Barnet's older population and working age adults with additional needs. One of the areas identified for expansion is the provision of Extra Care housing.
- 1.15. The Adults and Safeguarding Committee's Commissioning Plan (2015 – 2020) identifies the expansion of Extra Care housing schemes as a key mechanism for managing demand for residential care places for older people.
- 1.16. The Council's MTFs (MTFS) includes savings of £0.465m per annum from 2018/19 for adult social care through the replacement of residential care with Extra Care places for older people with additional needs.
- 1.17. The Right Home Commissioning Plan, approved by Adults and Safeguarding Committee in June 2017, supports 'Increased supply of Extra Care and sheltered plus provision for older people as an alternative to residential care'.
- 1.18. Barnet is currently over reliant on residential care, in the absence of alternative forms of accommodation and support. The lack of alternatives to residential care has been identified as one of the factors influencing families, individuals and professionals when choosing residential care. The chart below shows Barnet's comparative performance for the number of adults aged over 65 with permanent admissions to sheltered accommodation.
- 1.19. The graph below shows that Barnet has a high number of older people admitted to residential and nursing care when contrasted with other comparable outer London boroughs. While the number of elderly clients has not decreased, residential admissions have declined more recently due to changes in the approach taken by Barnet Council's Adults Services: this includes moving away from residential care provision, making better use of existing Extra Care facilities, and accommodating residents' wishes to remain in their own homes.

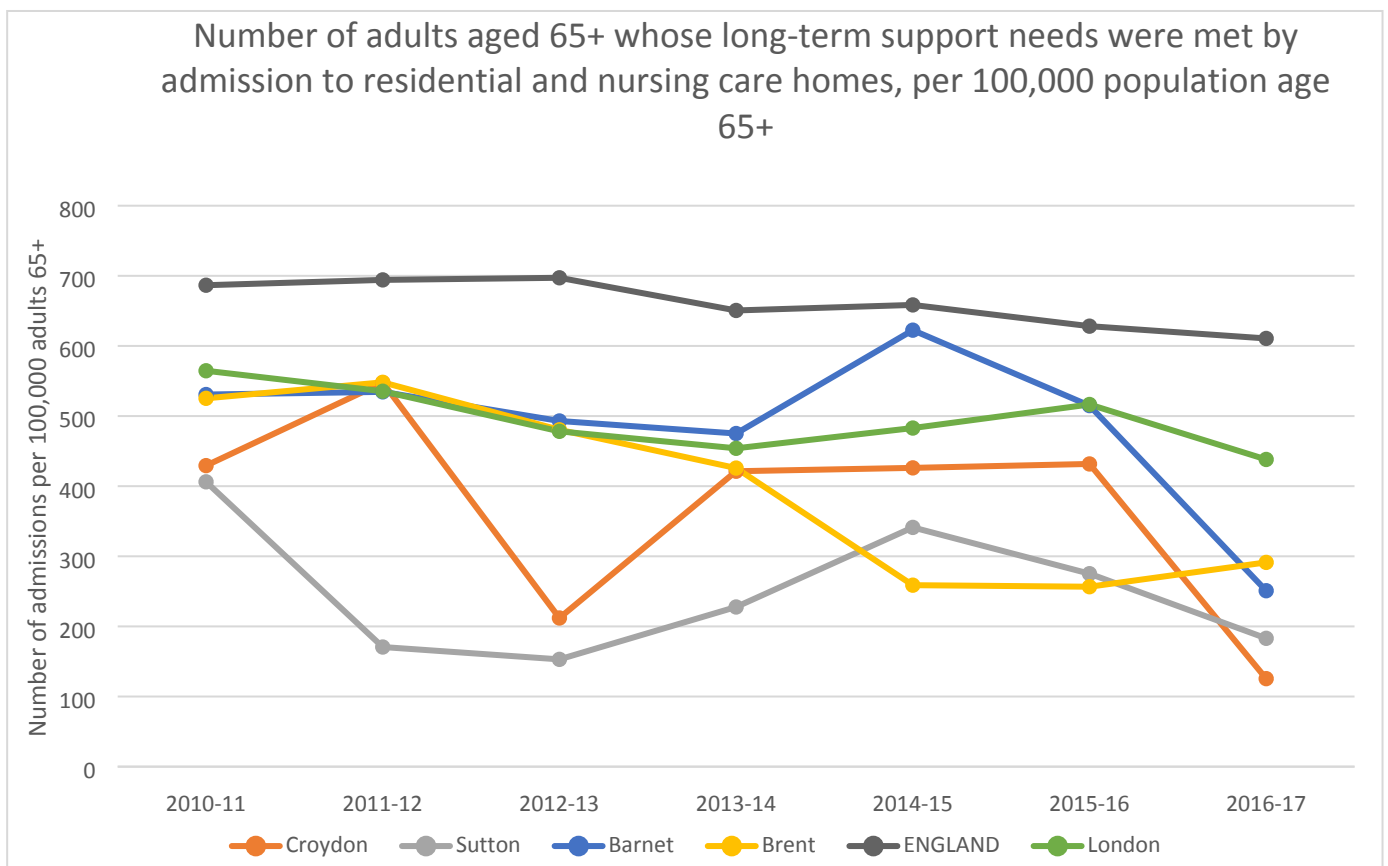


Figure 1 - Admission to residential and nursing care homes, 2010-17.

Source: Measures from the Adult Social Care Outcomes Framework 2016-17, NHS Digital.

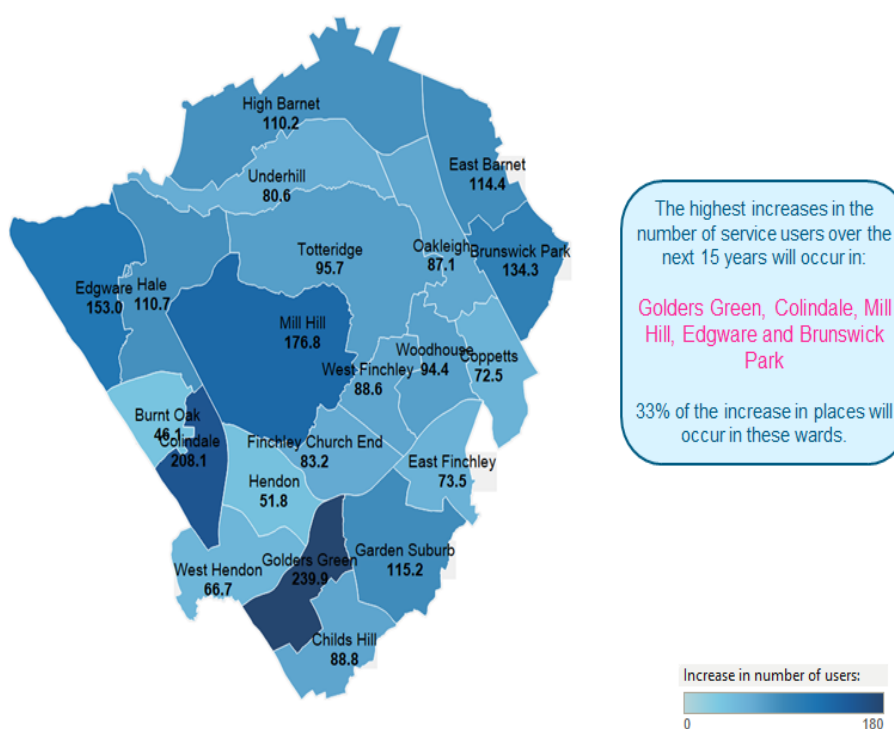
Admissions to Residential Care Working Age Adults LBB 2010 – 2016

1.20. Residential care is a relatively costly form of provision. Using prices paid in 2015-2016 by the Council, the difference between the amount spent on clients in residential care and those in Extra Care was £308 per week.

Local Need

1.21. All projections in Barnet demonstrate that there is an immediate need for well-designed Extra Care housing for older people. Recent work demonstrates that this need is also growing as per the diagram below demonstrating significant increases in the number of additional service users by 2030.

The increase in clients per ward by 2030



Customer and Support Group

Client increase for wards is calculated through distribution of Barnet client projections using POPPI & PANSI projections and GLA age and gender population projections. This distribution is calculated using the proportion of each age group living in each ward. The data shown in the maps is the median of the range of client numbers in each ward.

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Figure 2 - Increase in Adults Services clients per ward by 2030.

Source: CSG analysis based on POPPI, PANSI and GLA age and gender population projections.

1.22. Combined with the existing on-site Extra Care facility at Ansell Court in Mill Hill and the planned Upper and Lower Fosters site in Hendon, the proposed pipeline of affordable Extra Care facilities represents a good coverage of three wards across Barnet. Stag House will be located in a busy, vibrant and diverse area, with Burnt Oak offering a number of nearby amenities. This environment is different from the suburban setting of Ansell Court and will widen Barnet's offer to different types of residents seeking affordable Extra Care housing.

National Policy Context

1.23. National policy has placed an increasing emphasis on making sure that local government and the NHS provide the right early support to help people stay in their own homes within a local community. Taking the right steps to avoid institutional care settings for the most vulnerable residents is an overarching theme of national policy in this area.

- **The Care Act (2014):** sets out a vision for a reformed care and support system. The Act gives the Council responsibility for making sure that people have more control over their care through effective care and support planning and personalisation;
- **Better Care Fund (2013):** requires local areas to work across health and social care boundaries to reduce the numbers of elderly and frail people who have unplanned admissions to hospital and residential care. It also places an

expectation on local areas to reduce the numbers of people who are delayed whilst being discharged from hospital;

- **Valuing People (2001):** contains four fundamental principles: choice and control in all aspects of the lives of people with learning disabilities, rights, promoting independence and inclusion and citizenship. Valuing People Now (2009) focused attention on those areas of the lives of people with learning disabilities where insufficient progress had been made since 2001, namely housing, employment opportunities and health; and
- **Transforming Care programme (2015):** aims to improve the care and support for people with learning disabilities and/or autism and mental health problems or behaviour that challenges. The programme of work for the Transforming Care programme was outlined in Transforming Care – next steps and is being jointly taken forward by NHS England, the Association of Adult Social Services, Care Quality Commission, Local Government Association, Health Education England and the Department of Health. One of the key strands of activity is getting the right care in the right place – ensuring that people are receiving high quality care and support outside institutional settings with a focus on supporting people in their local communities.

1.24. On **31 October 2017**, the Government issued a policy statement and opened two consultations on **Funding for Supported Housing**¹. The policy statement set out the key features of the new model for supported housing funding, called ‘Sheltered Rent’, to come into effect from 2020. This model ‘keeps funding for sheltered and extra care housing in the welfare system’, and sets an overall cap on the amount that providers can charge in gross eligible rent. Additionally, the social housing regulator will regulate gross eligible rent, as is already the case for Affordable Rent. This development does not directly impact the funding profile for the Stag House scheme, as the Extra Care flats at Stag House will already be classed as Affordable Rent. This is a second consultation on funding for supported housing and the proposal to keep funding for extra care housing in the welfare system as currently has been widely welcomed and is further evidence of support across the system for Extra Care Housing.

Project Definition

- 1.25. Barnet Homes has already been commissioned to develop a new Extra Care housing scheme on behalf of the Council in the role of development agent at Ansell Court.
- 1.26. The Development Team at Barnet Homes will manage the development process on behalf of the Council working closely with the commissioners in Adults and Communities on the brief and progress throughout scheme delivery. Stag House represents the second Extra Care scheme in the 227 unit pipeline.
- 1.27. Stag House, 94 Burnt Oak Broadway, Burnt Oak, London is currently a large building with car park. The site consists of a freehold belonging to the Council and four leasehold flats on 125 year leases from April 1985, as well as a ground floor commercial lease.

¹ Department for Communities and Local Government & Department for Work and Pensions, 31 October 2017. *Funding for supported housing - two consultations*. <https://www.gov.uk/government/consultations/funding-for-supported-housing-two-consultations>

- 1.28. A review has been undertaken to ascertain the best future use of this site and this report seeks to demonstrate that the best option is to redevelop the site for a high quality Extra Care scheme.
- 1.29. At Outline Business Case stage, Barnet Homes had carried out an initial design feasibility for the scheme that had been signed off by the Strategic Lead, Adults and Health and agreed with the Director of Your Choice Barnet, who are The Barnet Group's care provider. Since the approval of the Outline Business Case, Adults and Health and Your Choice Barnet colleagues have been further involved in developing the design for the Stag House scheme.
- 1.30. In addition, initial meetings with Planning colleagues had corroborated that the site would be acceptable as an Extra Care scheme. Since Outline Business Case stage, Barnet Homes has held formal pre-application meetings with colleagues from Planning and Highways in order to refine the scheme ahead of the submission of the planning application. These meetings further indicated the suitability of the Stag House site for Extra Care and have ensured that considerations relating to the scheme's impact on the surrounding neighbourhood are taken into account at an early stage.

Extra Care Proposal – Key Characteristics

- 1.31. The scheme will be designed and built to meet the rising aspirations of older people in terms of individual dwellings and communal facilities, with the aim of providing a future proofed facility that will successfully meet housing needs for generations to come.
- 1.32. The role of Extra Care as a resource for older people living in the vicinity is an important contribution to creating sustainable communities. This scheme will offer a range of activities, social interaction, nutritional meals, advice and support to non-residents as well as residents.

Rationale

- 1.33. This report presents evidence on how increasing Barnet's supply of Extra Care homes will benefit individuals and the Council. The report sets out the benefits of Extra Care provision for Barnet, based on an understanding of Barnet's population profile and population need, and supported by a review of wider evidence regarding the successes of Extra Care. This document also sets out the specific benefits of delivering a scheme of 51 Extra Care units at the Stag House site in Burnt Oak.
- 1.34. The Council's aspiration is to develop a number of exemplary, innovative high quality Extra Care schemes in Barnet. These will reflect best practice in terms of modern design and the delivery of flexible, person centred care and support. The Council wishes to promote integrated communities, where there is a supply of good housing choices for older people and those with disabilities and complex needs. The focus is on developing more creative ways to support people to remain in their own homes, to maintain high standards of independent living for longer, to avoid social isolation and to prevent and reduce the use of high cost residential placement packages at a later stage. Extra Care will play an important role in achieving this objective.

- 1.35. In 2014/2015 a small number of potential Extra Care sites were identified in the borough, including Ansell Court (HRA site). Capital funding (£15.6m) was secured for a Barnet Homes development of a 53 unit site. This scheme is forecasted to open during 2018/19.
- 1.36. A review of existing literature demonstrates the benefits of Extra Care to both residents and the service providers through providing a more tailored and successful service:
- 1.37. Aston University's Research Centre for Healthy Ageing (ARCHA) and the Extra Care Charitable Trust undertook collaborative research to produce a longitudinal evaluation of the Extra Care approach². They found that Extra Care residents demonstrated "significant improvements in psychological well-being, memory and social interaction" compared to baseline levels. Extra Care residents showed a reduction in depression – those with low mobility demonstrating the greatest improvement.
- 1.38. The Aston study also suggests that Extra Care services led to less pressure on hospital services, and that the Extra Care model is likely to offer significant potential savings in the cost of social care for local authority commissioners:
- 1.39. "The cost of providing lower level social care using the Extra Care model was £1,222 less per person per year than providing the same level of care in the wider community (on average, with variation by local authority) and the cost of higher level social care was £4,556 less (26% less) per person per year."
- 1.40. Savings to NHS budgets were also significant: over a 12 month period, total NHS costs (including GP visits, practice and district nurse visits and hospital appointments and admissions) reduced by 38% for Extra Care residents.
- 1.41. A study by De Montfort University's Professor Tim Brown³ found that in the context of restraints on public expenditure and an ageing society, Extra Care housing "has an important function in helping local housing markets to function more effectively" and will have an increasing role to play in "meeting the needs of a wide range of types of vulnerable people such as those with learning difficulties and those with dementia."
- 1.42. A 2011 Evaluation of Extra Care Housing conducted by (Personal Social Services Research Unit (PSSRU) and the Housing Learning and Improvement Network⁴ (HLIN) found that "Outcomes were generally very positive, with most people reporting a good quality of life", and that "Better outcomes and similar or lower costs indicate that Extra Care housing appears to be a cost-effective alternative for people with the same characteristics who currently move into residential care." Extra Care was found to be a good option to improve residents' social lives and offering choice. The study indicated that Extra Care was an *attractive option for older people who prize independence and quality of service delivery*.

² Aston University. 2015. Collaborative Research between Aston Research Centre for Healthy Ageing (ARCHA) and the ExtraCare Charitable Trust.

www.aston.ac.uk/EasySiteWeb/GatewayLink.aspx?allid=245545

³ Tim Brown, 2010. Housing an Ageing Population: The Extra Care Solution.

<https://www.dmu.ac.uk/documents/business-and-law-documents/research/cchr/hm1302007458housinganageingpopulationt.pdf>

⁴ PSSRU & Housing LIN. 2011. Evaluation of the extra care housing initiative

https://www.housinglin.org.uk/assets/Resources/Housing/Research_evaluation/DP2783v2.pdf

- 1.43. The Joseph Rowntree Foundation's review of Social well-being in Extra Care housing⁵ found that:
- Extra Care promotes flexibility, choice, independence and wellbeing for older people;
 - Providing on-site facilities for guests (e.g. hairdressing, café/restaurant) are important for social interaction;
 - Extra Care is increasingly seen as having the potential to form a base for community health services, outreach services, intermediate and rehabilitative care; and
- Extra Care provides opportunities for residents to build friendships and maintain social networks in the wider community.
- 1.44. The NHS also uses a well-being methodology as part of their assessment of mood⁶. Extra Care provision supports this by:
- Involving residents, carers and their families in decision making;
 - Providing assistance with daily tasks following periods of time in hospital/operations if required;
 - Supporting residents in doing things for themselves and maximising independence; and
 - Respecting residents' privacy, modesty, dignity and choices.
- 1.45. The 'Well-Being Outcomes Star' developed by the Triangle Social Enterprise prioritises:
- Where you live;
 - Being treated with dignity;
 - Choice and control; and
 - Looking after yourself and accepting help.
- 1.46. Evidence demonstrates that Extra Care offers older people significant advantages across the four Outcomes Star priorities.⁷

Population Need and Demand Management

- 1.47. Analysis of Barnet's current population profile and modelling of the population in 2030 was used to estimate the future numbers and locations of older adult social care eligible clients in the borough. The most conservative estimate, using the current profile of adult social care clients, identified that an additional 227 affordable rent Extra Care places are required by 2030 to meet eligible needs.
- 1.48. Ansell Court is currently on site and expected to complete 2018/19, delivering 53 extra care units. Stag House will provide the second stage of the development pipeline, delivering 51 additional units.

⁵ Joseph Rowntree Foundation. 2007 – research paper into wellbeing at Extra Care
<https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/2087-social-wellbeing-care.pdf>

⁶ NHS wellbeing methodology as part of self-assessment of mood
<http://www.nhs.uk/Tools/Pages/Mood-self-assessment.aspx>

⁷ Triangle Social Enterprise. Well Being Outcomes Star. <http://www.outcomesstar.org.uk/well-being-star/>

1.49. The Extra Care scheme allocations policy will be based on the following eligibility and allocations criteria:

1.50. Eligibility criteria

- Individual has housing need;
- Individual is eligible for adult social care; and
- Aged 55/ 60+ or registered disabled with assessed needs and lifestyle suited to living in community of older people.

1.51. Allocations criteria

- Address currently unmet need;
- Reflect scheme focus (e.g. frailty, declining mental agility);
- Relocate people from residential care;

- Achieve mixed community of residents with low, medium and high needs. Best practice indicates that schemes are effective and affordable when overall resident need is balanced, with a third each having low, medium and high needs.

Expected Benefits

1.52. Extra Care homes are a popular and cost-effective alternative to residential care.

1.53. The key features of Extra Care homes are:

- Residents have their own self-contained flats and security of tenure;
- The model is flexible, which means it can work for a wide range of adult social care clients: older people with additional support needs, those with dementia, working age adults with learning disabilities and those with physical or sensory disabilities;
- Care and support is provided for people with varying levels of need and according to their needs. There is a minimum level of onsite care available to all residents on site at all times, with additional care available for residents to access as required;
- Support is available throughout the day and night;
- There are communal facilities and shared services, such as a lounge, dining area and garden, hairdressing salon, assisted bathroom and meals from a café style facility;
- Extra Care developments are located within local communities and residents can participate in local activities and use facilities such as local shops;
- Couples, where one partner has increasing care needs, can stay living together; and
- Extra Care homes provide a range of financial and non-financial benefits to the Council, NHS and to the borough's residents.

Benefit Title	Description	Measurement / Calculation Used	Data Source	Benefit Owner	Baseline	Target level	Target Start Date
Cost avoidance (Financial – Type 2)	Financial Benefits: reduced use and step down from residential care. A financial saving will be achieved in the form of a reduction in costs through reduced use and step down from residential care. ECH is significantly cheaper than residential care and therefore a cost will be avoided for each flat that is let to ASC clients	Measured by comparing the cost per year to accommodate and support client within ECH vs residential care and cost of homecare	Extra Care costs to be monitored by Adult Services - through MOSAIC To be compared against 1. WLA Price Banding (minimum unit price for residential placements in Barnet by Barnet Council and other authorities in the West London Alliance) and 2. Homecare average rates	Lead Commissioner for Older People and Integrated Care	The actual costs of this scheme will be monitored compared to current spend of £466 - £520 per week or £525 - £565 per week for those with high level support needs, with the savings being the difference between those two costs.	£350,343 in 2020/21 based on a phased entry from June 2020. £479,877 in 2021/22 based on full occupancy.	June 2020
Strategic Objective (Non-Financial - Type 1) - independence for older residents	A key vision for the Council, as outlined in the Corporate Plan and the Adults Commissioning Plan, is to support more people to remain independent and to live longer in their own homes. The scheme will allow this and, where possible, provide a home for life	Measure occupancy rates against a target occupancy rate of 100%.	Occupancy rates to be recorded by Barnet Homes Housing Management, QL system.	Lead Commissioner for Older People and Integrated Care	Current Extra Care occupancy rate on site is 0 as site is yet to reach practical completion	100% occupancy	June 2020

<p>Resident satisfaction (Non-Financial – Type 4)</p>	<p>Through delivering flexible accommodation, will enable residents to live independently, and will also mean they will not need to be separated from partners (often acting as primary carer) or from older carers.</p>	<p>Improved resident satisfaction compared to baseline (recorded through monitoring of self-reported wellbeing scores). Monitor occupancy of 2-bedroom flats against target occupancy rate of 100%.</p>	<p>Anonymised information from wellbeing interviews (e.g. responses to wellbeing star) to be reported following 1-1 resident sessions with YCB key workers.</p>	<p>Lead Commissioner for Older People and Integrated Care</p>	<p>Baseline to be established based on: existing tenant satisfaction for Barnet Homes residents in sheltered accommodation; wellbeing scores recorded from residents of the Ansell Court Extra Care scheme.</p>		<p>June 2020</p>
<p>Service Standards / Reputational (Non-Financial – Type 5)</p>	<p>Extra Care is a popular option for older persons' care; this will be an innovative project addressing needs of older people, commissioned in line with best practice from the latest evidence base. It will deliver an improved service provision to residents. This will have a positive impact on the service standards and reputation of the Council's Extra Care housing offer within the borough, as part of a continuing Extra Care development pipeline.</p>	<p>Measure design specifications and service provision against recommendations outlined in HAPPI report. Comparison with other schemes in Barnet Extra Care pipeline and other providers.</p>	<p>Standard design / service KPIs to be recorded throughout Extra Care pipeline and compared with external Extra Care service providers. Employer's Agent will evaluate architects' proposals in line with mayoral design guide and HAPPI principles.</p>	<p>Lead Commissioner for Older People and Integrated Care</p>	<p>Extra Care will be evaluated in comparison to current sheltered accommodation occupied by client group.</p>	<p>All mayoral design guide standards and HAPPI principles met or exceeded.</p>	<p>June 2020</p>

<p>Respite/Rehabilitation bed space</p>	<p>The scheme will accommodate an extra studio, en-suite flat enabling a patient to leave hospital earlier than usual as a care package can be provided by the staff team within the Extra Care scheme. This represents a benefit to the patient and also to the public purse.</p>	<p>Measuring the number of days per year where the rehabilitation bed space is being used, and thus the impact on hospital bed days saved. Data will be collected once scheme goes live</p>	<p>Rehabilitation bed space occupancy rates to be recorded by Barnet Homes Housing Management, QL system.</p>	<p>Lead Commissioner for Older People and Integrated Care</p>	<p>As there is currently no rehabilitation bed space provided at this site, the baseline is zero.</p>	<p>100%</p>	<p>June 2020</p>
<p>Social value: improved health, life long learning employment and training opportunities</p>	<p>Building contracts will provide employment and training opportunities. New homes will provide a stable environment, conducive to good health and personal development. Residents able to leave hospital sooner as support within the scheme, less pressure on NHS and a nurse could visit the scheme and see many residents and staff on site to ensure wellbeing of residents.</p>	<p>Measure number of additional apprenticeships created by the scheme, and use of local suppliers representing benefits to the wider local economy.</p>	<p>Apprenticeships data (including transition to full time employment) and information on use of local suppliers to be provided by contractor.</p>	<p>Barnet Homes, in partnership with Community Engagement Team</p>	<p>Baseline to be provided by contractor based on existing apprenticeship levels.</p>		<p>October 2018</p>

Risks

1.55. There are a number of key risks for the scheme that are being managed to ensure the success of the scheme and delivery of the required outcomes. The table below lists the main risks and Barnet Homes' strategy to mitigate against them.

RISK	PROBABILITY	IMPACT	TOTAL	ACTIONS TO MITIGATE	CONSEQUENCE	CURRENT STATUS
If vacant possession cannot be secured, the programme will be delayed	3	3	9	<p>We have identified funds in order to negotiate with the current leaseholders.</p> <p>The Assets, Regeneration and Growth Committee on 27 November gave approval to use compulsory purchase powers in the case that it is not possible to reach a negotiated outcome with the four leaseholders.</p>	<p>If it is not possible to successfully negotiate the purchase of the four leaseholder units, a CPO order would have to be issued for the properties. This may incur higher costs than a negotiated price. The process may also be longer for a CPO than for a negotiated sale.</p>	<p>Barnet Homes has instructed Property Services to negotiate with leaseholders. Negotiations with leaseholders have commenced, with Property Services and Barnet Homes attending a meeting with the four leaseholders. Independent property valuations have been undertaken.</p>
Cost certainty has not yet been achieved. Costs could increase as a result of further design detail and when tender returns are received, potentially leading to higher expenditure than allocated budget	3	4	12	<p>The estimated costs in the capital budget have been tested by Barnet Homes' Employer's Agent & cost consultant, who have provided confidence that the scheme is deliverable within this budget. This has involved market testing with interested contractors as well as an assessment of the current trends in contractors' tender prices.</p> <p>We will be using a fixed price contract and undergoing value engineering as required with our Employer's Agent</p>	<p>More funds would be needed from HRA or GLA. Significantly increased costs would impact the financial viability of the scheme.</p>	<p>Our Employer's Agent has indicated that the build cost forecast for the Stag House scheme can be accommodated within the agreed budget.</p> <p>On Ansell Court we have a fixed price design and build contract and have mitigated risk by carrying out as many site surveys as possible to reduce the need for contingency sums. We intend to replicate this approach for the Stag House scheme.</p> <p>Preliminary surveys around the site are already being undertaken, and realistic contingencies have been included taking account of existing knowledge of the site.</p>
Time delays during scheme delivery	3	4	12	<p>The site will be delivered through a Design and Build contract and all site</p>	<p>If the scheme is delayed later than predicted then we will not achieve the</p>	<p>We have put a realistic delivery programme together, informed</p>

could impacting on revenue savings				surveys will be carried out in advance of tenders in order to secure as firm a price as possible. We have an expert consultant team in place that are keen to deliver this second scheme. We have put a realistic delivery programme together	predicted revenue costs savings to the MTFS.	by our work on Ansell Court. We are continually monitoring the scheme's progress and impact on revenue savings.
Planning Permission may not be secured	2	4	8	Barnet Homes will continue to engage with planning colleagues to ensure that the proposed scheme meets all planning requirements, and that the property's massing and provision of community use is appropriate for the surrounding area.	The scheme could not progress without planning permission, or could be delayed if planners require significant amendments to the planning submission before approval is granted.	Planning permission was successfully obtained for Ansell Court. Barnet Homes has held formal pre-application meetings with colleagues from Planning and Highways in order to refine the scheme ahead of the submission of the planning application. A planning submission was made in December 2017.
Anticipated occupancy targets may not be met	2	4	8	An occupancy strategy and schedule will be developed which will ensure that residents move into the scheme in a phased manner so that they are given the support and attention they need to acclimatise to their new homes.	The scheme may not meet residents' expectations and there may be delays in taking nominations. There could be delays in moving clients into the scheme which would reduce in year savings	We are currently developing the occupancy strategy and schedule which will serve as a mitigating factor. Your Choice Barnet are being closely consulted, and the occupancy plans for Ansell Court will further inform the strategy for Stag House.
Future circumstances may require that the scheme is not used for Extra Care, requiring future proofing	2	4	8	Contractors have been asked to provide a strategy for converting all ancillary areas within the scheme back into self-contained accommodation should the use of the building change in the future. This included the provision of tails, draining and ducting to facilitate future remodelling.	If the scheme is not able to be used for a variety of uses, it may fall out of use if there are changes in legislation or political changes that make the scheme no longer viable for Extra Care.	Barnet Homes and delivery partners are continually monitoring the wider policy landscape and assessing need for reverting to general needs accommodation. At present, we judge this to be highly unlikely for the foreseeable future.

1.56. Key Outcomes from the Scheme Design

- Provide a valuable housing and care facility for older people and the local community;
- Provide high quality and attractive housing for older people;
- Provides a building form that responds to the constraints of the site whilst respecting the limits of scale, massing and materials;
- Is adequately serviced without harming the amenities of neighbours or creating highway hazards;
- Provide a secure environment with convenient but passively controlled access;
- Provide an innovative and appropriate solution for the site and the requirements of the community;
- Provide a variety of amenity space within the scheme appropriate for the recreational needs of the residents;
- Provide an integrated landscaping scheme that will enhance the site for residents and neighbours;
- Provide modern and purpose built accommodation that will enhance the quality of life for residents and the staff team; and
- Embrace all the recommendations set out in the HCA's Happi report on homes for older people.

Dependencies

- 1.57. A key project interface is the relationship between Barnet Homes and the Adults and Communities service, particularly in ensuring that the new Extra Care scheme meets the needs and requirements of Adults and Communities. Barnet Homes will work with the named responsible officer from Adults and Communities to make sure that there is client sign-off at each stage of the design process including the Value Engineering process.
- 1.58. The scheme was originally intended to be completed, and to begin to contribute to Adult Services MTFs savings, within the financial year 2019/20 as outlined in the Adult and Safeguarding Committee in November 2016. However, delays have been encountered relating to achieving vacant possession, and significant risks remain around achieving vacant possession. Barnet Homes is working with Property Services in order to achieve vacant possession as early as possible.
- 1.59. Successful delivery of this scheme is largely dependent on the project achieving key milestones along the scheme's critical path such as planning approval, the contract being tendered, and the approvals process. As outlined in the risk section there is a chance that this is not achieved due to unforeseen circumstances at this stage. However we continue to work with the Employer's Agent and Contractor to mitigate against this and work towards delivering the scheme as early as possible, with a forecasted date early in financial year 2020/21 and the possibility of achieving practical completion late in financial year 2019/20.
- 1.60. There is a dependency on the budget constraints as agreed in the capital budget line agreed by Policy and Resources Committee.

- 1.61. Consultation is a project dependency in ensuring the project is delivered well and on time. Barnet Homes met at an early stage with the ward members and continue to keep them updated with the progress of the project. Barnet Homes will continue to manage a relationship with the local community throughout the demolition and construction stage.
- 1.62. There is also a Communications Plan that will be agreed for this project and the demolition of the existing scheme will be publicised along with progress reports and case studies tracking the first residents' journey into the new Extra Care facility
- 1.63. Adults and Communities will be advertising the scheme and working with current clients to see who would most benefit from entering into the scheme. It is proposed to get a show flat ready for potential residents so that they can better visualise the attractions of the scheme. This show flat will be furnished to assist with demonstrating the scheme's benefits and give comfort to clients' families.

2. Economic Case

- 2.1. The critical success factors (CSFs) and assessment of options for the Stag House scheme were first set out in the Outline Business Case approved by Assets, Regeneration and Growth Committee on 27 November 2017. The below CSFs and options have been reviewed and updated as part of the review of options required at Full Business Case stage. The assumptions and recommendations made at Outline Business Case stage have been largely upheld.
- 2.2. The CSFs for this project have been identified as follows:
1. Increasing the provision of accommodation for older people which offers support and independence, as supported by the Right Home Commissioning Plan.
 2. Delivering savings agreed in the MTFS by contributing to the pipeline of 227 Extra Care units agreed by the Adults and Safeguarding Committee on 10 November 2016, and included in the Business Planning report approved by the Adults and Safeguarding Committee on 6 November 2017.
 3. Delivering a financially viable and successful affordable housing development scheme.
 4. Making effective commercial use of Council-owned land and buildings; this includes recognising Council stock's potential for development, contributing to the Council's development pipeline of affordable housing as set out in the Barnet Housing Strategy 2015 to 2025.

Options

- 2.3. Considering the project objective and the desired outcomes from the commissioning client, the following options were considered:

Option A – Do nothing (i.e. do not develop Extra Care, continue to rely on residential care)

The 'Do nothing' option would fail to achieve any of the critical success factors as set out above.

- **CSF 1** – This option would fail to provide older people with housing options which offer a balance of support and independence. The 'do nothing' option would necessitate the continued over-reliance on residential and nursing care within the borough, which offers less choice and independence for older residents.
- **CSF 2** – This option would not contribute to the pipeline of 227 Extra Care units agreed by the Adults and Safeguarding Committee, and would therefore either result in older residents not accessing adequate levels of support, or would not represent savings to the MTFS if this support were then to be provided through more expensive residential care.
- **CSF 3** – This option would fail to develop any affordable housing, thus considerations of financial viability in development are not applicable.
- **CSF 4** – This option would not represent a commercially sensible use of the Stag House site:
 - The 'Do nothing' option fails to recognise the development potential of the Stag House site

Option B – Develop Extra Care housing on an alternative site to Stag House:

While the option of developing Extra Care Housing at an alternative site could still deliver critical success factors 1 & 2, this option would not capitalise on the features that identify Stag House as an attractive development prospect.

- **CSF 1** – Developing Extra Care housing at an alternative site would increase the provision of accommodation to older people which combines support and independence. Evidence above in the Strategic Case demonstrates the strengths of Extra Care in providing choice, support and independence.
- **CSF 2** – Developing Extra Care housing at an alternative site would contribute to the Extra Care pipeline. However, the extent of savings to the MTFs would depend on the ability of an alternative site to deliver a substantial number (50+) of Extra Care Units. Furthermore, the timescales necessary to identify an additional site, assess detailed feasibility and develop designs to planning stage and beyond, would likely mean that the planned savings to the MTFs would not be fully achieved.
- **CSF 3** – It is unlikely that an alternative site would represent as commercially viable a proposition as Stag House.
 - It is generally accepted that to develop a successful (and feasible) Extra Care scheme a site must be capable of delivering a minimum of 50 homes to achieve the scale and required cost efficiencies of care and support services located on site, and to ensure the ancillary services are viable for the successful running of the scheme.
 - Barnet Homes carried out a review of a number of potential locations within its stock and Stag House was identified due to the site's ability to deliver 50+ homes.
 - Furthermore, Stag House represents an appropriate location for an Extra Care scheme (in a more vibrant and urban setting than current Extra Care providers) and has no current planning constraints.
- **CSF 4** – This option would fail to address the existing issues with the Stag House site, which require intervention by the Council regardless of any Extra Care development:
 - The high level of investment required in the near future to maintain the building

Option C (Preferred Option) – Develop the Stag House site as an Extra Care housing scheme

This option achieves all of the critical success factors as set out above:

- **CSF 1** – Developing Extra Care housing at Stag House would increase the housing options available to older residents, allowing them to access accommodation which provides both 24 hour care and independence associated with having long-term residency in their own flats. The flexibility of Extra Care allows residents to remain independent for longer and to vary the support they access based on their needs. This supports objectives set out in the Right Home Commissioning Plan.
- **CSF 2** – Developing Extra Care housing at the Stag House site contributes a minimum of 50 units to the Extra Care pipeline of 227 units agreed by the Adults and Safeguarding Committee (current plans are for the site to deliver 51 units). This represents a significant saving to the MTFs when compared to the alternative of providing residential care for these older people.
- **CSF 3** – As detailed above in the analysis of Option 2, the ability of the Stag House site to deliver 50+ units increases the viability and likely success of the site as a development prospect. The site is able to deliver the 50 units which is generally accepted as the right scale for a viable site. The convenient location and lack of planning constraints also positively affect the viability of the Stag House site. The site was selected after a detailed review of sites held by the Council.
- **CSF 4** – Regardless of whether Extra Care is developed on the site, Stag House requires significant investment and intervention by the Council: the building is in disrepair and would need investment to renovate and maintain

2.3. Based on the above considerations against the critical success factors, the preferred option is to develop Stag House as an affordable Extra Care housing scheme (Option C).

Through offering Extra Care as a better use of the site, and through submitting a high quality scheme for planning, we are offering the Council a viable and valuable alternative use for the Stag House site.

3. Commercial Case

Procurement Strategy and Scope

- 3.1.** Barnet Homes will be acting as Development Agent for the Council and will use its procurement strategy and procedures. This strategy and procedures have been approved by the Council and currently cover the full scope of the major repairs work and repairs work currently undertaken on behalf of the Council.
- 3.2.** Barnet Homes has a Group Procurement Manager that oversees this process and we are currently using the same strategy and procedures to procure Tranche 3 (320 new build homes) and Ansell Court (Extra Care currently on site). These procurement procedures cover all procurement within Barnet Homes from stationery orders to large new build contracts.
- 3.3.** For this scheme Barnet Homes will tender under OJEU rules (Official Journal of the European Journal) using contractors under Network Housing Association's framework that has been set up using OJEU guidelines.
- 3.4.** Barnet Homes will enter into a single stage tendering process administered by the Employer's Agent in following all OJEU guidelines. The winning contractor will then enter into a JCT Fixed Price Design and Build contract with Barnet Homes.
- 3.5.** Procurement timescales for a single stage tender process include:
- Sufficient time (we are allowing 12 weeks following approval of the Full Business Case) to draw up Employer's Requirements and to advance the scheme design sufficiently beyond the level of detail that was required for planning purposes;
 - A 12 week period following the issuing of an Invitation to Tender;
 - A 2-3 week period for the tender review, during which time the Employer's Agent will be working to mitigate Barnet Homes' risks on exclusions, clarifications etc. and firm up costs as far as possible.
- 3.6.** For the architect on Stag House Barnet Homes utilised the Dynamic Purchasing System and appointed the winning architect in accordance with Barnet Homes' procedures. Their appointment was monitored and agreed by the Extra Care Project Board.

Commissioning the Management of Extra Care schemes - Barnet's Framework for Extra Care and Support Services

- 3.7.** The Council commissioned Your Choice Barnet to be the managing agents for Ansell Court, the existing Extra Care scheme already on site. This was agreed at the Adults and Safeguarding Committee, 10 November 2016. For Stag House, YCB is likely to be the care and support provider.
- 3.8.** Early in the development of the Ansell Court Extra Care scheme (currently on site), it was recognised that Ansell Court and Stag House would benefit from partnership working between the Council and an expert care provider to ensure innovation in the delivery of care and support and maximise the use of the space at the scheme.
- 3.9.** As Ansell Court and Stag House are Barnet Homes developments, the Council was able to engage with Your Choice Barnet (YCB), the Barnet Group's care provider, to co-produce an

enhanced offer, with input from the Council, the provider (YCB) and representatives of service users and carers.

3.10. The extra care provision needs to ensure that the care and support services will be provided in a way that maximises and maintains independence, providing people with the opportunity to live life to the full. To do this it is proposed that a consistent set of expectations and quality standards are applied to these services. The proposed framework includes the following:

- Services will be designed to promote independence, choice and inclusion, and to encourage wellbeing and personal growth, as well as the acceptance of personal responsibility.
- YCB will demonstrate that they are able to work with complex health and social care needs to help individuals remain in their homes even when conditions fluctuate or decline.
- Everyone will have access to a range of social and cultural activities arranged for people to access as they wish, developing community capacity and encouraging the involvement of volunteers.
- A twenty-four hour seven days a week ‘peace of mind’ service will be available to all residents as part of the core support offer.
- Staff will have the right skills to be able to work with service users with different levels of need.
- Staff will listen to residents, carers and families.
- YCB will create and maintain strong partnerships with social care professionals, primary care and secondary care staff.
- A range of assistive technologies will be available within the schemes.
- The service will provide positive end of life care to those residents who wish to have this service.

3.11. The enhanced offer made by YCB will include:

Person centred approach for behaviours that may challenge

- Staffing levels will be configured to ensure that if someone is becoming agitated the team members can be proactive in providing positive interventions before the behaviour escalates. All team members working at Stag House will be fully trained in supporting people who have behaviour that may challenge and how to follow a person-centred approach in order to promote positive behaviour. Daily handover between shifts are important for staff to be able to debrief and to voice concerns that they may have, especially if a person’s behaviour has been unpredictable or is unusual, this will ensure that staff feel supported and just as important that the service can react quickly to providing appropriate support to the individual.

Activities

- A programme of activities will be available for all residents. These will be tailored to individual’s likes and dislikes and will recognise the activities that they enjoy.

Working within the Local Community

- Building on the local relationships that Barnet Homes has within this community YCB will work with the local community to build a programme of activities where local people can be actively involved in the scheme.

Community Café

- As part of YCB's development of a social enterprise they will establish a community café, which both residents and local people can use.

Working in Partnership

YCB care and support service will work closely with the housing management team at Stag House and with health and social care professionals to ensure a seamless approach in all aspects of the Extra Care offer.

Potential risk allocation

3.12. Barnet Homes has assessed the risk of this scheme under key areas and the following table shows where the risk lies or is allocated.

RISK	ALLOCATED TO
Design Risk	The New Build Team within Barnet Homes has taken responsibility for this and refers to Adult Services and YCB to sign off the design.
Construction and Development Risk	Barnet Homes has appointed expert Employer's agents in this field to ensure the specification and tendering of the contract is done according to best practice. The responsibility here rests with the New Build Team. Barnet will enter into a design and build contract (JCT 2016) which will have a fixed price and a fixed term for the build. The new build team will monitor this.
Delays – vacant possession	Property Services are currently liaising with the four leaseholders in order to offer them a market price to buy them out.
Delays – Planning	A milestone for the scheme will be achieving planning. Currently Barnet Homes are discussing the current scheme with Planners who are favourable to Extra Care in this location.
Delays - Demand Demand/Occupancy	Barnet Homes is working with YCB and Adult Services on a occupancy strategy that will be agreed at Project Board. The Project Board will ensure that Stag House is 'advertised' throughout the borough to ensure future residents move into the scheme in a timely manner. Barnet Homes has ensured that the specification for the scheme is future-proofed to accommodate assistive technology and can cater for wheelchair users and other disabilities. The design and quality of the scheme rests with the New Build Scheme.

Design and Construction of the Scheme

3.13. The scheme will be assessed under BREEAM New Construction 2014 and we will aim for a score of 'Very Good' for the pre-construction stage. The design will incorporate a number of passive design measures that together with the BREEAM requirements generate a proficient sustainable proposal, such as:

- Corridor areas and access galleries designed to allow natural light to penetrate and allow views out to aid orientation;
- Use of natural and heat recovery as part of the ventilation strategy for the building;
- Standards of thermal insulation and avoidance of leakage will be in excess of current building regulation standards;
- Efficient centralised plant providing heating and hot water;
- High efficiency lighting ensured in the long term through the choice of fittings;
- High efficiency electrical appliances to all flats and communal facilities such as the laundry and kitchens;
- Careful selection of building materials using the 'Green Guide to Materials' to minimise the impact on the environment;
- Early preparation and implementation of waste management during the construction period and when the scheme is in use – especially recycling/composting; and
- Low water usage in the completed building through the selection of efficient appliances and fittings.

Outcome measures for Extra Care and support services should include:

<p>Client Satisfaction Measures</p>	<p>% of residents who report they have been able to exercise choice and be in control of their accommodation</p> <p>% of family representatives who report they have the opportunity to maintain Relationships</p> <p>% service users who feel they are able to live as independently as they wish</p> <p>% of residents who report they have the opportunity to mix with others and join in social activities and/or participate in organised activities going to pubs, restaurants, library, or faith and cultural communities e.g. attending church, synagogue, temple, mosque, meditation</p> <p>% of residents who report they have the opportunity to maintain friendships and make new friends</p> <p>% of residents who report that staff are kind and that they are skilled and knowledgeable in their roles</p>
<p>Activity Measures</p>	<p>% of service users who have positively moved towards their Support Plan outcomes using an evidence based monitoring tool such as the outcomes star</p> <p>% service users able to maintain family/social networks, if desired</p> <p>% service users receiving assistance with making benefit claims, budgeting, maximising Income</p> <p>% service users where there are no issues with tenancy as demonstrated through: e.g.</p>

	rent and service charge arrears, complaints from neighbours. Annual report with calendar of events and numbers attending (e.g. exercise programmes, health checks etc.)
Quality Measures	% of residents who have maintained a safe and healthy home environment Number of attendances by service users – at Accident & Emergency % of tenancies that breakdown within 3 months of support commencing Number of resolved and unresolved complaints in the scheme. % of residents who report that participation in community / activities has led to an improvement in their wellbeing Staff attending accredited training % staff completing training in line with their development plans and receiving a positive annual appraisal

4. Financial Case

Cost Savings

4.1. The financial drivers behind moving to a lower dependency housing model and reasoning for developing extra care housing at Ansell Court, Stag House and Upper and Lower Fosters can be evidenced in the graphs below (extra care housing service). With transformation across our accommodation for vulnerable groups coupled with a culture change to promote and encourage independence: there is the potential to achieve approximately £14 million of savings/cost avoidance through delivering the Health and Wellbeing strategy.

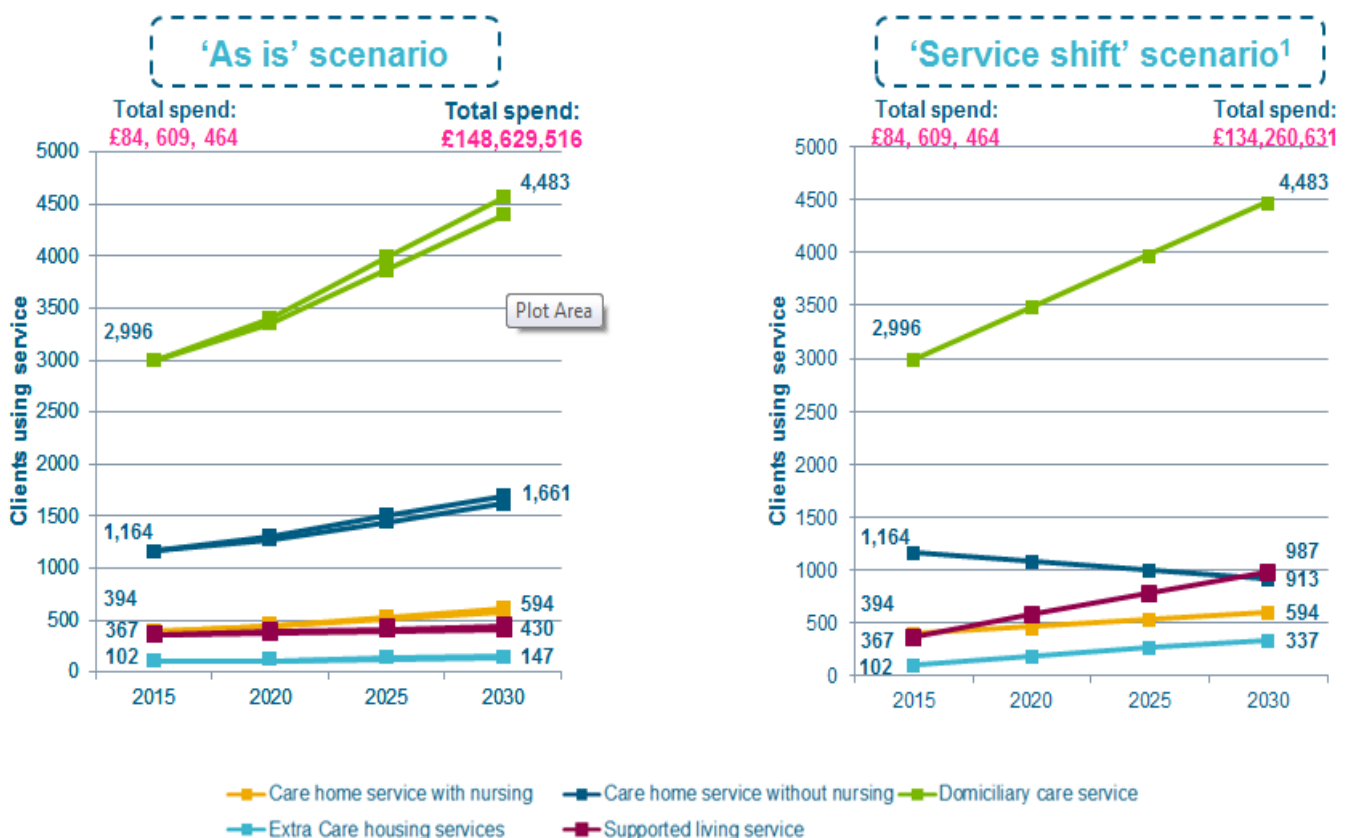


Table 2 shows the potential savings as more clients use Extra Care housing and less people are in Care Homes

Stag House – current capital costs budget

4.2. Barnet Homes is not yet at the stage of tendering for a contractor for the Stag House scheme, but has the benefit of being on site with Ansell Court. Hence we are able to consult with our Employer’s Agent as cost consultant and estimate what the costs will be for a further 51 unit scheme.

4.3. The capital costs of the Stag House development are based on RIBA Stage 3 drawings and reflect design development required post consultation. At present, Barnet Homes’ chosen architects are undertaking work to further develop the design of the Stag House scheme in order to issue detailed drawings as part of an Invitation to Tender. These additional design details, as well as the contract prices quoted in received tender returns during the procurement process, will be reported to the DPPB and Deputy Chief Executive ahead of the approval of the final contract sum.

4.4. The estimated costs in the capital budget have been tested by Barnet Homes' Employer's Agent & cost consultant, who have provided confidence that the scheme is deliverable within this budget. This has involved informal market testing with interested contractors as well as an assessment of the current trends in contractors' tender prices. The indicative tender prices received during informal market testing for the Stag House scheme came in well within the agreed budget. Allowing for caveats around likely qualifications and provisional costs, this provided Barnet Homes and their Employer's Agent with confidence of the deliverability of the Stag House scheme within the current capital budget.

ProVal Financial Appraisal

4.5. A financial appraisal has been carried out which demonstrates that the Stag House scheme has a positive net present value and internal rate of return.

4.6. It should be noted that while the ProVal appraisal demonstrates the feasibility of the scheme as a standalone, this does not take into account the significant financial benefits of the Extra Care scheme associated with avoidance of residential and nursing care costs.

Stag House Funding Route

4.7. Capital funding to develop an additional Extra Care scheme of around 50 units was agreed as part of the 2015-2016 Capital Programme. This funding will enable the development of the 51 additional units at Stag House. Further details are set out in the exempt version of this report.

5. Management Case

Risk management

- 5.1. Primary risk management at Board level will be undertaken by the Extra Care Project Board. Barnet Homes Development Team produces regular 'Highlight Reports' for the Extra Care Project Board. These documents set out the RAG-rated performance of the scheme, against the following categories:
- Time
 - Cost
 - Quality
 - Cashable and non-cashable benefits
 - Resources
- 5.2. This RAG rating of key indicators allows for the Extra Care Project Board to identify deviation and approve mitigating actions. A tracker of scheduled milestones also allows the Board to identify any delay to forecasted dates.
- 5.3. The Highlight Report also contains a summary of key risks and actions put in place to avoid and mitigate these risks. The Extra Care Project Board determines risk ownership. Current key risks, generally design-related and financial in nature, are presently owned by the Barnet Homes Development Team. Raising risks at the Extra Care Project Board ensures the awareness of key partners, and enables risks to be allocated on a shared basis where appropriate.
- 5.4. The Highlight Report document seen by the Extra Care Project Board communicates the impact and likelihood of residual risk (i.e. the modified risk after the application of internal controls) and the target risk. Based on this information, the Extra Care Project Board determines the action to take to avoid or mitigate risks, or whether to escalate the risk higher. If a decision is taken at Extra Care Project Board to escalate a risk, this will be taken forward to the Development Pipeline Programme Board, chaired by the Council Deputy Chief Executive.

Project Approach

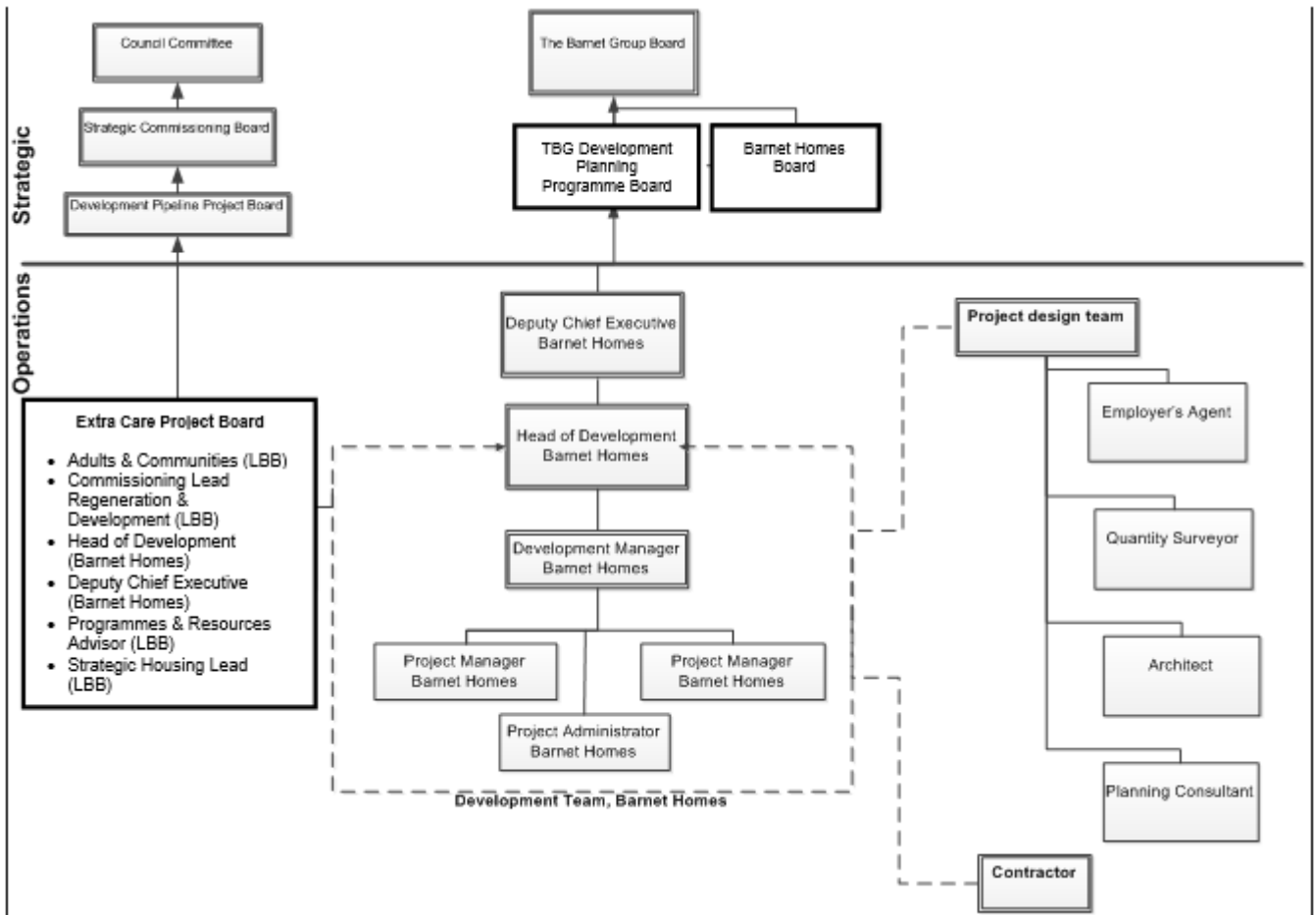
- 5.5. The project will be managed by Barnet Homes in accordance with the Council's project management toolkit, which has been adopted for the delivery of this scheme and its predecessor at Ansell Court, this incorporates monitoring and controls to ensure the project is delivered effectively and that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

Project Controls

- 5.6. The Extra Care Project Board currently consists of Assistant Director, Joint Commissioning (Adults, LBB), Lead Commissioner – Older People and IC, Lead Commissioner – Regeneration and Development (LBB), Strategic Housing Lead (LBB), Head of Development New Build (BH), Head of Estate Management (LBB) and Programmes & Resources Advisor (LBB). The Project Board has responsibility for:
- Design sign off;
 - Programme;
 - Managing and appointing external consultants;
 - Budget;
 - Report and Review;
 - Delivering project outputs and benefits; and

- Producing monthly reports for project board and development pipeline board.

5.7. The project will report upwards through the Extra Care Project Board and the Development Pipeline Project Board and relevant strategic commissioning boards to communicate progress and for approval of all key decisions. The structure chart below outlines the relationship between Barnet Homes and the Council.



5.8. The project will report to Barnet Homes' Boards. The Committee will hear about the scheme's progress on site and handover, and will monitor how the project is being managed.

5.9. The project team will be responsible for engaging with key stakeholders to ensure that all deliverables are developed in line with service requirements and that the required quality standards are met. The cost avoidance and savings that will be attributed to the project will be reported to Adult Transformation Board.

5.10. The Project Team will also sign off the design in terms of the scheme layout, type of units, and level of communal and staff accommodation, and communal and staff facilities.

5.11. Key Milestones for Project provided the Council does not have to use its Compulsory Purchase Powers:

Key Milestone	Completed Date / Forecasted Date
Funding to achieve Planning	July 2017
Tender Exercise for architect	Aug 2017
Outline Business Case	Nov 2017
Planning submission	Dec 2017
Determination of GLA bid	Mar 2018
Full Business Case	Mar 2018
Determination of planning application	Mar 2018
Commencement of procurement for contractor	Apr 2018
Secure vacant possession on site	Aug 2018
Tenders returned from potential contractors	Sep 2018
Design and Build contract to be signed	Oct 2018
Enabling works on site	Oct - Nov 2018
Start on site – demolition and construction work	Jan 2019
Care Contract to be signed off	Mar 2019
Agree nominations policy	Aug 2019
Recruit Scheme Manager	Feb 2020
Fit-out	May 2020
Practical completion ready for phased occupation	Jun 2020

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Design to RIBA stage 1-2 in terms of layout and accommodation for concept scheme and strategic outline case will be signed off	To ensure that the design of the scheme meets all future requirements	Barnet Homes project team	Development Project Pipeline Board	Adults & Communities client representative and project sponsor
Design to RIBA Stage 3 and outline business case to enable submission of the Planning application	Analysis that the shell, internal layout and site plan meet the needs of the end user group	Barnet Homes project team	Development Project Pipeline Board	Adults & Communities client representative and project sponsor. Assets, Regeneration and Growth Committee
Detailed design to RIBA Stage 3/4 to enable the construction of the new scheme	Analysis that the internal and external layouts and fixtures and fittings meet the needs of the end user group	Barnet Homes project team	Development Project Pipeline Board	Adults & Communities client representative and project sponsor
Project procurement strategy	Analysis that the procurement strategy is compliant with the Barnet Homes contract procedure rules	Barnet Homes project team	Barnet Homes project team Development Project Pipeline Board	Barnet Homes project team Development Pipeline Programme Board
Approval of Full Business Case. Subsequent approval (through Delegated	Assessment that the contract sum offers value for money including analysis of the	Barnet Homes project team	Adults & Communities client representative and project sponsor.	Barnet Homes project team Development Pipeline Programme Board

Powers) of contract sum and final budget to enable appointment for the contractor and work to start on site	market conditions		Development Pipeline Programme Board and a full Gateway Review	Full Business Case to go to the Council's ARG committee
Gateway Review at Project closure	There will be a Gateway Review to measure outcome costs against assumptions from the beginning of the scheme as well as lessons learnt moving forward.	Barnet Homes project team	Barnet Homes project team Development Project Pipeline Board	Barnet Homes project team Development Pipeline Programme Board

Approach to Consultation

- 5.12.** Carer and service user representatives have been involved in research into good practice in care and support in ECH schemes, through in-borough visits and out of borough visits.
- 5.13.** This has informed the development of the Barnet model of extra care. A focus group was held with residents at one of the borough's existing ECH schemes - co-facilitated by carer representative.
- 5.14.** The leaseholders have been engaged with individually, and Property Services will continue to take forward this engagement. In January 2018, all leaseholders met with officers from Barnet Homes and Property Services to discuss the scheme and the negotiations ahead to achieve vacant possession of the four leasehold flats. Property Services will continue to meet regularly with leaseholders as these negotiations progress.
- 5.15.** Barnet Homes held a residents' consultation event on 25 October and invited local residents and councillors to this event. A local member briefing took place on 12 September 2017, and councillors on the Assets, Regeneration and Growth Committee have been further involved at and prior to the consideration of the Outline Business Case in November 2017.
- 5.16.** The planning application submitted in December 2017 contained a statement of community involvement summarising in greater detail the engagement with the local community around the Stag House scheme. In

addition, the planning application itself is viewable online through the Barnet planning portal, and local residents have been invited to provide comments and views through the statutory planning process.

Equality Impact Analysis (EIA) Resident/Service User

Please refer to the guidance and initial Equality Impact Analysis before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Development of an affordable Extra Care Housing scheme at Stag House	
Is it a new or revised function, policy, procedure or service? New service	
Department and Section: Commissioning Group	
Date assessment completed: February 2018	
2. Names and roles of people completing this assessment:	
Lead officer	Caroline Glover, Health and Social Care Commissioner

How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The majority of scheme residents will be older people. For this age group, the scheme will have significant positive impact in that it will:</p> <ul style="list-style-type: none"> - maximise choice, offering an independent living option which is alternative to residential care - maximise independence, with residents being able to live in their own home, experience reduced social isolation and increased wellbeing. - provide a home for life, with flexibility in care and support to meet changing need. - enable couples to remain living together, 	<p>N/A</p> <p>This will be a positive impact</p>

whereas this can be difficult in residential care.

The scheme will have no impact on other age groups.

Data

The vast majority of people entering residential care are aged 65 plus:

2014/15 – admissions to residential care in Barnet:

Aged 65 plus: Over 600 people per 100,000 population

Aged 18 – 64: under 20 people per 100,000 population

(Source: The Right Home – Barnet’s Strategic Commissioning Plan for Adults Accommodation and Support)

Dementia incidence is much higher in older age groups, and increases markedly with age. Amongst the 65+ age group, estimated prevalence ranges from 7.8% to 8.7%, and amongst those aged 85 or over, prevalence is nearly 1 in 4.

(Source: Service Specification - Barnet Dementia Support Services 2015)

The Barnet over-65 population is forecast to grow three times faster than the overall population between 2015 and 2030, and the rate increases more in successive age bands. For instance, the 65+ population will grow by 34.5% by 2030, whereas the 85 and over population will increase by 66.6%.

(Barnet Joint Strategic Needs Assessment 2015 – 20)

Table 1

Extra Care Accommodation in Barnet Service Users by Age Band		
Age Band	Wood Court	Goodwin Court
45-54	< 5	< 5
55-64	< 5	7
65-74	12	12
75-84	13	10
85+	< 5	8
Total	31	39

Source: Barnet Council Adults and Communities Delivery Unit Analysis – 2016

<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive impact</p> <p>The scheme will be designed for older people with various health conditions and frailty, and for younger people with disabilities.</p> <p>The whole scheme is fully accessible to wheelchair users with:</p> <ul style="list-style-type: none"> - 100% wet-room bathrooms with shower only - Lift access to upper floors via one 8 person lift and one 13 Person Stretcher lift - Level access into gardens with suitable finishes - Gardens to include a choice of steps and ramp - Corridors of sufficient width to allow two wheelchairs/ - buggies to pass at regular intervals - Flats designed to be accessible with level access showers, - wheelchair turning circles etc. - other facilities compliant with life time homes. <p>Kitchens can be adapted for wheelchair users.</p> <p>For disabled people, the scheme will have significant positive impact in that it will:</p> <ul style="list-style-type: none"> - maximise choice, offering an independent living option which is alternative to residential care - maximise independence, with residents being able to live in their own home, experience reduced social isolation and increased wellbeing. - provide a home for life, with flexibility in care and support to meet changing need. - enable couples to remain living together, whereas this can be difficult in residential care. <p>Data</p> <p>The prevalence of physical disabilities increases as the population becomes older, with the highest rates of both moderate and serious disabilities located within the 55-64 age group. It is likely that people aged 65 and over will have higher rates of moderate or serious physical disabilities. The majority of people living with dementia in the borough are age 65+.</p> <p>Due to the projected population increase in the 65 and overs, the number of people aged over</p>	<p>N/A</p> <p>This will be a positive impact</p>
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		<p>65 with moderate or severe learning difficulties is estimated to rise from 154 in 2017 to 210 in 2030.</p> <p>Source: POPPI Data</p>	
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No foreseen impact on any resident based on their gender reassignment status.	N/A
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No foreseen impact on any resident based on their pregnancy or maternity status.	N/A
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The service specification will require personalised care and support to be provided in a culturally appropriately manner to meet the needs of Barnet's diverse communities.</p> <p>People of all ethnic groups will be admitted to the scheme, and this will be reflected in the allocations policy. Places will be allocated on the basis of need, and not on the basis of race / ethnicity.</p> <p>The scheme will have positive impact on people from BME groups living with dementia. Barnet's ageing population will become increasingly diverse and thus a greater proportion of people with dementia in the borough will be from Black and Minority ethnic groups in the future.</p> <p>Low levels of awareness of dementia and attitudes/stigma within BME communities can act as barriers to people accessing appropriate services. Under the scheme's allocations policy, a significant proportion of potential residents will be identified by health and social care practitioners: allocations will not rely on potential residents coming forward themselves.</p> <p>Impact will be in terms of the factors described in 1 and 2 above.</p> <p>Data</p> <p>By age, in Barnet the highest proportion of the population from White ethnic backgrounds is found in the older age groups, whereas the highest proportion of people from Black, Asian and Minority Ethnic groups is found in the younger age groups. Barnet's population is projected to become increasingly diverse as the</p>	<p>N/A</p> <p>This will be a positive impact</p>

White British population is projected to decrease in proportion to the total population (from 61.3% in 2015 to 58.4% in 2021 and 56.4% in 2030)

Table 2

Barnet Population by Ethnicity 2015		
Ethnicity	No. of People	% of Population
All Ethnicities	367,264	100.0%
White	225,192	61.3%
Black, Asian and Minority	142,076	38.7%
Other Asian	34,296	9.3%
Indian	27,530	7.5%
Other	25,916	7.1%
Black African	21,174	5.8%
Black Other	11,588	3.2%
Chinese	8,804	2.4%
Pakistani	5,699	1.6%
Black Caribbean	4,615	1.3%
Bangladeshi	2,454	0.7%

Source: Barnet Joint Strategic Needs Assessment 2015 - 20

Table 3

Extra Care Accommodation in Barnet Service users by Ethnic Origin		
Ethnic Origin	Wood Court	Goodwin Court
Asian/Asian British Indian	< 5	< 5
Asian/Asian British Other	< 5	< 5
Asian/Asian British Pakistani	< 5	< 5
Black/Black British African	< 5	< 5
Black/Black British Caribbean	< 5	< 5
Black/Black British Other	< 5	< 5
White British	21	24
White Irish	< 5	< 5
White Other	< 5	9
Refused	< 5	< 5
Total	31	39

Source: Barnet Council Adults and Communities Delivery Unit Analysis – 2016

<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive impact</p> <p>The service specification will require personalised care and support to be delivered in a culturally sensitive way, taking into account each resident’s religion or belief.</p> <p>People of all faiths or none will be admitted to the scheme, and this will be reflected in the allocations policy. Places will be allocated on the basis of need, and not on the basis of religion or belief.</p> <p>It is not possible to determine the proportion of people of different religions / beliefs that will enter the scheme.</p> <p>Data</p> <p>Over the ten years between the 2001 and 2011 Census the religious makeup of Barnet has become increasingly diverse, with proportionate growth in most religions except Christianity and Hinduism. The largest increase was in the number of Muslims within the Borough, which increased by 4.2%, although people with no religion had the second highest rate of growth and now accounts for 16.1% of the population. After Christianity, Judaism was the second most common religion, with Barnet continuing to have the largest Jewish population in the country.</p> <p>Table 4</p> <table border="1" data-bbox="582 1377 1225 1899"> <thead> <tr> <th colspan="3">Barnet Population by Religion 2011</th> </tr> <tr> <th>Religion</th> <th>No. of People</th> <th>% of population</th> </tr> </thead> <tbody> <tr> <td>Christian</td> <td>146,866</td> <td>41.2%</td> </tr> <tr> <td>Buddhist</td> <td>4,521</td> <td>1.3%</td> </tr> <tr> <td>Hindu</td> <td>21,924</td> <td>6.2%</td> </tr> <tr> <td>Jewish</td> <td>54,084</td> <td>15.2%</td> </tr> <tr> <td>Muslim</td> <td>36,744</td> <td>10.3%</td> </tr> <tr> <td>Sikh</td> <td>1,269</td> <td>0.4%</td> </tr> <tr> <td>Any other religion</td> <td>3,764</td> <td>1.1%</td> </tr> <tr> <td>No religion</td> <td>57,297</td> <td>16.1%</td> </tr> <tr> <td>Religion not stated</td> <td>29,917</td> <td>8.4%</td> </tr> </tbody> </table> <p>Source: Barnet Joint Strategic Needs Assessment 2015 - 20</p>	Barnet Population by Religion 2011			Religion	No. of People	% of population	Christian	146,866	41.2%	Buddhist	4,521	1.3%	Hindu	21,924	6.2%	Jewish	54,084	15.2%	Muslim	36,744	10.3%	Sikh	1,269	0.4%	Any other religion	3,764	1.1%	No religion	57,297	16.1%	Religion not stated	29,917	8.4%	<p>N/A</p>
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<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive impact</p> <p>The scheme will have positive impact on all potential residents regardless of gender.</p> <p>It will have a relatively greater positive impact on women as:</p> <ul style="list-style-type: none"> - There are more women than men in the older population in Barnet. - As age increases, the ratio of women to men in the Barnet population increases, and dementia becomes more common with age. <p>Impact will be in terms of the factors described in 1 and 2 above.</p> <p>Data</p> <p>By gender, women account for a larger proportion of the Barnet population than men. 51.1% (187,685) of the population are women and 48.9% (179,580) of the population are men. The proportion of men to women is roughly equal below 65, whereas above 64, women account for 56.5% of the population (29,152) compared to men who account for 43.5% (22,423). This reflects the longer lifespans of women.</p> <p>Figure 1 Barnet Population by Age Band and Gender in 2015</p> <table border="1"> <caption>Data for Figure 1: Barnet Population by Age Band and Gender in 2015</caption> <thead> <tr> <th>Five Year Age Band</th> <th>Women</th> <th>Men</th> </tr> </thead> <tbody> <tr><td>90 and over</td><td>2,429</td><td>996</td></tr> <tr><td>80-84</td><td>2,941</td><td>1,846</td></tr> <tr><td>70-74</td><td>4,203</td><td>3,095</td></tr> <tr><td>60-64</td><td>5,159</td><td>4,083</td></tr> <tr><td>50-54</td><td>6,360</td><td>5,229</td></tr> <tr><td>40-44</td><td>8,060</td><td>7,175</td></tr> <tr><td>30-34</td><td>8,305</td><td>7,580</td></tr> <tr><td>20-24</td><td>10,030</td><td>9,255</td></tr> <tr><td>10-14</td><td>11,786</td><td>11,072</td></tr> <tr><td>0-4</td><td>13,303</td><td>12,219</td></tr> <tr><td>5-9</td><td>13,349</td><td>12,930</td></tr> <tr><td>10-14</td><td>14,464</td><td>14,191</td></tr> <tr><td>15-19</td><td>15,226</td><td>15,608</td></tr> <tr><td>20-24</td><td>15,959</td><td>15,067</td></tr> <tr><td>25-29</td><td>10,700</td><td>11,055</td></tr> <tr><td>30-34</td><td>9,621</td><td>10,501</td></tr> <tr><td>35-39</td><td>10,439</td><td>10,985</td></tr> <tr><td>40-44</td><td>12,193</td><td>12,803</td></tr> <tr><td>45-49</td><td>13,157</td><td>13,891</td></tr> </tbody> </table> <p>Source: Barnet Joint Strategic Needs Assessment 2015 - 20</p> <p>In the UK 61% of people with dementia are female and 39% are male. Source: Dementia Consortium – Dementia</p>	Five Year Age Band	Women	Men	90 and over	2,429	996	80-84	2,941	1,846	70-74	4,203	3,095	60-64	5,159	4,083	50-54	6,360	5,229	40-44	8,060	7,175	30-34	8,305	7,580	20-24	10,030	9,255	10-14	11,786	11,072	0-4	13,303	12,219	5-9	13,349	12,930	10-14	14,464	14,191	15-19	15,226	15,608	20-24	15,959	15,067	25-29	10,700	11,055	30-34	9,621	10,501	35-39	10,439	10,985	40-44	12,193	12,803	45-49	13,157	13,891	<p>N/A</p>
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		Facts	
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No foreseen impact on any resident based on their sexual orientation.	N/A
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>Positive impact on married people, as couples will be able to live together whereas this is difficult in residential care.</p> <p>Positive impact on couples who are unmarried for the above reason.</p> <p>No impact on people who are unmarried and not in a couple relationship.</p>	N/A
10. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Yes – see below	N/A
Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The scheme will enable couples to remain living together, whereas this can be difficult in residential care. Where a carer is a partner / spouse this will have positive impact.</p> <p>The move to a safe environment where changing care needs can be met may result in a decreased caring responsibility.</p>	
People with mental health issues	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact: People with care needs arising from mental health issues will be able to access the scheme. Impact will be through the factors described in 1 and 2 above.</p>	
Some families and lone parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with a low income	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact: The scheme will be available to adult social care clients. More adult social care clients have a low income than is the case for the general population.</p>	
Unemployed people	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
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3. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

Stag House will be a high quality new build Extra Care Housing Scheme owned by the council and managed by Barnet Homes. Increasing the availability of ECH homes is a priority for the council. Allocation of these homes to service users as an alternative to residential care should have a positive impact on satisfaction ratings.

4. How does the proposal enhance Barnet’s reputation as a good place to work and live?

See 4 above: The development of Stag House ECH Scheme, intrinsic to which is the provision of good quality housing; flexible, personalised care and support and connected communities will enhance the council’s reputation.

5. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?

Barnet’s diverse communities are likely to feel more confident about the council as the new scheme will show the council’s commitment to addressing housing, care and support needs by supporting the individual’s independence, choice and control and providing an alternative to residential care. It will result in a reduction in support costs and residential placements.

Barnet’s diverse communities will be able to access the scheme, and this will be reflected in the allocations policy.

6. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)*

2.1. Monitoring of the design and construction of the Stag House scheme is undertaken by the Extra Care Project Board. Barnet Homes Development Team produces regular ‘Highlight Reports’ for the Extra Care Project Board. These documents set out the RAG-rated performance of the scheme, against the following categories:

- Time
- Cost
- Quality
- Cashable and non-cashable benefits
- Resources

The project will report upwards through the Extra Care Project Board and the Development

Pipeline Project Board and relevant strategic commissioning boards to communicate progress and for approval of all key decisions.

Once the service has mobilised and service users are being referred in to the scheme the Adults and Communities Delivery Unit will monitor the service in line with existing procedures.

7. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The scheme will allow different demographic groups to live together in the community.

8. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

The development and design of Stag House Extra Care Scheme has involved the following consultation and engagement:

- Carer and service user representatives involved in research into good practice in care and support in ECH schemes:
 - in-borough visits
 - out of borough visits
 - focus group with residents at one of the borough's existing ECH schemes - co-facilitated by carer rep
 - drafting of good practice report
- Service user and carer involvement in service specification development
- Consultation with local residents ahead of submission of planning application, and formal consultation as part of the planning process. At the time of writing, planning application is under consideration.

- Overall Assessment

9. Overall impact		
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>

10. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

11. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

12. Please give full explanation for how the overall assessment and outcome was decided.

As Stag House is a new scheme there is no data on existing users. Analysis has been based on residents who are likely to use the scheme, as defined by:

- the target group for which the scheme is designed and as will be reflected in the scheme's allocations policy
- the group served by residential care, for which the scheme is an alternative
- residents in the borough's existing ECH schemes, Wood Court and Goodwin Court

Analysis has been carried out with reference to:

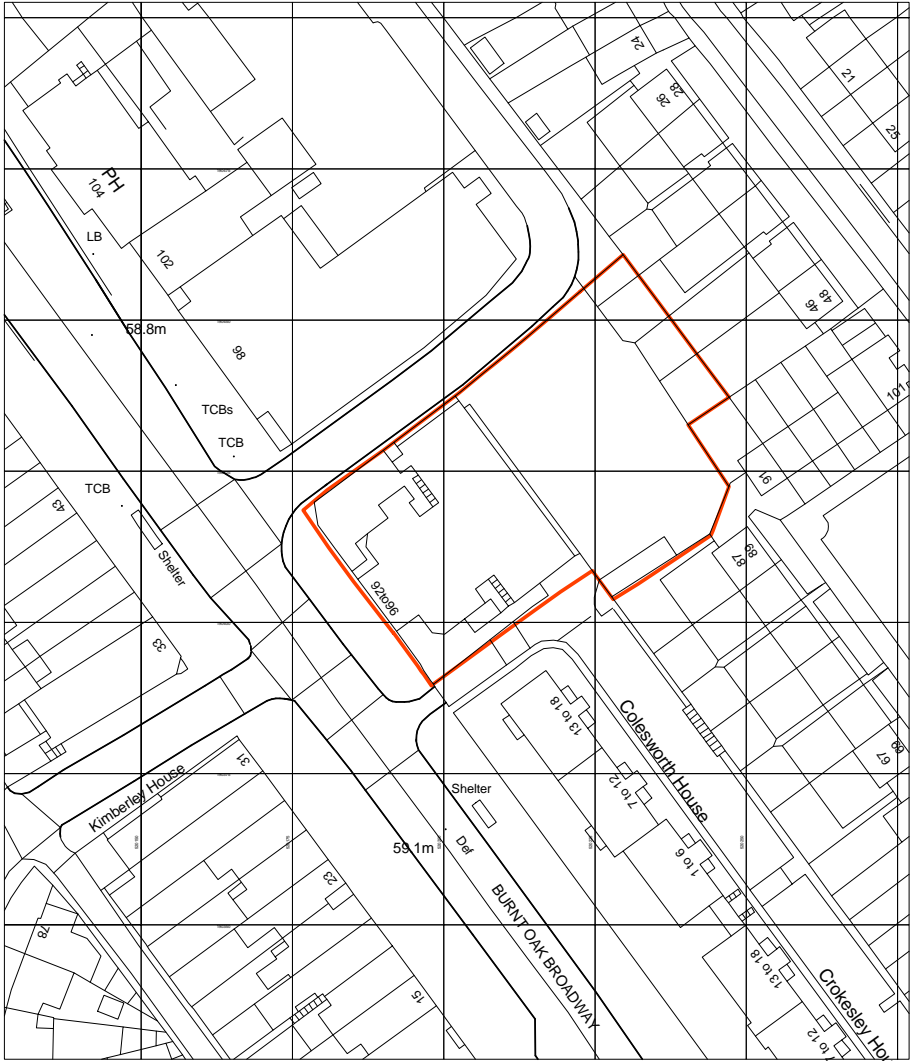
- The Barnet Council Right Home Strategic Commissioning Plan
- Barnet Joint Strategic Needs Assessment (2015 – 20)
- Barnet Council Right Home Strategic Commissioning Plan 2016
- Barnet Joint Health and Wellbeing Strategy (2015 – 20)
- Report to Policy and Resources Committee 21 July 2014, which informed the committee's decision to approve capital funding of Moreton Close Extra Care Housing Scheme

13. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
N/A – no negative impact foreseen				

1st Authorised signature (Lead Officer/Project Sponsor)	2nd Authorised Signature (Service lead/Project Manager)
Date:	



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	<p>Assets, Regeneration and Growth Committee</p> <p>12 March 2018</p>
<p>Title</p>	<p>Quarter 3 2017/18 Commissioning Plan Performance Report</p>
<p>Report of</p>	<p>Councillor Daniel Thomas</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>None</p>
<p>Officer Contact Details</p>	<p>Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk</p>

Summary

The report provides an overview of performance for **Quarter 3 (Q3) 2017/18**, including budget position for revenue and capital (where relevant), progress on key activities, indicators that have not met target, and high level risks for the Theme Committee in relation to the Commissioning Plan.

Recommendations

The Committee is asked to review the finance, performance and risk information in relation to the Theme Committee’s Commissioning Plan.

1. INTRODUCTION

- 1.1 This Commissioning Plan performance report is an extract from ‘the Q3 2017/18 Performance Monitoring Report (Part B: Performance by Theme Committee) that was presented to Performance and Contract Management Committee on 27 February 2018. **Note that performance and risk information is reported by exception only, for example where indicators have not met target and high level risks (scoring 15 or above).**

PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

- 1.2 The priorities for ARG Committee are to facilitate the building of more than 20,000 new homes by 2025, as part of several major regeneration programmes, including at Brent Cross, and through brownfield redevelopment; continue to help residents access employment; invest in key town centres and make Barnet the best place in London to be a small business.

Progress on key activities

- 1.3 A progress update on key activities has been provided below. Further information on the regeneration programme is set out in paragraph C.17 of the Q3 2017/18 Performance Monitoring Report. The report is available on the council website at: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9136&Ver=4>

- **Regenerating Brent Cross Cricklewood**

Brent Cross North – the application by Hammerson Standard Life (HSL) for the shopping centre was approved at Planning Committee in October 2017. This was a crucial milestone Brent Cross North and the result of years of consultation and design development between the developer and the Local Planning Authority. Seasonal works such as tree felling and vegetation clearance began in November 2017 and affected parties were informed to minimise any disturbance and disruption. HSL have reported a delay to the start of the early and main works, which was in part due to the delay on the CPO1 and CPO2 decisions (confirmed in December 2017).

Brent Cross South – the Reserved Matters Application for Plot 12 was submitted in October 2017. Members were briefed on the plot layout and design in October 2017 and some concerns were raised about the provision for parking. The Phase 1BS application is being considered and will be presented to Planning Committee in early 2018. The application has received few objections. A temporary open space application is expected which will ensure an acceptable amount of open space is maintained during the development while work is taking place to improve existing green areas.

Brent Cross Thameslink – the planning applications for the new waste transfer station and rail freight were submitted and are being reviewed by officers. Objections have been raised and officers are meeting with local residents groups to discuss these. The applications will be considered by Planning Committee in early 2018. The new station’s name will be ‘Brent Cross West’. The updated programme and baseline budget were approved by the Brent Cross Governance Board and the procurement strategies for individual work packages were approved by ARG Committee in November 2017.

Regenerating Colindale - the informal consultation on the Controlled Parking Zone's (CPZ) was extended to 12 November 2017. The findings and recommendations will be presented to Hendon Area Committee on 28 February 2018.

Discussions are still being held with TfL regarding the over station development proposal that would provide the public realm improvements required for Colindale Avenue. The Liveable Neighbourhood Bid to support walking and cycling routes in Colindale, which was submitted to TfL in October 2017, was unsuccessful and is being re-submitted.

Subsequent to approval of the application for Montrose and Silkstream parks improvements in the autumn 2017, work has progressed on the tender package and planning condition discharge, including co-ordination of the Youthzone project.

A further seven secure tenants from the Grahame Park Concourse moved into the final Plot 6 social rented properties, which completed ahead of contract. The Mayor of London has directed refusal of the planning application for Plots 10, 11 and 12. This delays the whole scheme and a CPO cannot be progressed without planning permission.

- **Delivering the Development Pipeline** – the Outline Business Case for the extra care scheme at Stag House in Burnt Oak Broadway was approved by ARG Committee in November 2017 and the planning application submitted in December 2017. This will deliver 50 extra care units for affordable rent.

The Business Case for the Microsites programme was also approved. This will deliver affordable and specialist housing on smaller scale infill sites across the borough, with Phase 1 delivering 10 affordable rented homes across four sites, including eight wheelchair accessible bungalows.

The contractor for Moreton Close has reported a delay due to the foundations of the scheme being under-engineered. A review of the piled foundations found that six out of 270 piles needed some additional work. Remedial work has commenced to the six piles and construction has fully recommenced on the remainder of the scheme unaffected by the potential loading issues. The impact of these issues will likely be a delay in completion until December 2018. Barnet Homes will continue to work with the contractor to seek to reduce the delay further.

For Tranche 3 (affordable housing on infill sites), Summers Lane and Prospect Ring planning applications were submitted in October 2017. Alexandra Road, West Close and Westbrook Crescent sites were transferred to Open Door Homes in October 2017, and West Farm in December 2017. Progress is being made on the Elmhurst Crescent and Basing Way Garages sites. Achieving the timely transfer of land to Open Door Homes remains a challenge and land transfers and the subsequent start of development at Sheaveshill Court, Mount Pleasant and Hanshaw Drive were delayed.

A report on the way forward for Tranche 1 (mixed tenure schemes) will be submitted to ARG Committee in due course. Feasibility work for Watling Car Park and work to support the disposal of land at Westhorpe Lodge was commissioned and these workstreams have commenced.

- **Helping people into work** – progress has been made towards achieving the public sector apprenticeship target (LBB target 44) with 13 apprenticeship starts to date and a further nine in the pipeline. Work continues to target care leavers and young people not in employment education or training for work readiness and apprenticeship opportunities, as well as to identify opportunities to upskill existing staff through apprenticeship opportunities. This has been the first year of the new national apprenticeship framework and while progress is being made, the council is dependent on new apprenticeship standards being developed that are suitable and appropriate to the types of roles and work undertaken by a local authority. Once further apprenticeship standards are developed more opportunities for apprenticeship starts will be available that will better enable the council to achieve its target going forward.

Together BOOST Burnt Oak and BOOST Childs Hill have engaged 550 residents and supported over 135 people into work. The Mental Health and Employment trailblazer are working to increase the number of referrals they have received to their service and Shaw Trust has appointed Groundwork London to deliver the Work and Health Programme in Barnet.

- **Investing in key town centres and making Barnet the best place in London to be a small business** - consultations on the Supplementary Planning Document for North Finchley Town Centre and the Golders Green Town Centre Strategy were completed. The responses are being reviewed and the Golders Green plans will be taken to the Public Realm forum in April 2018. Plans are underway to open business workspace in Chipping Barnet, North Finchley and East Finchley in spring 2018.
- **Improving planning and enforcement** – the planning service is in the top 10 nationally for both application numbers and planning enforcement activity. In the last quarter, the service has been shortlisted for ‘Team of the Year’ in the 2018 Local Government Chronicle Awards. The 20 per cent planning fee increase, which came into effect in January 2018, will be used to fund service improvements.

Performance indicators

1.4 The Q3 2017/18 position for the basket of indicators in the Theme Committee’s Commissioning Plan has been set out in table 1 below. This shows that half of indicators (50%) have met target for the third quarter of the year; and a third (33%) have improved or stayed the same since last year.

Table 1: Theme Committee Indicators (Q3 2017/18)

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
ARG	50% (2)	50% (2)	0% (0)	0% (0)	33% (2)	67% (4)	4	8

1.5 **Commissioning Plan performance is reported by exception only**, for example where indicators have not met the quarterly target (RAG rated as Amber and Red). Comments on performance are provided below.

- 1.6 The quarterly results for all Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>
- 1.7 Two ARG indicators have not met the quarterly target.
- **CG/C25 Income from estate (RAG rated GREEN AMBER)** - £2.10m against a target of £2.83m. The income forecast is based on some lease/agreements that have not completed. Therefore, Property Services have been unable to invoice on these lease/agreements.
 - **CG/C24 Running costs of estate (RAG rated GREEN AMBER)** - £4.17m against a target of £3.35m. There have been a higher number of invoices this quarter than originally envisaged in advance of the end of the financial year. This means that there will significantly less invoices and outgoings next quarter and the year-end target is expected to be met.

Corporate Plan Indicators ¹											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	75%	75%	84.1% (G)	86.4% (G)	▼ (Worsening)	81.4%	▲ (Improving)	No benchmark available
CPI	REGEN KPI01	New Homes Completed ²	Bigger is Better	2,313	Monitor	734	523	▲ (Improving)	979	▲ (Improving)	No benchmark available
CPI	CG/C25	Income from the estate	Bigger is Better	£3.76m ³	£2.83m	£2.10m (GA)	£1.56m	▲ (Improving)	£2.99m	▼ (Worsening)	No benchmark available
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Bigger is Better	Monitor	Monitor	44%	36%	▲ (Improving)	32%	▲ (Improving)	No benchmark available

Commissioning Plan indicators (not met target)⁴

¹ The Monitor indicators have been included for information.

² This is a cumulative indicator, which measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

³ Published proposed annual target of £3.37m now finalised as £3.76m

⁴ The Monitor indicators have been included for information.

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C35	Homes started on site through the development pipeline programme	Bigger is Better	Monitor	Monitor	80	0	▲ (Improving)	New for 2017/18	New for 2017/18	No benchmark available
SPI	CG/C24	Running costs of estate (designated civic buildings only)	Smaller is Better	£4.47m	£3.35m	£4.17m (GA)	£1.86m	▼ (Worsening)	£3.60m	▼ (Worsening)	No benchmark available
SPI	CG/C26	Barnet council apprenticeships	Bigger is Better	44	Monitor	11 (cumulative to end Dec 17)	5 (cumulative to end Sep 17)	▲ (Improving)	14	▼ (Worsening)	No benchmark available

Risk management

1.8 ARG risks are held on the Re joint risk register. This includes 25 risks overall, which are being managed in line with the council's risk management framework. One is a high level risk with a residual risk score of 15 or above. This is being managed as 'treat'.

- **OP18 - Poor management of S106 agreement, collection and spend (risk score 15).** This risk relates to the collection and spend of S106 funding. An audit of services has identified issues in relation to data management; governance; and reporting. As a result, an action plan was developed and monthly meetings put in place to oversee delivery. Actions are due for completion by May 2018.

2 REASONS FOR RECOMMENDATIONS

2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the Commissioning Plan. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4 POST DECISION IMPLEMENTATION

4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report provides an overview of performance for the quarter, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks.

5.1.2 The quarterly results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

5.1.3 Robust budget and performance monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan and Commissioning Plans. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
- Commissioning Plans
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Framework

- Capital, Assets and Property Strategy.

5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

5.3 Legal and Constitutional References

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

5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.3.3 The Council’s Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Assets, Regeneration and Growth Committee include: (4) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.

5.3.4 The council’s Constitution, Financial Regulations Part 17, Financial Regulations section 4, paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Policy and Resources Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).

Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Policy and Resources Committee.

- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Policy and Resources Committee.

Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.

- Allocations for unplanned expenditure over £250,000 must be approved by Policy and Resources Committee.

5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.

5.3.6 The council’s Constitution, Financial Regulations section 4 paragraph 4.4.3 states

amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements
Policy & Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contract Management Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

5.4.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.

5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.5 Equalities and Diversity

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

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

5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; 154

gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

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

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

This is also what we expect of our partners.

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

5.5.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ⁵ of council services. An online survey (17 December 2014 – 11 February 2015)

⁵ One “service user” workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.

6 BACKGROUND PAPERS

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>

	<p>AGENDA ITEM 12</p> <p>Assets, Regeneration and Growth Committee</p> <p>12 March 2018</p>
<p>Title</p>	<p>Draft Corporate Plan 2018/19 addendum</p>
<p>Report of</p>	<p>Councillor Daniel Thomas</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix A: Draft Corporate Plan 2018/19 addendum</p>
<p>Officer Contact Details</p>	<p>Rachel Williamson, Strategic Lead Rachel.williamson@barnet.gov.uk Susan Curran, Commissioning Lead Susan.curran@barnet.gov.uk Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk Hannah Chillingworth, Strategy Officer hannah.chillingworth@barnet.gov.uk</p>

<p>Summary</p>
<p>In March 2015, a five year Commissioning Plan was approved up to 2020, which set out the <i>key activities</i> and <i>targets</i> for the Assets, Regeneration and Growth Committee across its core areas of responsibility. All Theme Committees agreed a Commissioning Plan. Each year the Commissioning Plans are refreshed and an addendum published. This year the Commissioning Plans have been incorporated as part of the Corporate Plan 2018/19 addendum, as appendices.</p> <p>This report sets out the draft Corporate Plan 2018/19 addendum, with the appendix for Assets, Regeneration and Growth Committee. The Corporate Plan 2018/19 addendum, with all Theme Committee appendices, was considered by Policy and Resources Committee on 13 February 2018 before being ratified by Council on 6 March 2018.</p>

Recommendations

That the Committee review the draft Corporate Plan 2018/19 addendum, and make any changes to any of the key activities and targets for the Assets, Regeneration and Growth Committee.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan was agreed by Council on 14 April 2015. It set the direction for the council up to 2020, including the corporate priorities and targets against which progress is measured. Each year the corporate priorities and targets are reviewed to ensure they remain focused on the things that matter most to the council; and these are published in an addendum to the Corporate Plan. Alongside this, each Theme Committee agreed a five year Commissioning Plan up to 2020, which set out the key activities and targets for its core areas of responsibility. These are also refreshed annually.
- 1.2 This year the Corporate Plan and Commissioning Plans have been streamlined into one document – the **Corporate Plan 2018/19 addendum (see Appendix A)**. The main body of the document has been slimmed down to focus on the council's purpose, corporate priorities, staff values and financial position. The key activities and targets for each Theme Committee (replacing the Commissioning Plans) have been set out in separate appendices (see Appendix B for the Assets, Regeneration and Growth Committee).

Corporate priorities

- 1.3 The corporate priorities for 2018/19 have been set out by Theme Committee, and include three corporate priorities that fall under the remit of the Assets, Regeneration and Growth Committee. These are:
- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross North – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406 and 800 homes, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of 6700 new home and a new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
 - **Increasing housing supply:** increasing the supply of housing in the borough is a key priority of the council; our Local Plan identifies more than 27,000 homes being delivered. This includes over 10,000 in Colindale and 7500 at Brent Cross along with the infrastructure to support these growing areas. The Council is also

delivering new homes on its surplus land in partnership with the Barnet Group, including more than 330 for affordable rent.

- **Helping people into work:** the council offers joined up employment support by working with partners such as Barnet Homes, JobCentre Plus, Cambridge Education, and local providers. We have active employment schemes available on our regenerations sites and specific support to help priority cohorts find work, such as care leavers and those claiming Universal Credit.

Key activities

1.4 In addition to the three corporate priorities above, the key activities have been reviewed, with the proposal that the Assets, Regeneration and Growth Committee focus on the following key activity in 2018/19:

- **Investing in key Town Centres and making Barnet the best place in London to be a small business:** we will work to distribute business rates relief to those businesses who are eligible as part of our efforts to get the basics right, which includes making sure business are clear about what business support available from the council. We are also developing materials for a business directory and inward investment portal to help attract the brightest and the best to the borough and support them to thrive. We will open of a series of workspaces in our libraries where we will support new start-ups to grow in the borough and make it their longer term home. We will develop a town centre strategy for Edgware town centre.

Targets

1.5 The suite of indicators for the Assets, Regeneration and Growth Committee has been reviewed in line with the corporate priorities and key activities for 2018/19 and condensed to ensure they remain focused on these. The proposed targets for 2018/19 (and any revisions to targets for 2019/20) have been presented in 'red' text (in Appendix B).

Next steps

- 1.6 Members are invited to review the key activities and targets in Appendix B and make any changes. The Corporate Plan 2018/19 addendum was considered at Policy and Resources on 13 February 2018 and approved by Council on 6 March 2018, subject to any changes made by the Assets, Regeneration and Growth Committee on 12 March 2018 or the Community Leadership Committee on 15 March 2018 to any of the key activities or indicators in those specific appendices. Any changes will be incorporated ahead of the final Corporate Plan 2018/19 Addendum being published.
- 1.7 The Corporate Plan will continue to be monitored by Performance and Contract Management Committee on a quarterly basis and the Assets, Regeneration and Growth Committee will receive a progress report at least annually on the key activities and targets.

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 have a Corporate Plan but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The refreshed Corporate Plan 2018/19 addendum was presented to the Policy and Resources Committee on 13 February 2018 and Council on 6 March 2018. Revisions to the Assets, Regeneration and Growth Appendix will be communicated internally and with key stakeholders ahead of publishing the Corporate Plan Addendum.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the key activities and targets for the Committee.

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. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

- 5.2.2 The Corporate Plan 2018/19 addendum has been informed by the Medium Term Financial Strategy, which sets out the need to make savings of £39.492 million. £17.695 million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.724 million to infrastructure works, there is a remaining gap of £5.965 million. The savings proposals for the two years are:

- Efficiency savings through the council's accommodation strategy – moving from rented accommodation to a new, purpose-built office in Colindale, and further consolidation of council assets through implementation of the locality strategy
- Generating income through regeneration schemes across the borough leading to an increase in the Council Tax base.

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.

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

- Responsibility for regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement
- To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee
- To determine fees and charges for services which are the responsibility of the committee

5.5 Risk Management

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high level service/joint risks) is reported to Performance and Contract Management Committee as part of the Performance Monitoring Report.

5.6 Equalities and Diversity

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

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

- Fostering of good relations between people from different groups.

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

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

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

This is also what we expect of our partners.

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

5.7 Corporate Parenting

5.7.1 Not applicable.

5.8 Consultation and Engagement

5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.

5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has 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 Corporate Plan.

5.9 Insight

5.9.1 Not applicable.

6 BACKGROUND PAPERS

6.1 The Corporate Plan 2015-2020, along with the addendums for 2016/17 and 2017/18 are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

Our job is to work together for residents and businesses to ensure:

- successful places;
- great outcomes;
- quality services; and
- resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority across the council is the Children's Services Improvement Plan, following our inadequate Ofsted inspection. Although this priority is owned by the Children, Education, Libraries and Safeguarding Committee (see Appendix C); all of our Theme Committees are fully committed to the delivery of the Children's Services Improvement Plan.

- **Children's Services Improvement Plan:** we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.
- **Integrating local health and social care:** we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross North – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406 and 800 homes, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of 6700 new homes and a new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing housing supply:** increasing the supply of housing in the borough is a key priority of the council; our Local Plan identifies more than 27,000 homes being delivered. This includes over 10,000 in Colindale and 7500 at Brent Cross along with the infrastructure to support these growing areas. The Council is also delivering new homes on its surplus land in partnership with the Barnet Group, including more than 330 for affordable rent.
- **Helping people into work:** the council offers joined up employment support by working with partners such as Barnet Homes, JobCentre Plus, Cambridge Education, and local providers. We have active employment schemes available on our regenerations sites and specific support to help priority cohorts find work, such as care leavers and those claiming Universal Credit.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), the council works with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues to ensure Barnet continues to be one of the safest boroughs in London. Preventing the most vulnerable members of our communities (adults and young people) from being victims of crime, especially violent crime and criminal exploitation (Child Sexual Exploitation, gangs) will remain a priority for the partnership, as well as responding to environmental crime (for example, fly-tipping, littering, unlawful encampments) which impacts on the quality of life of our local residents and businesses. The approach to prevention will remain balanced with enforcement where those who commit offences will be held to account through either criminal or civil enforcement. The Community Safety Team will continue to develop the multi-agency response to areas in Barnet subjected repeatedly to ASB and crime. Safeguarding children and vulnerable adults remains at the heart of Barnet's Community Safety Strategy.
- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. The strategy emphasises the importance of building victim and family resilience by providing co-ordinated services, making VAWG everyone's business and holding perpetrators to account for their behaviour. The strategy recognises the partnership approach needed to ensure victims of domestic abuse who have complex needs such as mental health and substance misuse are fully supported and able to access the right services at the right time.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years) and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in North London Business Park and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.
- **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.

5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council’s financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

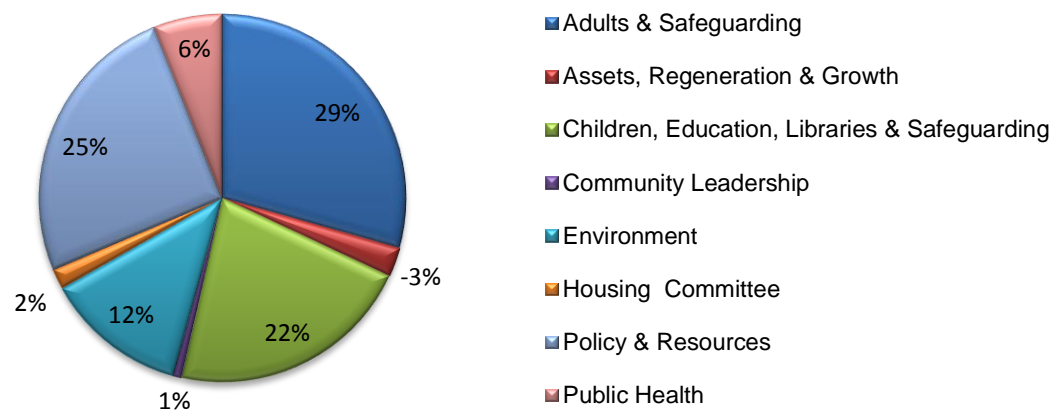
The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council’s total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council’s budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council’s revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:

Barnet Council's Revenue Budget 2018/19: £276.1million



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

Theme Committee	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	(2,980)	(4,917)	(7,897)
Assets, Regeneration & Growth	(2,355)	(2,308)	(4,663)
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	(5,590)
Community Leadership	0	(243)	(243)
Environment	(1,915)	(2,780)	(4,695)
Policy & Resources	(1,345)	(4,123)	(5,468)
Total	(11,287)	(17,269)	(28,556)

Appendix B: Assets, Regeneration & Growth Committee

Introduction

Housing and employment are essential elements to achieving a good quality of life; we want to ensure that everyone in Barnet has access to a good job, and that people who contribute to the life of the borough are able to live here, in good quality affordable homes, so that the borough remains a place where people and businesses want to live, work and invest. We will support local businesses to thrive, which in turn will 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.

Key successes from 2017/18

Corporate priorities

- **Regenerating Brent Cross Cricklewood**

Brent Cross North – Planning Committee approval of the Reserved Matters Application for the works to the shopping centre (Phase 1B North), and commencement of seasonal works (vegetation clearance) to support the development of Brent Cross North. ARG Committee approved the Brent Cross South Business Plan and First Phase Proposal in July 2017, and the Reserved Matters Application for the first plot which contains the replacement units for the Whitefield Estate was approved by Planning Committee in February 2018. The Reserved Matters Application for the Rail Freight Facility was also approved by Planning Committee in February 2018 and the application for the Waste Transfer Station has been submitted to the Local Planning Authority. The design of the station has progressed to Governance of Railway Investment Projects stage 4 (GRIP 4).

- **Increasing housing supply**

In September 2017, Grahame Park Plot 6 in Colindale was completed, providing 92 units (8 social housing, 39 shared ownership and 45 private rent). The Council's affordable housing programme saw work begin in summer 2017 at the first sites due to be delivered by Opendoor Homes; these will deliver 27 affordable homes for rent. ARG Committee also approved the Outline Business Case for the development of 50 extra care units for affordable rent at Stag House in Burnt Oak Broadway; this enabled the planning application to be submitted in December 2017. Approval of the business case for phase 1 of the microsites programme was also approved by ARG Committee. This programme will deliver affordable and specialist housing on smaller scale infill sites across the borough; including 10 affordable rented homes across four sites, 8 of which will be wheelchair accessible bungalows.

- **Helping people into work**

The council has worked with partners to support new businesses and celebrate entrepreneurs. The 2016 Entrepreneurial Barnet competition was held in December and celebrated new business ideas from students and local entrepreneurs, the winning business

'Student Light' secured a cash prize and mentoring support. The 2017 competition is well underway. A second Pop Up Business School to support business start-ups was run in Brent Cross in November 2017. Our employment schemes continue to help people into work, with BOOST Burnt Oak supporting 298 people into work in 2016/17, and BOOST Childs Hill launching in April 2017. In October 2017, our active employment had supported over 1700 people into work over time. We recognise apprenticeships as a great way to get ahead and have pledged 100 vacancies across the council and partners, for local people to apply for. To improve employment and skills in the borough, we have been working with partners to develop a traineeship programme for young people who aren't quite ready for an apprenticeship. We have also trialled a model of support for those who are working but are looking for ways to move up the career ladder called Skills Escalator. Public Health continued to invest in support that tackles health and employment support side by side. Barnet is working with the West London Alliance to implement the Health and Work Programme, a national DWP programme that has been devolved to the London sub-regions.

Additional priorities for this Committee

- **Investing in key Town Centres and making Barnet the best place in London to be a small business**

We secured £20million investment in high speed broadband through Virgin Broadband's 'Project Lightning' that was rolled-out during 2017-18. We have worked to distribute business rates relief to those businesses who are eligible as part of our efforts to get the basics right and held a number of business engagement and networking events to support the local supply chain. We have invested over £670k in Burnt Oak to create a more welcoming town centre and bolder identity at the station entrance; whilst shop keepers were supported to better display their goods to make their businesses a success. We have developed a town centre strategy for Finchley Church End and are working towards one for Golders Green, and most recently adopted a Supplementary Planning Document for North Finchley. The strategies and plans consider the investments, physical improvements, business support, events, and joint actions across services required to improve town centres and influence local development. At a smaller-scale a number of projects in Barnet's town centres successfully reached their target on the Barnet Spacehive Community Fund (crowdfunding platform), including the Barnet Teenage Market, Syrian Kitchen in North Finchley and the Love Burnt Oak Community Kitchen.

Key activities for 2018/19

Corporate priorities

- **Regenerating Brent Cross Cricklewood**

Early works (utilities diversion) are due to begin on Brent Cross North in Summer 2018, and works to the shopping centre and highways will start on site in early 2019. Infrastructure works are also due to start on site at Brent Cross South. The reserved matters application for the second plot (13) within the first phase is due to be submitted by October 2018. The design of the new Thameslink station will be

completed and the reserved matters application will be submitted. Construction of freight and waste facilities will commence subject to approval of detailed designs by planning committee, along with enabling works for the station and sidings.

- **Increasing housing supply**

The first affordable housing developments by Opendoor Homes are due to be completed in October 2018. Throughout 2018/19, 402 homes are due to be completed in Colindale. Construction of the extra care scheme at Stag House will commence subject to planning approval, vacant possession being achieved and approval of the full business case by the Assets, Regeneration and Growth Committee. The 53 unit extra care scheme at Ansell Court (previously known as Moreton Close) is due to complete in 2018/19. Outline business cases and planning applications for development on the Upper and Lower Fosters Estate in Hendon will also be submitted.

- **Helping people into work**

The council will continue to offer joined up employment support by working with partners such as Barnet Homes, JobCentre Plus, Cambridge Education, and local providers. We have active employment schemes available on our regenerations sites and specific support to help priority cohorts find work, such as care leavers and those claiming Universal Credit.

Additional priorities for this Committee

- **Investing in key Town Centres and making Barnet the best place in London to be a small business**

We will work to distribute business rates relief to those businesses who are eligible as part of our efforts to get the basics right, which includes making sure business are clear about what business support available from the council. We are also developing materials for a business directory and inward investment portal to help attract the brightest and the best to the borough and support them to thrive. We will open of a series of workspaces in our libraries where we will support new start-ups to grow in the borough and make it their longer term home. We will develop town centre strategies for Edgware town centre.

Indicators for 2018/19

Corporate priorities

• Increasing the housing supply, including Colindale

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	REGEN KPI01	New Homes Completed ¹	New for 2017/18	New for 2017/18	2,313	734	3,100	3,410
SPI	CG/C35	Homes started on site through the development pipeline programme ²	New for 2017/18	New for 2017/18	Monitor	80	Monitor	Monitor
CPI	CG/C25	Income from the estate (cumulative)	£3.37m	£3.72m (G)	£3.76m ³	£2.10m (GA)	£3.046m⁴	Increase
SPI	CG/C24	Running costs of estate (designated civic buildings only)	£4.47m	£5.7m (GA)	£4.47m	£4.17m (GA)	£4.5m⁵	£4.18m

• Helping people into work

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S1 (Quarter)	Unemployment (of people on out of work benefits)	Monitor	4.9% (Jan - Dec 2016)	Monitor	Data not available	Monitor	Monitor

¹ Re contract indicator – currently targets set to 2017/18 only.

² New indicator – target set as Monitor for 2017/18 whilst baseline identified.

³ Published proposed annual target of £3.37m now finalised as £3.76m

⁴ Includes Libraries

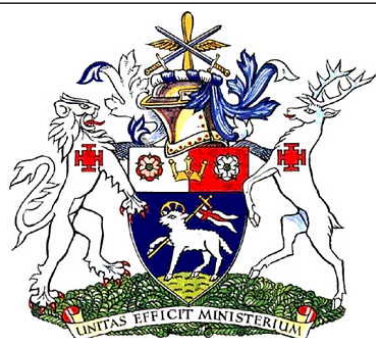
⁵ Includes repairs and maintenance and savings target for 2018/19

Additional priorities for this Committee

• Investing in key Town Centres and making Barnet the best place in London to be a small business

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	Re/S1 (Annual)	Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years)	4%pts more than comparable boroughs	7.6% (G)	5%pts more than comparable boroughs (in DQ Sheet)	Annual – not reported	5%pts more than comparable boroughs (in DQ Sheet)	5%pts more than comparable boroughs
CPI	Re/S3 (Annual)	Reduce the number of "Vacant High Street Properties" across the borough	2.5% better than comparable boroughs	5.7% (G)	1.5% better than comparable boroughs	Annual – not reported	2.5% better than comparable boroughs	2.5% better than comparable boroughs
CPI	Re/S14 (Annual)	Business satisfaction with the council and area (local survey) ⁶	TBC ⁷	Not reported	Monitor	Annual – not reported	Monitor	TBC
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Monitor	23%	Monitor	44%	Monitor	Monitor

⁶ New methodology for survey to be confirmed. Target set as Monitor for 2017/18 whilst baseline identified.



ASSETS, REGENERATION & GROWTH COMMITTEE

12th March 2018

Title	WEST HENDON COMPULSORY PURCHASE ORDER 3 (CPO3)
Report of	Councillor Daniel Thomas
Wards	West Hendon
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – Proposed CPO3 Boundary Plan
Officer Contact Details	Simon Bailey, Regeneration Manager Simon.Bailey@barnet.gov.uk, 0208 359 7671 Emily Morris, Regeneration Officer Emily.Morris@barnet.gov.uk, 0208 359 4473

Summary

This report seeks authority to make a Compulsory Purchase Order No.3 at West Hendon. The use of the Compulsory Purchase Order will be an option of last resort and will only be utilised where third party interests cannot be acquired through private treaty negotiations.

CPO3 will apply to residential properties at 1-10 Marriotts Close and 1-232 Marsh Drive and will be promoted using statutory powers under the Town and Country Planning Act 1990.

In advance of CPO3, the Development Partners at West Hendon have created an Advanced Acquisition Scheme. The scheme provides residents with an opportunity to move early. Heads of Terms with three leaseholders have been agreed and negotiations are underway with a further fourteen leaseholders and freeholders.

Recommendations

That the Asset, Regeneration & Growth Committee agrees:

- 1 to authorise the making of CPO3;**

- 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 CPO3; including signing, issuing and serving referencing and requisition notices;
- 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 CPO3;
- 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 CPO3 if it was considered appropriate to do so;
- 5** that the appropriate Chief Officer be authorised to transfer all properties and proprietary interests acquired pursuant to CPO3 to the relevant Development Partners in accordance with the terms of the restated Principal Development Agreement dated 5 February 2014;
- 6** that the appropriate Chief Officer be authorised to take any further necessary actions to secure the making, confirmation and implementation of CPO3;
- 1.6** 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 proposed CPO3 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** 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.
- 1.2** 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.

- 1.3 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.
- 1.4 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.
- 1.5 An enhanced public realm and significant highways infrastructure improvements will be delivered in association with the development resulting in the removal of the Perryfield Way Gyratory and safeguarding the freeflow of traffic on key arterial routes whilst improving local pedestrian and cyclist connectivity.
- 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 and Phase 4 (ref: 17/0168/RMA) on the 26 April 2017.
- 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.
- 1.8 To date, the Council has successfully secured three CPOs at West Hendon (CPO1, CPO2 & CPO2a). 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 the works in respect of that phase completed in July 2016.

CPO1

- 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 which enabled the Council to achieve vacant possession of all estate properties within CPO1, with the exception of one unoccupied property that vested.

- 1.10 Nine estate resident leaseholders within CPO1 moved into homes within the new development under shared equity arrangements.
- 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.
- 1.12 Works to commence the delivery of Phase 3b started in Spring 2016 and are likely to complete by Winter 2018. Vacant possession was also achieved for the land required for Phase 3c and completion is expected by Autumn 2018.

CPO2

- 1.13 Following the submissions of CPO2 and CPO2a (required for the delivery of Phase 4) to the Secretary of State, a four day public inquiry was held in March 2017. The Secretary of States for Communities & Local Government and Transport subsequently confirmed CPO2 and CPO2a on 20 October 2017. The relevant statutory notices regarding the confirmation of CPO2 and CPO2a were served on third party interests within the CPO2 and CPO2a order land. Negotiations to acquire those leasehold estate properties required for the delivery of Phase 4 (i.e. 33-125 Tyrrel Way and 11-72 Warner Close) are progressing. To date, Heads of Terms have been agreed with 29 out of 34 leaseholders. Negotiations continue to progress with those affected by CPO2a; to date agreement has been reached with 1 out of 9 freeholders and leaseholders.

CPO3

- 1.14 The properties likely to be affected by CPO3 are 1-10 Marriotts Close and 1-232 Marsh Drive. Initial land referencing indicates that there are approximately 45 freeholders and leaseholders whose land and/or properties fall within the CPO3 Order Land. 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.
- 1.15 In advance of making CPO3, the Development Partners have created an Advanced Acquisition Scheme to assist residents who have indicated they would like to move early rather than waiting for their phase of development. Seventeen leaseholders/freeholders have shown interest in the scheme and three Heads of Terms have been agreed. Inspections and negotiations are progressing on the remaining fourteen. A further seven leaseholders have subsequently expressed an interest in the Scheme after the closing date.

- 1.16 The current estimate for the commencement of Phases 5 & 6 is 2020. This is subject to the Council being able to obtain vacant possession of the land required to secure its delivery.
- 1.17 The West Hendon Partnership Board will continue to receive briefings on CPO3 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 CPO3 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 CPO3 is 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.
- 3.2 Given the progress made to date with the Scheme, proceeding without the 'fall back' of a CPO would place the delivery of the final phases of the Scheme at risk.

4. POST DECISION IMPLEMENTATION

- 4.1 Post ARG, officers acting under delegated authority will undertake work associated with the preparation and making of CPO3, following which the Order will be submitted to the Secretary of State. It is likely that a CPO Inquiry will be necessary. In the event that the Secretary of State confirms CPO3, 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 45 freeholders and leaseholders whose land and/or properties fall within CPO3. It is anticipated that the acquisition of land and properties will cost

approximately £17,250,000 (including home loss and disturbance payments). At present, CPO3 costs have not been incorporated within the council's capital programme. The Council funds the upfront costs for these acquisitions which are then fully recovered from the developer.

- 5.2.3 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 Phases 5 & 6. 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.
- 5.2.4 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 order for CPO3.
- 5.2.5 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.

CPO3 – 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 CPO3 Order Land will enable the delivery of Phases 5 & 6 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 Phases 5 & 6 will enable the Council and the Developer to progress the delivery of the Scheme in its entirety.
- 5.4.3 The third party proprietary interests to be included within CPO3 will be set out in the Order Schedule following the completion of the land referencing

exercise. However, the plan attached at Appendix 1 shows the proposed CPO3 boundary. The final boundary of CPO land required may vary from this boundary, but it provides an indication of the affected areas. The CPO3 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 Phases 5 & 6 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 is not yet confirmed, and will be confirmed following the requisitioning work. However, the plan attached at Appendix 1 shows the proposed CPO3 boundary. The rights required may fall outside this boundary, but it provides an indication of the affected areas.

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 Phases 5 & 6.

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 CPO3 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.

Human Rights

5.4.14 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.

5.4.15 A decision to make CPO3 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.

5.4.16 Those affected by CPO3 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.

5.4.17 The Council’s Constitution, Article 7.5 responsibility for function, states the functions of the Assets, Regeneration and Growth Committee, includes responsibility for regeneration schemes and asset management.

5.4.18 The Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising all acquisition of land for over £500k.

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.

5.2.2 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.

- 5.2.3 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.
- 5.2.4 The first of the four CPOs, CPO1, was confirmed by the Secretary of State for Communities and Local Government on 12 November 2015. CPO2 & CPO2a were confirmed by the Secretary of States for Communities & Local Government and Transport on 20 October 2017.
- 5.5.5 This report seeks a resolution to make one further and final CPO (hereinafter referred to as “CPO3”). Appendix 1 of this report shows the likely area over which the compulsory acquisition of land and/or rights are required for CPO3. CPO3 is required to secure the delivery of Phases 5 & 6 of the Scheme.
- 5.5.6 Whilst it is hoped that all 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, CPO3 will secure the delivery of the final phases of the Scheme (Phases 5 & 6).
- 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 CPO 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 The decision to make CPO3, may expose the Council to potential Blight Claims from owners of properties included within the CPO area. 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 CPO3) 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, CPO3 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 Phases 5 & 6 are 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 CPO3 boundary will be affected by the Compulsory Purchase Order. 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.

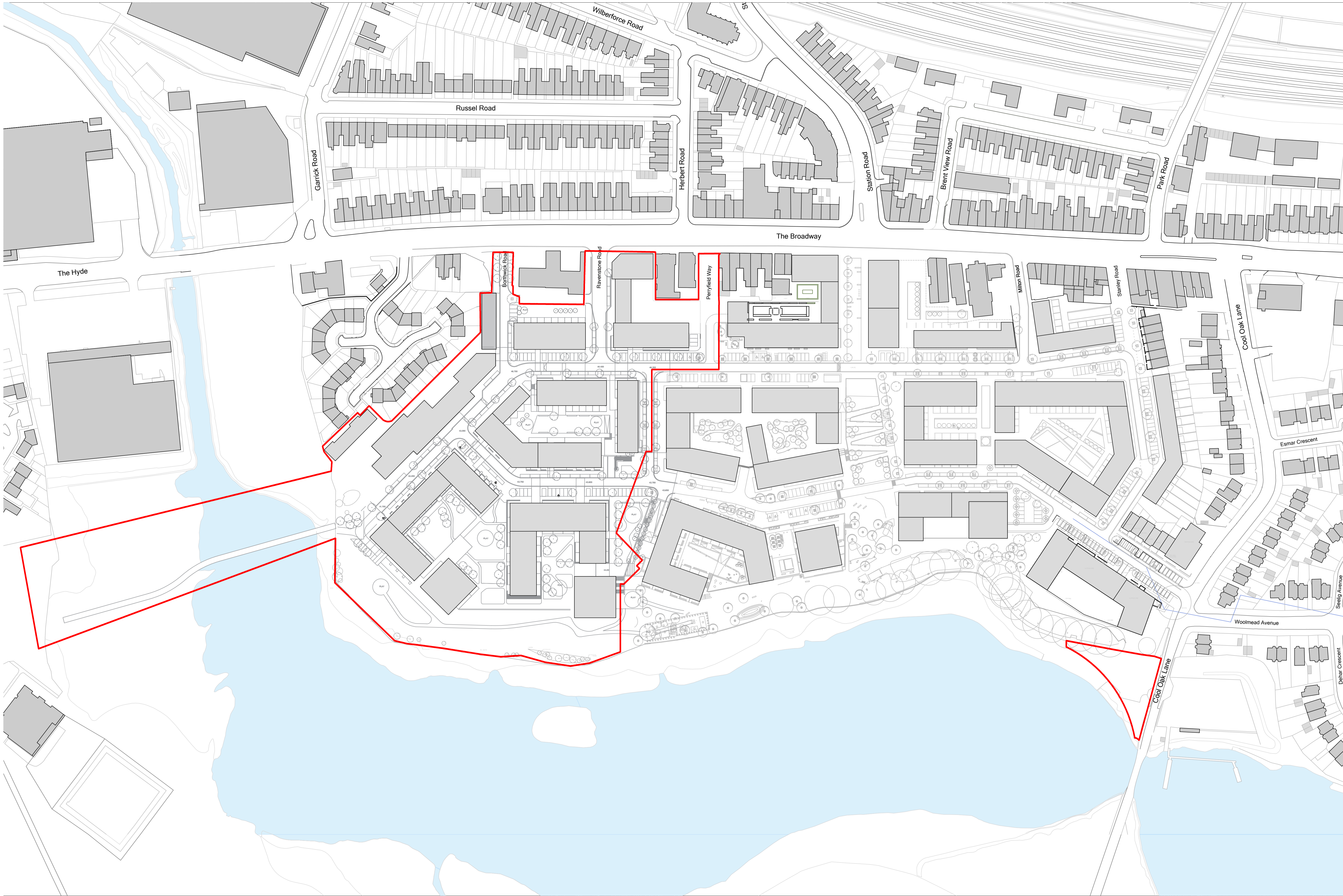
5.7.2 Dedicated CPO meetings & drop-in sessions were held in support of CPO1 and CPO2/2a and similar events are planned for CPO3. Updates and information will also be provided through the West Hendon Regeneration Newsletter and the production of CPO specific leaflets. In addition, staff representing the Development Partners are regularly available at the estate's Interim Community Hub, affording residents the opportunity to discuss their particular issues or concerns relating to the CPO process.

6. BACKGROUND PAPERS

6.1 Cabinet Resources Committee, 16 December 2013, West Hendon Regeneration Project

<http://barnet.moderngov.co.uk/documents/s12100/West%20Hendon%20Regeneration%20Project.pdf>

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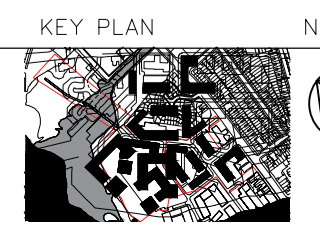


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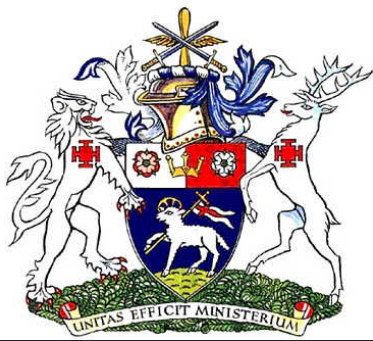
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CLIENT



KEY PLAN NORTH
 WH5 - MASTER PLAN
 077 - SITE - 01 - 011
 West Hendon:
 Reserved Matters Boundary Plan
 SCALE 1:1000 @ A1

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Assets, Regeneration and Growth Committee

12th March 2018

Title	Transfer in and lease out to Saracens Multi-Academy Trust
Report of	Councillor Daniel Thomas
Wards	Colindale
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Redrow School Transfer Plan
Officer Contact Details	Chris Munday, Strategic Director, Children and Young People Chris.munday@Barnet.gov.uk Chris Smith, Head of Estates - Chris.smith@barnet.gov.uk

Summary

This report seeks in principle agreement to the acquisition from Redrow Homes Limited and subsequent lease of land (shown for identification on the 'School Transfer Plan' in Appendix A) to the Saracens Multi Academy Trust (or other academy approved by the Department for Education) to enable the construction of a new primary school in Colindale, funded by the Department for Education (DfE). The new Primary School, which is currently intended to be sponsored by Saracens Multi Academy Trust will provide a 3 form entry primary school including nursery provision in Colindale area and is a critical part of the infrastructure required to support the growth in new homes. As the school will help meet the basic need for school places in Barnet, the proposal is to transfer the land at a peppercorn rent with no premium to the Trust with agreement that the construction costs of the school is to be fully funded by the Department for Education.

The report seeks delegated authority for the Deputy Chief Executive to negotiate and agree the detailed terms of a transfer to the Council, 125 year lease to the academy trust, based on the Department for Education's standard Academy lease and associated documents.

Recommendations

That the Assets, Regeneration and Growth Committee:

- 1. approve the acquisition of the proposed school site by the Council under Section 106 Agreement of the Planning Consent Reference H/04753/14 and delegate to the Deputy Chief Executive authority to negotiate the detail of the legal documentation for the acquisition of land either freehold or by a long lease.**
- 2. agree the principal lease for 125 years of land (shown as school plot on the School Transfer Plan with such minor adjustments as may be appropriate) to the Saracens Multi Academy Trust (or other academy trust approved by DfE and who enters into the requisite funding arrangements with DfE or Education and Skills Funding Agency (ESFA)) at a peppercorn rent with no premium, based on the Department for Education's standard Academy lease to enable the provision of a new primary school in Colindale, funded by the Department for Education through the national free school programme.**
- 3. delegate authority to the Deputy Chief Executive to negotiate the detail of the legal documentation for the transfer of land, based on the Department for Education's standard Academy lease with a development agreement between the Council and the academy trust and such warranties from the building contractor and others as appropriate.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Since 2009, the council and central government have been investing to meet the very significant growth in demand for school places through expanding schools and building new schools. During this period, more than 8,000 extra school places have been delivered in the borough. Each year, the Children, Education, Libraries and Safeguarding Committee review the strategy for ensuring that there are sufficient school places and consider progress. At its meeting on the 21st September 2016, the annual school places report set out that the main focus now is to ensure that there will be sufficient primary school places as the very significant increase in the number of primary pupils moves through to the secondary sector. As the borough continues to grow, there is a particular focus on education provision in areas of regeneration and new housing development, as good schools and sufficiency of school places are critical elements of the infrastructure required to ensure the development of successful and sustainable communities.
- 1.2 Colindale is an area of significant housing growth and to date, new primary provision has been developed as part of expanding and rebuilding Colindale School and the Orion School, expanding Blessed Dominic, St Mary's and St John's, St Joseph's and the new Watling Park primary free school that has opened in Burnt Oak. The need now is to ensure sufficient primary provision is available. The council has been working in partnership with Saracens to support its application to the Department for Education to open a free primary school.

- 1.3 The proposal is for the Saracens Primary School to be developed on the Peel Centre, with a 3 form entry and nursery provision, built to BB101 standards (government guidelines for space standards in schools).
- 1.4 There is also an approval given by ARG in December 2016 to grant an academy lease for a secondary school at Trinity Square and Lanacre Avenue.
- 1.5 The subject land is to be transferred to the Council or a nominee of the Council by the developer of the Peel Centre, Redrow Homes Limited, under a Section 106 Agreement dated 23 December 2015 of the Planning Consent Reference H/04753/14; following service of a notice by the Council. The Council considers it preferable that the Council, rather than another entity, acquires the land. If the proposed academy lease is not completed, for example because the proposed new school is not properly constructed, or the lease ends early for any reason, the Council will be able to offer the school site to an alternative provider in order to achieve school places. Redrow Homes Limited has offered to grant a lease for 999 years. The detail of the land acquisition will need to be negotiated, but will be at no cost to the Council.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendations in this report enable the provision of a new primary school to meet the needs of children and young people in the Colindale area.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Within the Colindale area, no other parcels of land have been identified of sufficient size or appropriate location to host a new primary school. The subject land is a Section 106 Agreement transfer, specifically assigned for education use and not to be made available for any other alternative use.

4. POST DECISION IMPLEMENTATION

- 4.1 Following acquisition of the site, the Deputy Chief Executive will negotiate the detail of the legal documentation for the transfer of land, based on the Department for Education's standard Academy lease and associated documents. The DfE/EFSA and the academy trust are responsible for developing the school buildings from feasibility through to completion. Subject to planning consent, the aim of the DfE/EFSA is to have the school building complete in 2020/21. The Council will take a transfer under the Section 106 Agreement and grant a Development Agreement to the academy trust or (if required) the central Government department to enable the development of the school buildings, and on completion grant a 125 year lease at a peppercorn rent.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The quality of the education offer is at the heart of Barnet's continuing success as a place where people want to live, work and study. It plays a crucial part in making Barnet family friendly, with many families attracted to the area by the

good reputation of Barnet's schools. Excellent educational outcomes and ensuring children and young people are equipped to meet the needs of employers are key to deliver the Council's vision set out in its Corporate Plan 2015-20 for:

- Barnet's schools to be amongst the best in the country, with enough places for all, and with all children achieving the best they can
- Barnet's children and young people to receive a great start in life and
- For there to be a broad offer of skills and employment programmes for all ages

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

5.2.1 The proposal set out in this report would transfer the school plot to the Saracens primary school trust at a peppercorn rent at no premium to enable the construction of a new primary school. As this is not currently land owned by the Council, there is no loss of income or potential capital receipt.

5.2.2 The Department for Education/Education Funding Agency will be funding the construction costs of the school and facilities in line with Government building guidelines, contained in Building Bulletin 101. Until feasibility work has been undertaken it is difficult to provide an estimate of the costs that will be met by the DfE/EFSA. The Council has agreed to contribute £2.2 million to the project.

5.2.3 Due to pressing need for new primary provision in this part of the borough to support the new housing growth, if this new free school was not provided by the Department for Education, the cost of constructing an alternative option could fall to the council.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution Article 7.5 responsibility for function states the functions of The Assets, Regeneration and Growth Committee, includes responsibility for regeneration schemes and asset management.

5.3.2 Council Constitution, Article 10 Table A provides that a less than best transaction is to be reported to The Assets, Regeneration and Growth Committee. The proposed lease will be for less than the best consideration obtainable for this property.

5.3.3 Under s.14 of the Education Act 1996, a local authority shall secure that sufficient schools for providing primary and secondary education are available in their area. Sufficient means sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. In meeting this duty, a local authority must do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.

5.3.4 State funded schools are split into schools maintained by the Local Authority and those directly funded by Central Government. The former are split into a

number of categories, including foundation, community and voluntary aided schools. The latter include Academies and free schools (which are Academies which did not convert from a maintained school). For maintained schools, there are prescribed requirements in order to make specific alterations. This includes expanding existing schools to add additional form groups. The requirements are set out in the Education and Inspections Act 2006 and associated regulations. Academies do not have to follow the same requirements in order to expand. Section 6A of the Education and Inspections Act 2006 requires that local authorities seek proposals for the establishment of an academy if they think that a new school is required in their area. There are only limited circumstances when a local authority will be able to publish proposals to establish a new maintained school.

5.3.5 Section 123 of the Local Government Act 1972 places a duty on local authorities not to sell or let their property other than for the best consideration (price) reasonably obtainable, except with the consent of the Secretary of State for Communities and Local Government; other exceptions exist but are not applicable here. This duty does not apply where land is let or sold for the purposes of an academy. For this purpose, an academy is a school in respect of which “academy arrangements” have been made, as defined in section 1 of the Academies Act 2010. The Council should ensure that it does not enter the proposed lease and related documents unless it is satisfied that academy arrangements exist for a school on the site.

5.3.6 As and when the Council acquire the relevant land, the Secretary of State for Education would have the power to direct the Council to enter into an academy lease, or transfer the freehold ownership, if

- the land forms the whole or part of a site specified in a notification given to the Secretary of State under section 6A of EIA 2006, or a notice published under section 7 of that Act, (proposals for new schools) as a possible site for a new school; and
- before making the relevant scheme, the Secretary of State consulted the Council.

5.4 Risk Management

5.4.1 If this proposal is not approved, then the Council may not meet its obligations to provide pupil places and may need to fund a future school development.

5.5 Equalities and Diversity

5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010; advance equality of opportunity between people from different groups; foster good relations between people from different groups.

5.5.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and to keep them under review in decision making, the design

of policies and the delivery of services.

- 5.5.3 The new Saracens school will provide a comprehensive, inclusive education for children and young people in the Colindale area.


5.6 **Consultation and Engagement**

- 5.6.1 Saracens Multi-Academy Trust undertook consultation and engagement with the local community as part of developing its application to establish a free school in Colindale which demonstrated support from the local community for the education offer proposed by this new free school. Demonstrating this support is a critical part of the DfE's process for the approval of a free school to be established.

6. **BACKGROUND PAPERS**

- 6.1 Children, Education, Libraries and Safeguarding Committee, 21st September 2016 *Planning for new school places 2017/18 to 2019/20*
- 6.2 Planning Application – H/04753/14 and Section 106 Agreement dated 23rd December 2015.

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	<p>Assets Regeneration and Growth Committee</p> <p>12 March 2018</p>
<p>Title</p>	<p>Annual Regeneration Report</p>
<p>Report of</p>	<p>Councillor Daniel Thomas</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix 1 - Annual Regeneration Report</p>
<p>Officer Contact Details</p>	<p>Sheri Odoffin: Programme Controls and Support Manager, Re Email: sheri.odoffin@barnet.gov.uk Tel: 0208 359 3104</p>

Summary

This report updates the Committee on the following: -

1. Progress made over the last year towards delivering the borough's Growth and Regeneration Programme.
2. Key achievements in 2017/18.
3. Expected activities in 2018/19
4. The current economic and policy context within which the growth and development activities are operating.
5. The benefits that the individual schemes will deliver.

Recommendations

That Committee note the:

1. progress being made towards delivering the borough's Growth and Regeneration Programme.
2. key achievements over the last financial year
3. expected activities in 2018/19

1. WHY THIS REPORT IS NEEDED

- 1.1 The Growth and Regeneration Programme Annual Report (abbreviated to Annual Regeneration Report - ARR), attached in appendix 1, provides information on the progress being made towards delivering the Borough's growth and development programmes. This includes updates on Barnet's three growth areas – Colindale, Brent Cross Cricklewood and Mill Hill East as well as progress on the key estate regeneration schemes at Dollis Valley, Grahame Park, Stonegrove and Spur Road and West Hendon, and Infill schemes at Granville Road and Upper and Lower Fosters and Development Pipeline schemes.
- 1.2 The attached report also updates the Committee on business, employment, skills and training initiatives taking place alongside the above regeneration schemes, and as part of strategic and borough-wide level partnerships. These activities are covered more fully in the Entrepreneurial Barnet Annual report presented to the Assets Regeneration and Growth Committee at its November 2017 meeting, but are included here for completeness.
- 1.3 The report also sets out the key achievements and successes since the last report to this Committee in April 2017, and outlines expected activities for 2017/18 for your noting.

1.4 Achievements and Successes

- 1.4.1 A selection of successes and achievements are listed below. A fuller profile is provided in Appendix 2 of the attached Annual Regeneration Report.

Brent Cross Cricklewood - Brent Cross Cricklewood Growth Area

1.4.2 Brent Cross North

- The Secretary of State approved the Compulsory Purchase Order needed to facilitate the scheme (CPO1) in Dec 2017.
- Completion of early works (evasive species and vegetation clearance around shopping centre).

1.4.3 Brent Cross South

- The Secretary of State approved the Compulsory Purchase Order need to facilitate the early phases of the scheme in Dec 2017.
- The Business Plan and First Phase Proposal was approved in July 2017. The First Phase Proposal sets out how the initial phase of the development will take shape
- Brent Cross South Phase 1BS reserved matters application approved at Planning Committee in Feb 2018. This is the first plot within phase 1 and includes 292 residential units, ancillary housing office, flexible retail, café, basement car parking and heating plant.

1.4.4 Brent Cross Thameslink

- Gained approval for the re-phasing of Thameslink works to bring forward station opening to 2022 (from 2031) allowing planning application for phase 1 Brent Cross South to proceed and provide replacement units for displaced tenants.
- Brent Cross West' station name agreed at Assets and Regeneration Growth (ARG) Committee in November 2017.
- The Network Rail Governance for Railway Investment Projects (GRIP) Stage 4 gateway review was successfully undertaken on 23rd February and a letter was received from Network Rail on 28 February 2018, confirming the achievement of the GRIP 4 milestone.
- The Inquiry in relation to the compulsory purchase order to assemble the land and new rights required to develop the Thameslink station and the Station District that forms part of Brent Cross South (known as CPO3) was held on 5 - 13 September 2017.

1.4.5 Colindale - Colindale Growth Area

- 2,800 new homes to be constructed at the Peel Centre Site of which 133 have been completed to date.
- Beaufort Park site – 2,923 completed to date.
- 714 new homes completed on the former Colindale Hospital site.
- Over 400 completions on other Colindale sites.
- Planning consent for new youth facility 'Unitas' in Montrose playing fields obtained in Jul 2017 with start on site in Feb 2018.
- Improvement works to Colindale and Rushgrove Parks commenced in Jan 2018.

1.4.6 Grahame Park - Within Colindale Growth Area

- By Sept 2017, 92 new homes were delivered on the 'Concourse' 4 months ahead of scheduled programme.

1.4.7 Dollis Valley - Priority Estate

- Developer Countryside completed construction of phase 2A. London & Quadrant (L&Q) have moved all tenants due in Phase 2A into their respective new homes. Tenants for phase 2B will move into their new homes throughout 2018.
- In Dec 2017, the council approved the planning application for phase 3 to deliver 117 new homes.

1.4.8 Mill Hill East – Area of Intensification

- Vacant possession of the council depot took place in Aug 2017.
- Sales of phases 9a, 9b and 10 completed in Sept 2017, unlocking further housing development.

- The sale of the last remaining serviced plots of land, Phases 6, 7 and 8, completed in Feb 2018.

1.4.9 Stonegrove and Spur Road - Priority Estate

- The final phases, 6a (Kings Drive) 14 homes, 7 (The Lanes) 37 homes and 8 (Lacey Drive) 32 homes, completed Aug 2017. The last four homes, which occupy the previous compound site, will complete in May 2018.
- In Nov 2017, 'OneStonegrove' community facility won the Barnet Architectural Awards 2017 for best Civic Building showcasing an exemplar community building.
- First regeneration project in the borough nearing completion.

1.4.10 Upper and Lower Fosters - Infill Estate

- The co-design approach has been well received with good public participation evident in the emerging masterplan design process.
- RIBA stage 1 has been completed and the council has approved progression to RIBA stage 2.

1.4.11 West Hendon - Priority Estate

- In Apr 2017, Planning Committee approved the reserved matters application for Phase 4 of the development, that will deliver 611 new homes, including 193 affordable.
- The council successfully obtained Secretary of State confirmation of the Compulsory Purchase Orders CPO2 and CPO2a in October 2017.
- A Topping Out Ceremony for Phase 3C was held in Jan 2018.

1.4.12 Development Pipeline - Infill Sites

- Start on site of first eight tranche 3 schemes at Basing Way, Elmshurst Crescent, Alexandra Road, West Close, Westbrook Crescent, West Farm, Hanshaw Drive and Adamson Court.
- In Nov 2017, Assets, Regeneration and Growth Committee approved the business case for the development of 10 new homes for affordable rent (of which 8 will be wheelchair accessible homes) on small sites.

1.5 Challenges

- 1.5.1 The report also provides an update on some of the external challenges that schemes have faced this year which will impact on either, future scheme delivery timescales the housing or the housing mix., This includes meeting the GLA annual new housing targets set by the GLA.

Brent Cross Cricklewood

- 1.5.2 Following the approval reserved matters applications, the main construction works for the Brent Cross North development (Phase 1A Infrastructure and the

Phase 1B Shopping Centre works) were due to commence in July 2018 with the target completion date being September 2022. However due to the delay in receiving the CPO decision (17 months from closure of the Inquiry), these works have now been delayed to January 2019. The early works and utility diversions that will take place before the main construction works begin on site are anticipated to commence in June 2018.

Grahame Park

- 1.5.3 Whilst the planning application submitted by Genesis for the next phase of the Grahame Park Regeneration Programme was approved by the Council's committee, the Mayor of London directed refusal of the application. Working with the Greater London Authority (GLA) and Genesis, a twin track approach has been agreed:
- Following the Mayor's direction, the Council issued a refusal notice paving the way for Genesis to submit an appeal to the Secretary of State.
 - Genesis will work with the GLA to draw up a completely new detailed design for Plots 10/11 with an outline design for plots 12, 13, 14 and 15 that meets the aspirations of the Council, the GLA and Genesis to create a high quality, attractive new development.
- 1.5.4 Whichever track is followed, (a denser scheme to accommodate more social rent or if the appeal is successful a less dense scheme), a delay to the scheme is inevitable (possibly 18 months to 2 years). An appeal can take around a year to complete and fresh consultations to consider new designs are probable, regardless of the outcome of the appeal.
- 1.5.5 The Council will need to consider the effect of this delay on its existing buildings especially Plot 11 on the main body of the Concourse.
- 1.5.6 Genesis are also working up Plot 9 (opposite Sainsburys and our new office) to be a small mixed development of commercial and residential units. At this early stage officers exploring various options for the commercial, one being a replacement Grahame Park Health Centre.

Granville Road

- 1.5.7 It has not been possible to acquire all the land required for the development through private treaty. As a result, a Compulsory Purchase Order of the pramsheds is required which has impacted on the delivery timescales for the scheme.

1.6 Policy and Economy

- 1.6.1 The report is also an update of the policy, and economic context within which growth and regeneration activity is taking place and provides more detail on what the schemes will be providing and the sources of funding contributions.

2 REASONS FOR RECOMMENDATIONS

- 2.1 The decision to produce an annual progress report was agreed by Cabinet Resources Committee in February 2012.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative is not to provide a report, or to provide reports at different intervals throughout the year. An annual report was 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 of existing regeneration commitments and future plans.

4 POST DECISION IMPLEMENTATION

- 4.1 The Committee has requested that the Growth and Regeneration Strategy be updated during 2018. Subject to any changes agreed through that process, and any alternative or proposed additional actions, the activities of the Growth and Regeneration Programme will be progressed in line with the report for the next financial year 2018/19.
- 4.2 Updates will be provided to Assets regeneration and Growth Committee on the challenges affecting individual schemes as indicated in the Committee Work Forward Programme.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The activities outlined in the Growth and Regeneration Programme, contribute to the vision and strategy set out in the Council's Corporate Plan 2015-2020 based on the core principles of fairness, responsibility and opportunity. The Regeneration Programme meets the corporate plan priorities of:
- Delivering quality services.
 - Responsible growth, regeneration and investment.
 - Building resilience in residents and managing demand.
 - Transforming local services.
 - Promoting community engagement, independence and capacity.
- 5.1.2 The Growth and Regeneration Programme supports Entrepreneurial Barnet which sets out the council's approach to supporting Barnet's economy, and 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 Annual Regeneration and Growth Programme Report describes what the council is doing to support jobs, skills and growth and as the Local Plan is updated, the objectives of Entrepreneurial Barnet will be embedded within it.
- 5.1.3 The growth and development programmes also contributes to the Barnet 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 have been 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 including those who are further from the job market.

5.1.4 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 2030. 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.

5.1.5 The Growth and Regeneration Programme support the six themes/priorities of the Council's Housing Strategy 2015-2025:

- 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.

5.1.6 Furthermore, the Growth and Regeneration Programme support the strategic objectives in the Council's Regeneration Strategy, September 2011:

- 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;
 - Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock;
 - 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;
 - Promote economic growth by encouraging new business growth while supporting local businesses and town centres;
 - Help residents to access the right skills to meet employer needs and take advantage of new job opportunities;
- 5.1.7 At Assets Regeneration and Growth Committee on 27 November 2017, Member's authorised the Commissioning Group to prepare a new regeneration strategy for consideration prior to public consultation, and the procurement of third parties to support the development of the evidence base. It is intended that a refreshed strategy would guide the work of the Regeneration team, work on supplementary planning documents and master planning and the work of the wider Barnet Group in the identification of new sites for affordable housing.
- 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 5.2.1 **Finance** - The council's development partners (developers) are currently underwriting a substantial amount of the Council's costs in order to bring the regeneration 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 The Council have funded through the Housing Revenue Account (HRA) a total of £16m Advance Acquisition costs to enable vacant possession and phased development at Dollis Valley and Brent Cross estates. A further £11m costs are to be funded over the next two years.
- 5.2.3 **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) and LBB to manage the project budgets and the reclaim of costs on behalf of the Council.
- 5.2.4 **Finance** - The implications in relation to funding the regeneration programme have been included in the Council's Capital Programme.
- 5.2.5 Assets Regeneration and Growth Committee on 27th November 2017 approved the Business Planning Report which presented a savings target for the committee for 2018/19 to 2019/2020 of £4.663 million. The report reiterated the committee's strategic priorities, budgets and proposals up to 2020 and the allocated/committed budgets, and forward financial planning and recommended the approval of the decisions by Policy and Resources

Committee. The final budget will be presented to and Full Council for agreement on 6th March.

- 5.2.6 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.
- 5.2.7 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 (where necessary). 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 (including the cost of acquisition itself) 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 where this forms part of a development agreement.
- 5.2.8 Commissioning** - In December 2014, this Committee approved a five-year Commissioning Plan for 2015 – 2020 setting out the Committee's priorities and outcome measures for the period. A progress update of the Commissioning Plan was approved by Assets and Regeneration Committee on 24th July 2017 with an addendum for 2017/18 and targets. The report recognised the economic trends and the need to balance responsibilities for growth, regeneration and investment with the need to increase the local tax base to generate income to spend on public services in recognition of reduced government funding. This Annual Regeneration Report provides Members with an update on achievements which can help inform Corporate Plan and Key Performance indicators.
- 5.2.9 Procurement** - The Growth and Regeneration Programme is now delivered for the Council by Re (Regional Enterprise Ltd). However, The Public Contracts Regulations 2015 and the Council's procurement procedures and processes are adhered to.
- 5.2.10 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, employer's agents). A Special Project Initiation

Request (SPIR) under the DRS Contract will be presented to the council for approval for services outside of the core DRS contract.

5.2.11 Where Re are managing the procurement of the build contract, there will be adherence to Barnet Council's Contract Procedure Rules. Upon the successful appointment of a preferred contractor Re will project manage the delivery of the schemes.

5.2.12 Any services brought in as required to deliver the schemes of the Regeneration Programme will be procured in line with the The Public Contracts Regulations 2015 and the procurement process of Barnet Council, and detailed on the Council's Procurement Forward Plan as appropriate.

5.2.13 **Procurement, Staffing, IT and Sustainability** - There are no issues to report around 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. In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so Re, Barnet Council, and Barnet Homes are providing targeted help for those that need it, and commissioning a range of partnership services to help residents into work. The council 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, the purpose of the Regeneration Programme is to provide Social Value for residents. The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, 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.

5.3.3 The regeneration programme is transforming mono tenure estates into mixed tenure neighbourhoods with new modern fit for purpose homes for residents of social and affordable rent, shared ownership and owner occupiers.

5.3.4 An increased number of better quality community facilities are being provided through the programme, including: GP surgeries, pharmacies, nurseries,

libraries, community centres, religious centres, and a minimum of 10 schools.

- 5.3.5 As part of the Entrepreneurial Barnet approach the Growth and Regeneration Programme is providing a number of initiatives to support residents into work including: A Retail Job Shop, construction training and jobs through developer S106 contributions and the Workfinder project for unemployed residents.
- 5.3.6 The report in appendix 1 provides more information on the net benefits the regeneration and development are bringing the Benefits Realisation measures for the programme. These are a range of indicators that are monitored to show how the Growth and Regeneration Programme is improving outcomes for Barnet.

5.4 Legal and Constitutional References

- 5.4.1 Brent Cross South, Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road, and West Hendon regeneration schemes are underpinned 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.
- 5.4.2 The Development Agreements themselves typically provide for certain amendments / changes to be agreed between the parties without the requirement to vary the Development Agreement itself. Any such changes will usually be detailed in delegated powers reports.
- 5.4.3 The council plays a key role in the land assembly for its regeneration schemes and in the process, is required to follow relevant statutory processes for the disposal, appropriation and acquisition arrangements.
- 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 In accordance with the Council Constitution, Article 7, Assets Regeneration and Growth Committee has responsibility for regeneration strategy, overseeing major regeneration scheme and, asset management.

5.5 Risk Management

5.5.1 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 reclaim 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, budgets are reviewed and forecasted monthly and 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 third party funding. This could lead to reputational issues for the Council and resident dissatisfaction. To mitigate the risk, 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 keep residents well informed through appropriate communications and will work with development partners to undertake continual value engineering of development proposals. The council also works closely with partners to reduce risks related to securing planning approvals.

5.6 **Equalities and Diversity**

5.6.1 Under the Equality Act 2010 (“the Act”), the Council and organisations working on their behalf, have a legal 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 protracted characteristics and those without. The ‘protected characteristics’ are age, gender, ethnic origins and 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) and the Corporate Plan 2015 -2020 and aim to ensure that all Barnet residents benefit from growth and regeneration in the Borough. Being fair and giving equal chances to all our residents is central to Barnet’s Plan objectives that “Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer.” The Regeneration and Growth Programme will reflect the Council’s commitment to give fair treatment for all our citizens balancing their different needs and rights as we support our more vulnerable residents and incorporate the principles of equality into everything we do as a Council.

5.6.3 Barnet is committed to building strong, cohesive, healthy, resilient, successful and safe communities where people from all different backgrounds get on well together. As outlined in the Corporate Plan the Council is committed to improving the quality of life and wider participation for all those who live work and study in Barnet in the economic, educational, cultural, health, social and community life in the Borough through regeneration in the Borough’s regeneration areas and schemes. 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.

5.6.4 Entrepreneurial Barnet is the council's approach to support jobs, skills and growth. It includes measure to support businesses and residents who are looking for work or have low level skills.

5.6.5 The development of Town Centre Strategies supports Barnet's aspiration to support vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of our town centres, their different requirements, and the different needs and preferences of those who use them.

5.6.6 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.

5.7 Consultation and Engagement

5.7.1 Consultation and engagement are a fundamental part of the Growth and Regeneration programme activities. Each regeneration scheme have its own stakeholder engagement plan as part of Project Initiation Documents (PIDs).

5.8 Insight

5.8.1 A number of sources of data used in the Annual Regeneration Plan have been referred to in the report.

6 BACKGROUND PAPERS

6.1 13th February 2018, Policy and Resources Committee - Business Planning 2018 - 2020
<http://barnet.moderngov.co.uk/documents/s44942/Business%20Planning%202018-2020.pdf>

6.2 27 November 2017, Assets Regeneration and Growth Committee – Regeneration Strategy
<http://barnet.moderngov.co.uk/documents/s43524/Regeneration%20Strategy.pdf>

Minute Item 15

RESOLVED TO:

1. Authorise the preparation of a new regeneration strategy for the Borough for consideration by the committee prior to public consultation.
2. Authorise the procurement of third parties to support the development of the evidence base.

6.3 24th July 2017, Assets Regeneration and Growth Committee – Commissioning Plan 2017/18 and Annual Performance Report 2016/17
<http://barnet.moderngov.co.uk/documents/g9337/Printed%20minutes%2024th-Jul-2017%2019.00%20Assets%20Regeneration%20and%20Growth%20Committee.pdf?T=1>

Minute Item 7

RESOLVED TO:

1. That the Committee note progress on the Assets, Regeneration and Growth Committee Commissioning Plan in 2016/17 (Appendix A).

2. That the Committee review and approve the addendum to the Assets, Regeneration and Growth Committee Commissioning Plan for 2017/18 (Appendix B).

6.4 17th March 2016, Assets, Regeneration and Growth Committee, Annual update report on the Growth and Regeneration Programme

<https://barnet.moderngov.co.uk/documents/s30495/Annual%20update%20report%20on%20the%20Growth%20and%20Regeneration%20Programme.pdf>

Minutes, Item 8:

RESOLVED To:

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.

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Regeneration Annual Report 2017/18

March 2018





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Introduction

Delivering for Barnet

Delivering for Barnet is a programme of regeneration and development taking place across the borough over the next 15 years. It will deliver better places to live and work, while protecting and enhancing the borough for generations to come.

As part of the programme, we are building more new homes than any other borough in outer London and helping to create thriving communities. We work closely with developers to make sure growth and development is managed responsibly and in areas that will be most enhanced by change.

We know how much our communities value facilities such as good schools, clean and attractive open spaces, GP surgeries and sports and leisure centres. That is why we are working to improve everyone's access to these facilities, all vital to our residents' quality of life as well as improving transport links and infrastructure.

We are also making improvements to our town centres to support local businesses and encourage residents to shop locally. We are helping to create thousands of new jobs and doing more to support residents to access employment and skills training, getting local people into work.

Delivering for Barnet will help make the borough the best place to be a small business in London, enable local businesses to start, grow and thrive, maximising the opportunities growth and development bring and help local people do the same.

This fifth Annual Regeneration report provides an update on:-

- how 'places' are being transformed through partnership developments on our priority housing estates
- how people's lives are being improved through re-developed, better quality and fit for purpose new homes
- how we are investing in skills, training and employment opportunities in our communities
- how financial investment is being made to secure sustainable communities and services

Major investment in the regeneration of the borough is transforming the places we know. Our growing population is being provided with better quality homes, our young people are entering new or expanded schools and across the borough plans for employment growth are taking shape. We are continuing to work hard towards the achievement of more balanced, healthier and sustainable neighbourhoods.

This year, the Stonegrove and Spur Road regeneration scheme in Edgware, has set the standard for our approach to neighbourhood regeneration. Barnet's track record on good design and affordable housing provision has been recognised and is building our confidence to continue and improve the good work:

- Stonegrove has received Architectural awards and award nominations for excellent neighbourhood design
- We receive ongoing positive feedback from Stonegrove's residents of their experience living in a regenerated neighbourhood
- Stonegrove is gaining exemplar status and in November 2017 was the location the Prime Minister Theresa May chose to commend Barnet Council for its record on building affordable homes and highlight the importance to the nation to continue this trend

Regeneration for Growth

Barnet Council is working in partnership with Regional Enterprise (Re), The Barnet Group and other agencies to deliver an ambitious growth and regeneration programme, ensuring that the borough continues to be an attractive place to live, work and invest.

There are significant opportunities for development focused on Barnet’s growth areas, priority estates and individual sites. With two growth areas to the west of the borough (Brent Cross Cricklewood and Colindale including Grahame Park), other priority estates and development sites, regeneration is already transforming our neighbourhoods. We are delivering more and better quality housing, driving local business growth and improving opportunities for our residents.

The fundamentals of our approach involve:

- introducing mixed tenure developments to create balanced communities - social, affordable, London Living Rents, shared ownership and private housing
- investing in rehousing our secure tenants in quality homes
- providing vital infrastructure to support new homes – roads, parks, open spaces and community buildings
- place making through creation of quality public spaces that contribute to people’s health, wellbeing and quality of life
- incorporating social investment through training and employment initiatives for local people
- finding ways to generate income to maintain buildings and infrastructure through different partnership models

What is driving change in the way we deliver growth and regeneration



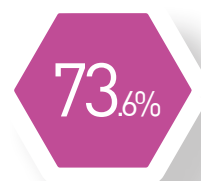
With the largest population of any London borough and still growing, Barnet must plan for growth and balance this against the need to manage development.



Fourth largest London Borough by size



Barnet's population projected to grow by 16.4% by 2041, from 364,041 to 423,560 (+59,500)



65+ population projected to increase by 73.6% by 2041, from 49,100 to 85,300 (+36,200)

Planning for Growth

The Mayor's London Plan provides overarching guidance to all 33 London boroughs on how to shape local development. Spanning over a 20 year period, it also sets housing targets for each borough, to be reviewed periodically. A review of the draft London Plan is underway with final publication expected in late 2019.

In the draft London Plan, Barnet has the fourth largest housing target, with 31,340 new homes to be built over the next 10 years (2019/20 to 2028/29). This is a challenging figure that needs to be considered in the context of the Barnet's own Local Plan policies and local planning challenges. Our approach needs to:

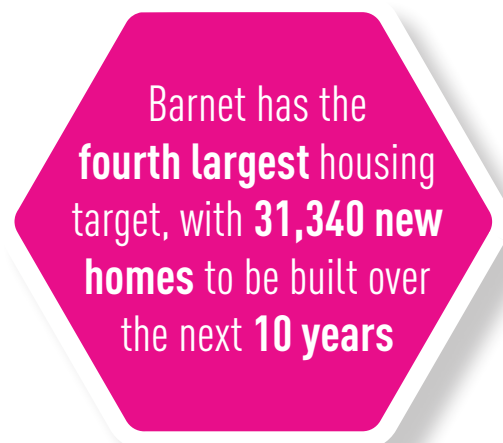
The fundamentals of our approach involve:

- Protect the Greenbelt and valuable open spaces
- Balance land use for housing, employment and recreational activities
- Be attractive enough to developers to stimulate private sector house building
- Deliver in a partnership model to maximise finance and community benefits
- Provide high quality homes and public facilities to meet the needs of all ages
- Meet the increased demand for services and infrastructure (such as GP surgeries, schools, road and transport networks, energy and waste)
- Ensure appropriate housing densities on development sites

We are seeking innovative ways to deliver new homes and communities, along with developing strategies that maximise economic growth opportunities, working in partnership with the private sector and Registered Social Landlords (RSL). Their role is key to help meet the demand for housing.

In this context, the council:

- Implements the Local Plan policies for housing and employment
- Builds new housing on own land in partnership with private developers and registered providers, using land as leverage
- Where appropriate, sells own land and assets to unlock development sites
- Where appropriate, enacts Compulsory Purchase Order powers to enable particular major developments to proceed



Our Regeneration Strategy

Barnet's Regeneration Strategy (2011) has delivered against the following priorities:



Delivering housing growth



Supporting people into jobs and training



Supporting Enterprise particularly in Town Centres



Supporting infrastructure delivery



Ensuring a clean, green suburb

A planned refresh of this strategy in 2018 will inform regeneration activity over the next 10 years, with emphasis on the following:



Re-evaluate the capacity of development sites and assess market conditions



Align with the emerging priorities in the draft London Plan (2018)



Monitor and assess development trends and activity to inform policy making



Target our regeneration efforts to maintain a pipeline of new homes for the future



Form new strategic partnerships

Resident Engagement and Consultation

The needs of the community and the wellbeing of individuals is a much higher priority in the regeneration of our neighbourhoods.

The need is now to build more, build faster, manage costs, and consider development impacts, sustainable growth and inclusivity when making plans. In Barnet, both the council and developers spend more time on resident engagement, building partnerships and working collaboratively to deliver change.

Each live regeneration scheme has a Partnership Board made up of resident representatives, the council, the developer, Barnet Homes and others – to manage the redevelopment. All the partnerships work with external agencies such as health, transport, education and training authorities to ensure infrastructure and services are in place to support growth and change.

We actively:

- engage and consult with residents
- appoint Independent Tenant and Resident Advisors to support local communities in transition
- produce regular newsletters

- run public meetings and regular engagement with Ward Councillors
- support the formation of Community Trusts to ensure community facilities continue to meet local needs

The council carries out extensive consultation exercises with residents and the wider community on regeneration proposals, involving residents to help improve the quality of housing and neighbourhoods they live in. Residents shape regeneration proposals in a number of ways, from chairing local partnership boards to monitoring performance and setting standards for developers. Pledges and residents charters have been used successfully across the schemes, including Grahame Park and Stonegrove Spur Road, to establish the aims of the regeneration and have helped to set shared expectations.

Barnet takes an inclusive approach to consultation and community engagement, to ensure that the needs of diverse communities are understood. In addition, views and opinions have helped shape our strategies and future plans.

Housing Strategy and Regeneration

Regeneration and growth are fundamental to the council's Housing Strategy 2015 - 2025, which focuses on a significant increase in the supply of new homes in Barnet to meet the needs of a growing population,

tackling homelessness and supporting vulnerable people. The following table sets out the contributions made by the Growth and Regeneration Programme to the Housing Strategy.

Housing Strategy 2015 – 2025 Objective	Contribution of Growth and Regeneration Programme
Increasing housing supply (including quality homes and places)	<ul style="list-style-type: none"> • 27,000 new homes • Building modern high quality mixed tenure homes to meet the changing demographics • Improving the quality of housing across Barnet • Building high quality new homes where people want to live
Delivery of homes that people can afford	<ul style="list-style-type: none"> • 30% of the new homes will be affordable • New affordable homes for rent and sale • New affordable homes on council land via Open Door Homes
Sustaining quality particularly in the private rented sector	<ul style="list-style-type: none"> • Opportunities for purpose built private rented sector homes
Tackling homelessness	<ul style="list-style-type: none"> • Increasing the supply of homes in the borough will help to reduce homelessness by meeting unmet demand for housing • New affordable homes will help to reduce homelessness and the use of temporary accommodation
Providing suitable housing to support vulnerable people	<ul style="list-style-type: none"> • Opportunities for providing supported housing, e.g. extra care housing for older people • All new homes will meet the Lifetime Homes standard • 10% of new homes will be wheelchair accessible
Deliver efficient and effective services to residents	<ul style="list-style-type: none"> • Council working with Re and Barnet Homes to deliver new homes via the Development Pipeline • Efficient planning service to support the delivery of new housing

Secure tenants

Secure council tenants living on our regeneration estates are entitled to be rehoused within the new development on their estate, or if they wish, they may also choose to be rehoused elsewhere. Secure tenants recently rehoused on the West Hendon estate reported satisfaction levels in excess of 90% with their new home and with the process of moving. Allocations Scheme.

Non-secure tenants

As each regeneration programme starts, the council has opted to use properties that have become empty as temporary accommodation. The households who have been housed on a temporary basis are not entitled to be rehoused within the new development, but will be rehoused in accordance with the Council's Housing Allocations Scheme.

The Barnet Housing Strategy 2015-25 recognizes that regeneration can be a disruptive process for residents, particularly those living in temporary accommodation. The council will seek to minimise this disruption by making use of flexibilities within the allocations scheme and providing advice and support. The council has a good track record of rehousing non-secure tenants, including directly into secure tenancies elsewhere or other forms of long-term temporary accommodation.

Our Investment Approach

The council raises funding in a number of ways and re-invests a substantial amount into the regeneration of the borough. Some income is annual (re-occurring) and through the regeneration programme is predicted

to grow as development increases. Other income occurs once and is raised by key triggers such as when a development completes, or when the funding period expires.

The Regional and National Housing Policy Context

The government published a Housing White Paper last year, "Fixing our broken housing market" and is committed to providing 1.5 million net additional homes by 2022. The London Mayor has published Homes for Londoners and a draft London Housing Strategy setting

out plans to start building 90,000 new affordable homes in London between 2016 and 2021. Barnet's plans to deliver thousands of new homes will make a significant contribution to the housing market in London, and the Council will continue to work with the government and the Mayor to achieve the best outcomes for its residents.

Re-occurring income

Annual Council Tax and Business Rate Contributions

Through the collection of council tax and business rates on schemes in the pipeline for development, between 2016- 2030, the regeneration schemes will generate £19m in council tax income and £25.9m in business rates on an annual basis. Brent Cross will contribute from around 2022 whereas Dollis Valley and Mill Hill East are already contributing significant amounts and will continue to do so as later phases complete.

Business rates are charged on most non-domestic properties such as shops, offices, pubs, warehouses and factories. This central government tax is collected by the council who then receive a proportion. Rates are also collected on an annual basis.

Cumulative Council tax and Business Rate Contributions

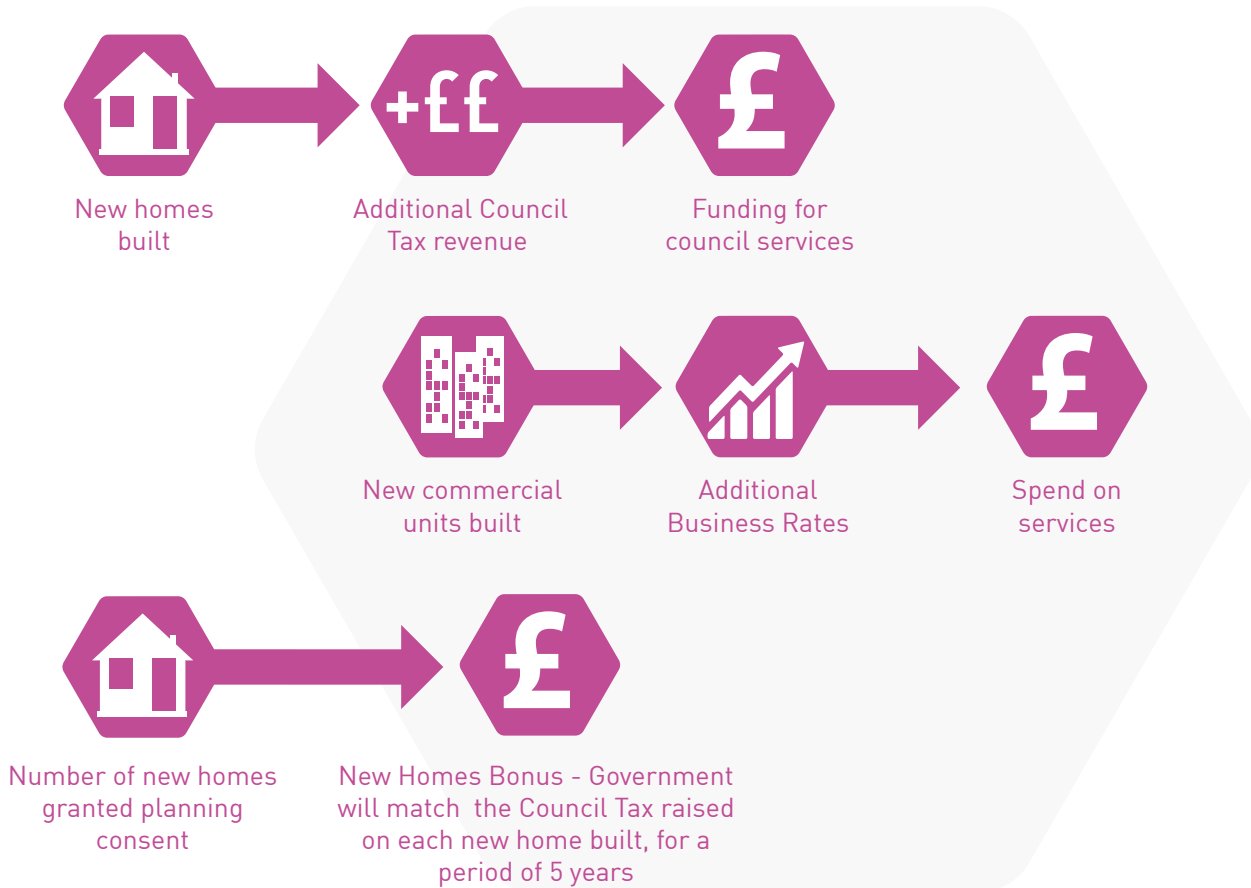
Both taxes added together will generate £245.5m, by 2030 when accounted for cumulatively. See appendix 1 for a detailed breakdown of the income forecast to be raised per scheme.

The two Growth Areas make a significant contribution to income received by the council over this period. In particular, Brent Cross Cricklewood generates the largest contribution to business rates as a result of the shopping centre expansion and plans for new commercial floorspace. Brent Cross Thameslink will be part funded by the business rate increase from the expanded shopping centre.

New Homes Bonus

This is a grant paid by central government to local councils to reflect and incentivise local housing growth in their areas. It is based on the amount of extra council tax revenue raised for newbuild homes, conversions and long-term empty homes brought back into use. From 2017/18, payments were reduced to match 5 years of council tax receipts, and from 2018/19 will be reduced to match 4 years.

Understanding how many homes and how much commercial floorspace will be built, and when, is critical to service planning and budget decisions that the council must make. New developments generate revenue from council tax and business rates, both of which play a significant part in the provision of services and re-investment into the borough.



Non-recurring Income

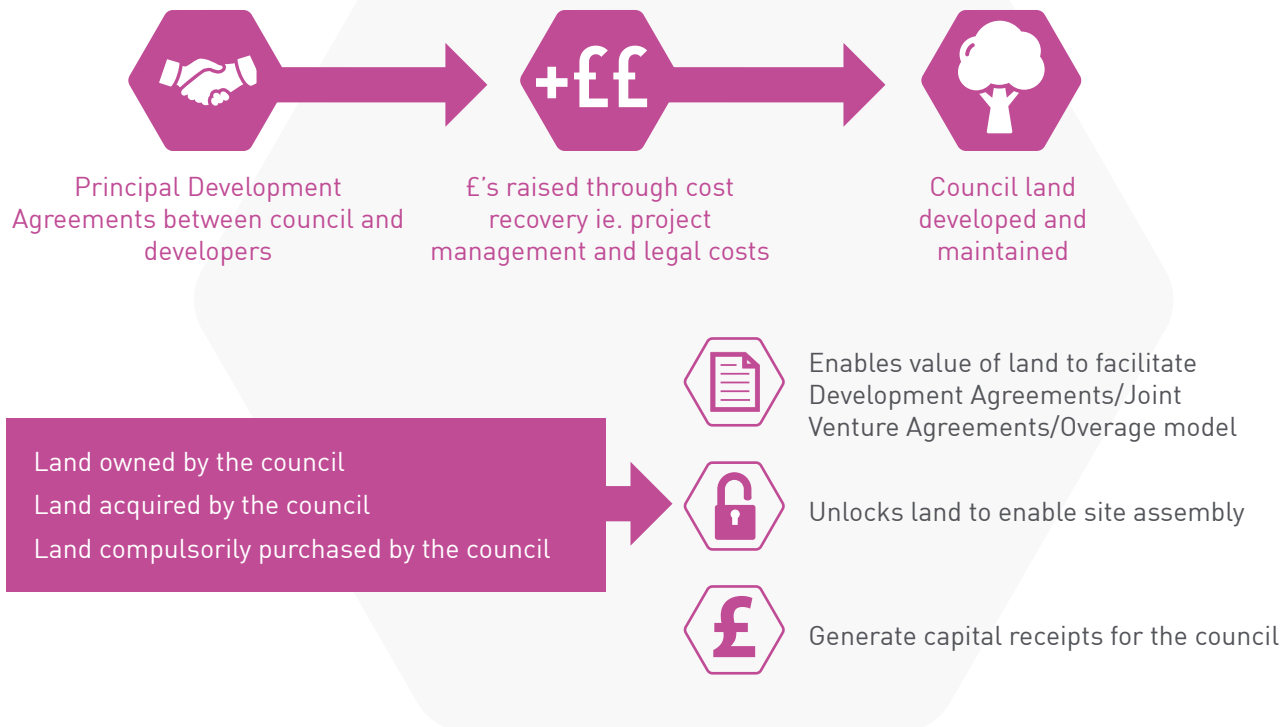
The council also raises substantial non-recurring (one-off) income that is re-invested in individual schemes across the borough.

Development Agreements

Through Principal Development Agreements or Regeneration Agreements, between the council

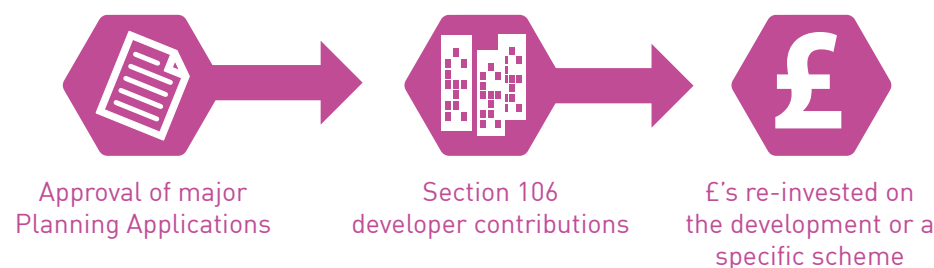
and developers, funding is raised from developers towards the cost of land. In this model, developers provide funding and the council provides the land either through a joint venture, a Development or Regeneration Agreement. Through this approach, project management and legal costs are funded by the developer minimizing the cost to the council. As a result, council land is developed and maintained.

How Principle Development Agreements work



Section 106 contributions

Planning obligations are private agreements made between a local authority and developers and can be attached to a planning consent. Through obligations, developers provide funding in cash or non-cash for infrastructure and services, which may be on or off the development site. See Appendix 1 for the level of investment across the borough.



Community Infrastructure Levy payments

The council also raises funding from Community infrastructure Levy, a planning charge introduced by the Planning Act 2008, as a tool to assist local authorities to deliver infrastructure projects that enhance developments.

The existing regeneration programme will leverage over £100m of Community Infrastructure Levy (CIL) payments from developers. To date, £8.2m in CIL funding has been raised from developer contributions.

Alongside the two Growth, both Mill Hill East and West Hendon are raising significant income for the borough in New Homes Bonus government funding and CIL payments.

Additional income will be raised from schemes currently in their early stages including Upper and Lower Fosters and the development pipeline schemes.



Approval of major Planning Applications

Community Infrastructure Levy payments

£'s re-invested on infrastructure schemes

Infrastructure and community benefits

We maximise the opportunities growth and development bring by negotiating non-financial contributions with developers, as part of S106 agreements.

As a result of the investment we receive, we can start to influence and shape outcomes for the regeneration areas and across the borough. To ensure that regeneration is beneficial to the boroughs growing population, a proportion of the S106 contributions is retained for:

All the live regeneration schemes are generating added value through non-financial contributions from developers.



Employment and training initiatives such as Employment and Skills Actions Plans for Brent Cross



Build new schools and community facilities such as Millbrook Park School in Mill Hill



Provide new or improved public transport, for example to the new Colindale council offices, and



Provide new or improved roads such as east-west link route at Millbrook Park



West Hendon has 9 including Education and Training, a Travel Plan, SSSI mitigation measures and affordable housing



Dollis Valley has 10 including affordable housing, tree planting, Education, highway works and Open Spaces provision



Colindale - Beaufort Park, Peel Centre and Colindale Barnet and Southgate College both have affordable housing, highway works, a travel plan and health centre floorspace



Mill Hill and Grahame Park have 4 obligations each - affordable housing, highway works, a travel plan and a CPZ



Community centres have been provided at Dollis Valley, West Hendon, Beaufort Park and Stonegrove. Will also be provided at Grahame Park and Peel Centre (Colindale)



Education and training will also be provided at all the schemes.

Delivering housing in Barnet

Priority Regeneration Estates

Dollis Valley

- 631 homes by 2022, delivered 164 to date
- Total net 191 new homes

Stonegrove Spur Road

- 999 new homes by 2018, delivered 995 to date
- Total net 396 new homes

West Hendon

- 2,192 homes by 2028, delivered 552 to date
- Total net 1,543 new homes

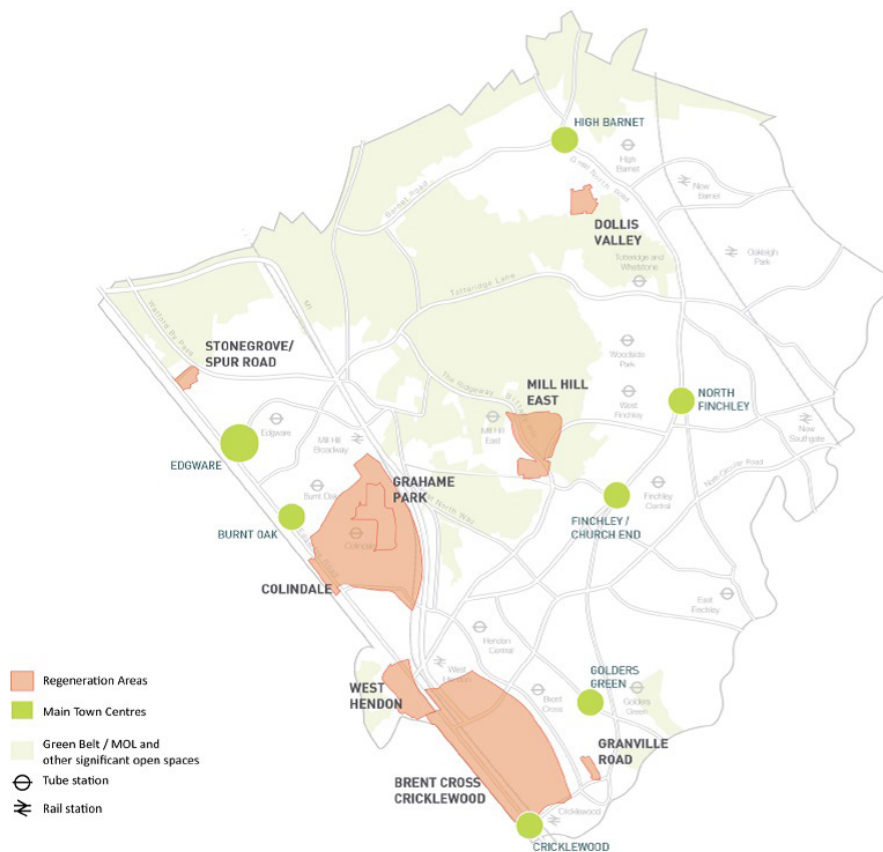
Growth Areas

Brent Cross Cricklewood

- 7,500 new homes over the next 25 years, first phase to deliver 1,950 by 2027

Colindale (including Grahame Park)

- Potential for more than 10,000 new homes across the site
- Approved development for c7,500 new homes
- Potential for 2,756 homes by 2027 in Grahame Park, 685 delivered to date



Infill development sites

Granville Road

- 132 homes by 2022

Upper and Lower Fosters

- Up to 200 homes by 2022

Development Pipeline

- 500 homes by 2021, including 179 extra care homes

Neighbourhood Planning Area

Mill Hill East

- 2,240 homes by 2025, delivered 559 to date
- Total net 2,240 new homes

Better Places

5 new primary schools, 1 new secondary school plus 2 re-provided secondary schools

1 replacement Library and College ie. Barnet & Southgate College (Grahame Park)

4 new and replacement nursery facilities

19 new and improved parks across the borough

4 new and replacement district energy centres

1 replacement bus station

An additional Thameslink station at Brent Cross Cricklewood and 2 improved stations (Mill Hill and Colindale)

A new town centre at Brent Cross Cricklewood

6 new community centers - Hope Corner (Dollis Valley), OneStonegrove (Stonegrove), new community hub (West Hendon), 'Unitas' Youth Zone (Colindale), two new centres at Brent Cross Cricklewood (South)

More Jobs

Over 90,000 sqm of new retail and work space

Skills and training opportunities, for example, 'Workfinder' and 'Outreach Support' programmes

New apprenticeship opportunities, with X starts delivered in 2017/18

Supporting small businesses, for example, through 'Affordable Workspace' initiative

New and better homes

All new homes built to modern standards

Variety of housing types to address full range of income levels and housing needs

Mixed developments with balance of household sizes, tenures, and types (flats, houses, extra care)



Place-making in progress - Growth Areas

Growth Areas- Brent Cross Cricklewood

Ward: Childs Hill, Golders Green, West Hendon

Overview

At 151 hectares, Brent Cross Cricklewood is one of the largest regeneration schemes in Europe.

With an investment of £4.5 billion, comprehensive re-development and phased improvements are planned to take place over the next 20 years. Proposals include a new town centre, a residential quarter and expansion of the Brent Cross shopping centre.

This growth will be underpinned by a brand new Thameslink railway station linking the new neighbourhood to central London in less than 15 minutes. The area will also be served by improved transport links including a new bus station.

Uniting the areas north and south of the North Circular, the redevelopment of Brent Cross Cricklewood will provide a vibrant place to live and work and contribute to the long term prosperity of the borough.

The development of Brent Cross Cricklewood will deliver 7,500 new homes and up to 27,000 new jobs. At least 15% of new homes provided will be affordable in addition to the replacement homes for Whitefield Estate.

Given the scale of this development, the council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

7,500
new
homes



27,000
new
jobs

Brent Cross North

By 2022, Brent Cross Shopping Centre will double in size, house new leisure facilities, three department stores, over 200 new retail stores and a variety of public spaces. The reinvented shopping complex will compete with other major shopping centres in the London area.

Alongside much needed works to local roads and junctions, two new bridges over the A406, including a 'Living Bridge', will provide dedicated pedestrian walkways, cycleways and bus lanes.

Redevelopment also includes 800 new mix tenure homes with replacement homes for residents living in the Whitefield Estate.

How long will the scheme take?

Transformation of the Brent Cross shopping centre is expected to complete in 2022, subject to programme confirmation by developer.

What's been delivered so far?

Planning approval for the shopping centre expansion achieved in October 2017. Barnet Homes have successfully rehoused secure tenants from a sheltered unit to suitable alternative homes elsewhere in the borough. Completion of early works including evasive species and vegetation clearance around shopping centre.

What's happening next?

Commencement on site of early works is planned in the third quarter of 2018, with main works commencing on site in early 2019.

Barnet's Partners:

Hammerson UK and Standard Life Ltd, owner and developer of the Brent Cross Shopping Centre and Registered Provider London and Quadrant (L&Q) to deliver and manage the replacement homes for the Whitefield Estate residents.



Brent Cross South

A mixed use development will take place to the south of the North Circular, a 72ha site which will deliver 6,700 new homes and almost 3 million sq. ft. of offices. Connected to the Brent Cross shopping centre by a new bridge over the North Circular, the new town centre will be at the heart of the Brent Cross Cricklewood regeneration.

A cluster of new office buildings around the new Thameslink station and small business spaces adjacent to the new high street will make Brent Cross South a place ideal for business-start-ups.

The residential quarter will benefit from new and improved schools, community, health and leisure facilities, and improved open space. In creating a regional town centre, priority will be given to sustainable transport modes including rail, bus, cycling and walking.

Over the next few years, a new neighbourhood will emerge, creating an inclusive place for business and residential communities to prosper.

How long will the scheme take?

Development will be delivered between 2018 and 2030. This first phase delivering new and replacement housing, new retail and open spaces will be complete in 2025.

What's been delivered so far?

The council and developer have approved how the first phase of the development will take shape. Planning application for first plot within the first phase of development submitted to Local Planning Authority for consideration.

What's happening next?

Planning application for three more plots within the first phase to be submitted in October 2018, with start on site anticipated at end of 2018. Brent Cross South Phase 1BS application approved at Planning Committee in Feb 2018.

Barnet's Partners:

Master developer Brent Cross South Limited Partnership, a Joint Venture between Argent Related and Barnet council. Registered Provider London and Quadrant (L&Q) to manage the new replacement homes for the Whitefield Estate.



Brent Cross Thameslink

Located between Cricklewood and Hendon, a new Thameslink station, 'Brent Cross West', will provide on-the-door access to the new Brent Cross South neighbourhood.

With 8 trains per hour* into central London at peak times, it will take just 12 minutes to reach King's Cross St Pancras, central London's best connected transport hub.

The new Thameslink station will also provide a much needed east-west link across the railway lines. A new vehicular and pedestrian bridge across the Midland Main Line will enable access to adjacent neighbourhoods for the first time.

The new station will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work.

Wider works are planned alongside the station development, including a replacement Waste Transfer Station and Rail Freight Facility. Relocation of these facilities from the east to the west side of the railway will release railway land for development.

How long will the scheme take?

Rail related works are set to start in the third quarter of 2018 and the new station will be complete and operational by 2022.

Replacement works for the Waste Transfer Facility are expected to start in 2019 with completion in early 2020.

What's been delivered so far?

Re-phasing of Thameslink works to bring forward station opening to 2022 (from 2031). Approval of the Rail Freight Facility planning application to provide replacement rail track sidings, infrastructure and ancillary works and landscaping.

What's happening next?

Planning approval expected for the various elements of the project through 2018. Early works for the sidings will commence in mid-2018 with main works starting in Q3 2018.

Barnet's Partners:

Thameslink station is being delivered by the council, working with Network Rail to develop the design in collaboration with Argent Related to integrate the station with the Brent Cross South scheme. Grant funding is being provided by HM Government and the Greater London Authority.

DBCargo will be delivering the new freight facility. North London Waste Authority and London Energy Limited will be operating the new Waste Transfer Station.



At a glance

	As it was	As it is going to be
HOUSING	<p>Whitefield Estate - characterised by 3 tower blocks, 3 low rise blocks, a centre comprising a day centre, residential care home and sheltered housing scheme, maisonettes above shops several houses</p> <ul style="list-style-type: none"> 132 residential properties 	<ul style="list-style-type: none"> 7, 500 new homes including replacement homes for the Whitefield Estate (157 units)
EDUCATION	<ul style="list-style-type: none"> Whitefield Secondary School, Mapledown Special School and Claremont Primary School 	<ul style="list-style-type: none"> New Claremont Primary School and replacement Whitefield Secondary and Mapledown Special Schools
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> The M1 motorway extending to the north from the northwest of the site The A406 North Circular Road which passes through the regeneration area The A5 Edgware Road is a north-south route alongside the west boundary of the site The A41 Hendon Way is a north-south route alongside the east boundary of the site The A407 Cricklewood Lane is an east-west route located to the south of the area The National Rail lines which pass along the western edge of the site The nearest London Underground Stations, Brent Cross and Hendon Central on the Northern Line 	<ul style="list-style-type: none"> New Thameslink mainline station – ‘Brent Cross West’, <ul style="list-style-type: none"> 12 minutes to reach King’s Cross St Pancras 15 minutes to Crossrail (Farringdon) 8 trains an hour in both directions during peak hours*, services will be from / to St Albans and Luton *Current proposals New ‘Station Square’ public transport interchange A relocated and enlarged bus station at Brent Cross shopping centre, with new and improved bus routes Two new bridges over the A406 to improve links between Brent Cross shopping centre and the new town centre: <ul style="list-style-type: none"> A new pedestrian ‘Living Bridge’ Replacement Templehof Avenue bridge Junction improvements on the M1, A5, A406 (the North Circular), A407 and A41 Replacement waste transfer station and Network Rail Freight Facility Relocated rail sidings
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> Hugely varied land use currently covering several sites and plots in different ownership over a substantial land area from Whitefield Estate to Brent Terrace Consists of typical industrial estates, buildings, and premises under railway arches Typical car garages and sales, light industrial uses, substantial railway land, a retail park, storage (B8) uses, B1 uses (light industrial), Also B2 uses (Manufacturing), open yards 	<ul style="list-style-type: none"> Expanded Brent Cross Shopping Centre <ul style="list-style-type: none"> 1.9 million sq. ft. of retail and leisure space 3 anchor department stores New cinema complex and hotel 60 Restaurants and cafes Over 200 new retail brands Cater for c20 million shoppers per annum by 2022 New Brent Cross South town centre <ul style="list-style-type: none"> 0.5 million sq. ft. retail and leisure including a new high street 3 million sq. ft. of offices First office buildings will open in 2022 – coinciding with the arrival of the new Thameslink station Space for up to 27,000 new jobs over the lifetime of the project
COMMUNITY	<ul style="list-style-type: none"> Hendon Leisure Centre 	<ul style="list-style-type: none"> Re-provision of Hendon Leisure centre and additional sports, leisure and recreation service provision <ul style="list-style-type: none"> 2 new community centres 3 new children’s centre and child care facilities Library Permanent health centre
SUSTAINABILITY	<ul style="list-style-type: none"> Reliance on movement of freight by road, adding to congestion 	<ul style="list-style-type: none"> Replacement waste transfer facility will be more efficient and environmentally friendly increasing movement of freight by rail New Energy Centre
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> 5 acres of green open space at Claremont Park and Clitterhouse Playing Fields 	<ul style="list-style-type: none"> 7 new and improved parks plus 8 public squares, including: <ul style="list-style-type: none"> Improvements to Sturgess Park, Clitterhouse Playing Fields and Claremont Park New ‘Brent Riverside Park’ New ‘Market Square’ linking the new Living Bridge and improved Clitterhouse Playing Fields

Colindale

Ward: Colindale

Overview

With a potential for more than 10,000 new homes, Colindale will make the largest contribution to housing in the borough over the next 10 years. Already major mixed use residential schemes have been completed, totalling 4,084 homes built to date.


Redevelopment is focused on three key roads surrounding Colindale tube station, Colindale Avenue, Aerodrome Road and Grahame Park Way.

Housing growth will be served by improved public transport services and high quality open spaces. Plans for the reconfiguration of the Colindale tube station will provide enhanced capacity and step-free access to meet demand. Colindale Avenue will benefit from enhanced public spaces and mixed use properties.

The new neighbourhood will be better connected with accessible, safe and attractive walking and cycling routes, connecting new and existing communities and links through to the tube station, bus stops and residential neighbourhoods.

SPOTLIGHT ON

Montrose and Silkstream parks will benefit from new play areas, improved sports provision, lit cycle ways and improved pedestrian access and crossing points, with works due to complete in early 2020. A purpose built Youth Zone at Montrose will provide activities for young people. With start on site in February 2018 the facility will open in March 2019



Rushgrove Park links to the Peel Centre development in Colindale

Colindale Park is located opposite the Colindale tube station and plans are tied to the aspirations for Colindale Avenue

TRANSFORMATION OF COLINDALE PARKS AND OPEN SPACES

The Council's Open Space Strategy 2016-2030 identifies open spaces in Colindale in need of an upgrade- Rushgrove, Colindale, Silkstream Parks and the

Montrose Playing Fields. The intended work brings together four underused parks and open spaces into joined-up green spaces.

How long will the scheme take?

The Colindale Area Action Plan shapes the developments within the area. In line with this, the council will continue to commission infrastructure works and improvements to public space to support the housing development over the next 10 years.

What's been delivered so far?

Completion of masterplans for Colindale, Rushgrove, Montrose and Silkstream parks with planning approval gained for works at Montrose and Silkstream parks.

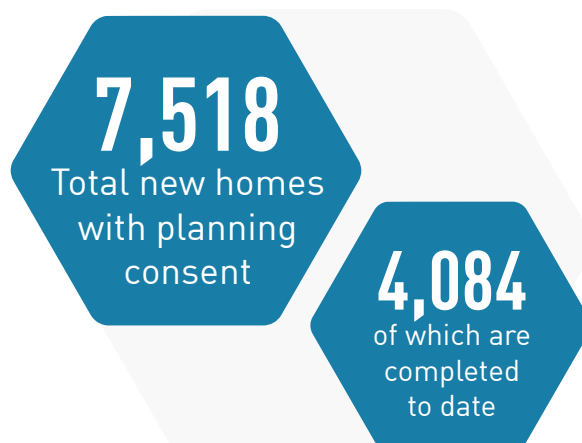
What's next?

Agree Colindale tube station development works with Transport for London (TfL). Junction improvement works on Bunns lane to commence in 2018, pending service diversions. Montrose and Silkstream parks start on site autumn 2018 with completion expected in early 2020.

Barnet's Partners:

Transport for London (TfL) to deliver the Colindale station works. Majority of housing in Colindale (excluding Grahame Park) is being delivered by private developers. Key sites and partners for housing delivery are:

Site	Developer	Housing delivery
Former Colindale Hospital site – (scheme marketing name 'Pulse' development)	Fairview	714 new homes (completed Feb 2017)
Former British Newspaper Library – (scheme marketing name 'The Edition')	Fairview	395 new homes under construction of which 337 completed to date
Beaufort Park	St. George PLC	2,800 new homes under construction by 2024, of which 2,293 completed to date
Peel Centre Site (25.5 ha) – (scheme marketing name 'Colindale Gardens')	Redrow	2,800 new homes under construction by 2026/27, of which 133 completed to date
Former Barnet & Southgate College Site – (scheme marketing name 'Trinity Square')	Barratt Homes	396 new homes under construction of which 194 completed to date
Zenith House	Genesis	309 new homes completed (Mar 2014)
Former Brent Works – (now Mornington Close, NW9)	Fairview	104 new homes completed (Oct 2012)



At a glance

Category	Outcome
HOUSING	<ul style="list-style-type: none"> Potential for more than 10,000 new homes across various sites
EDUCATION	<ul style="list-style-type: none"> Two new and expanded primary schools – Blessed Dominic Primary School and Orion Primary School One new secondary school – North London Grammar School Barnet College relocated to Grahame Park in a newly built campus
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> Improvements to key junctions and roads (Bunns Lane, Montrose /A5 and Colindale Avenue/A5) Reconfiguration of Colindale tube station, with step free access (new lifts, level platforms and spacious forecourt) Improvements to bus service links – proposal to extend 125 bus service route from Finchley Central to Colindale Station New pedestrian and cycle bridge linking Montrose Park to the hospital site and tube station Review existing Controlled Parking Zones (CPZ) and implement a new CPZ
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> 500-1,000 jobs in accordance with strategic and local planning policy Beaufort Park developer has <ul style="list-style-type: none"> Delivered 8 apprenticeship placements Achieved 218 site visits from schools across Barnet Attended 3 careers/jobs fair in Colindale Peel Centre developer has <ul style="list-style-type: none"> Delivered 4 Graduate and 2 Trainee placements Fulfilled 6 work placements for 14-16 year olds 9 apprenticeship placements ranging from construction to commercial qualifications – of which two have secured full time roles Training Programme - 'Towards Employment Outcomes'- being delivered on a termly basis
HEALTH & WELL BEING	<ul style="list-style-type: none"> Improved green spaces and play spaces New health facilities at Peel Centre site
COMMUNITY	<ul style="list-style-type: none"> New state of the art 'Unitas' Youth Zone in Montrose Playing Field – activities for young people (aged 8-19 years or up to 25 for those individuals with a disability)
SUSTAINABILITY	<ul style="list-style-type: none"> 100% of new homes built to EcoHomes Standard (Code Level 4) and to Lifetime Homes Standards 100% of new homes will be sustainably built to BREEAM standards New Energy Centre delivering heating and energy, fuelled by renewable biomass fuel in a sustainable and cost effective way
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> Improvements to Colindale, Montrose, Rushgrove and Silkstream parks Public realm improvements at Colindale Avenue and Grahame Park Way
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> S106 - £18.3m CIL - £28.2m, received £4.6m to date New homes Bonus - £28.6m

Grahame Park

Ward: Colindale

Overview

Grahame Park in Colindale is Barnet's largest housing estate, built in the 1960's and 1970's. It comprises an area of approximately 35ha with 1,777 houses all built around a central 'Concourse'.

Plans are underway to create a more outward looking neighbourhood with new 2,756 mixed tenure homes, community facilities with accessible road, pedestrian and cycling networks.

Transformation of the estate is taking place over the next 15 years providing an improved layout and connection to the surrounding area, linking homes and services with other developments in Colindale.

How long will the scheme take?

Re-development is phased over the next 15-20 years.

What's been delivered so far?

To date 685 new homes have been built, of which 385 are affordable. A new 'City Square' (on Bristol Avenue) already plays host to a new Library, Centre for Independent Living, retail store, Barnet and Southgate College and will soon see the completion of the Council's new offices providing accommodation for over staff currently based at North London Business Park and Barnet House. Developed initial design for improvements to Heybourne Park. 685 homes (385 affordable) have been built by March 2018.

In January 2018, the Mayor of London gave direction to refuse the planning application for the 'Concourse' to provide approximately 1,000 new homes, new roads and open spaces and a major new community hub facility. A revised application is now required from developer Genesis.

What's happening next?

Preparation of planning application for a mixed use development opposite the new council offices with an anticipated start on site in 2019.

Barnet's Partners:

Genesis Housing Group as both the developer on site and Registered Provider.



At a Glance

Category	Outcome
HOUSING	<ul style="list-style-type: none"> Wider choice of housing type and tenure - 2,756 new homes (over 800 social rent and 1,600 private sale)
EDUCATION	<ul style="list-style-type: none"> Barnet and Southgate College relocated in Grahame Park in a newly built campus Replacement library co-located with Barnet Southgate College
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> New road, pedestrian and cycling network Improvements to existing bus services
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> New retail and commercial floor space New council office Genesis Housing Enterprise programme - 2 courses run to date, 7 Grahame Park residents have established business Workfinder Programme participants- 58 local residents 8 Apprenticeship opportunities being delivered supported by S106 Outreach Service in Grahame Park has <ul style="list-style-type: none"> Delivered 10 work experience placements Supported 13 business start ups Supported 17 people into employment Given access to 188 local residents to training courses
HEALTH & WELL BEING	<ul style="list-style-type: none"> New Centre for Independent Living Re-provision of health centre and GP surgery
COMMUNITY	<ul style="list-style-type: none"> Re-provision of Children's Centre/ nursery Re-provision of community facilities
SUSTAINABILITY	<ul style="list-style-type: none"> 100% energy efficiency improvement through all new homes built 100% of new homes to meet Decent Homes Standard and new Buildings Regulations 2015 New Energy Centre to replace existing facility
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> Improvements to Heybourne Park – a pivotal green space in the area that will need to fulfil many roles for the new community
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<p>S106 - £7.8m CIL - £6.5M New homes Bonus - £7.2M</p>



Place-making in progress - Neighborhood Planning Area

Mill Hill East

Ward: Mill Hill

Overview

The former RAF Inglis Barracks in Mill Hill is being redeveloped to provide new affordable and private homes. Located on the edge of Mill Hill's conservation area, Millbrook Park is an exemplary Public Private Partnership creating a high quality new suburb at the heart of NW7.

The Inglis Consortium of landowners, of which the council is a member, is involved in enabling site decontamination, building infrastructure and selling the serviced parcels of land. The Consortium vets bids from developers taking into consideration price, design and credibility in the market place. The developers are then responsible for house building in line with planning consents.

Land sales are part of the continuing transformation of the former army barracks and the council's waste depot site into a new sustainable community. The 40ha site has planning consent for 2,240 new homes, a primary school, local shops, a district energy centre and almost 6ha of parks and open spaces.

How long will the scheme take?

Land sales started in 2012 and have since accelerated due to demand from developers, with the final land sale due in 2018. Developers will continue house building over the next 5-10 years.

What's been delivered so far?

To date 9 parcels of land sold including the sale of land to Barry M Cosmetics for the expansion of its commercial premises.

Demolition of the council's waste depot and delivery of 85% of new infrastructure across the site, including new roads and utilities. 559 housing completions to date (of which 73 are affordable).

What's happening next?

The final land sale will be completed in 2018. The remaining necessary infrastructure will be delivered on site.

Construction of a new 530 sqm district energy centre, located in the public square opposite Mill Hill East station, to commence in mid-2019 delivering heating and energy in a sustainable and cost effective way.



Inglis Consortium LLP : London Borough of Barnet, VSM Estates Ltd and Annington Property Ltd – primary landowners of the former RAF Inglis Barracks in Mill Hill

Category	Outcome
HOUSING	<ul style="list-style-type: none"> • 2,240 new homes (1,891 private sale, 349 affordable)
EDUCATION	<ul style="list-style-type: none"> • A new three-form entry primary school - Millbrook Park School • Work placements created and 4 apprenticeship placements secured in 2017/18
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> • Upgrade Mill Hill East Tube Station and enhanced bus services • Improvements to key junctions in the area and new access roads • East-West link route; junction improvements at Bittacy Hill/Frith Lane and Holders Hill Circus
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> • 3,470 sqm employment space • 1,100 sqm town centre retail space • Creation of 500 jobs • Conversion of the former officer's mess building into mixed uses, including 15 homes • 15 apprenticeship placements since 2014/15
COMMUNITY	<ul style="list-style-type: none"> • Community facilities at Millbrook Park School • 3rd Generation (3G) artificial grass multi use games area
SUSTAINABILITY	<ul style="list-style-type: none"> • New permanent energy centre • Relocation of the council's depot and recycling facilities • New sustainably built homes (to EcoHomes Standard Practical Code Level 4) • Highly sustainable commercial buildings (built to BREEAM Excellent standard)
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> • 4 new parks and open spaces including Panoramic Park, Officers Mess Gardens, Central Park and Eastern Park • A new public square opposite Mill Hill East station, to be known as 'Millbrook Plaza'
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> • S106 - £19.9m • Non-financial obligations – Affordable Housing, Highway works, Travel Plan • Non-financial S106 Obligations – Affordable Housing, Highway Works, Travel Plan • CIL - £10.1m • New Homes Bonus - £7.1m



Place-making in progress - Priority Regeneration Estates

Dollis Valley

Ward: Underhill

Overview

Comprising 10.4ha, the Dollis Valley estate was in decline for many years, isolated from services and the surrounding area, poorly designed and with poor transport. The re-branded development of 'Brook Valley Gardens' challenges the 'estate feel' and provides a new integrated community. Existing sub-standard properties are being replaced with new mixed tenure housing built to modern standards.

The emerging Brook Valley Gardens features new green spaces, a community centre and pre-school nursery. These facilities, complemented by programmes to fund local initiatives, strengthen the existing Underhill community and provide employment and training opportunities for local people.

How long will the scheme take?

Phased development is expected to complete by 2024.

What's been delivered so far?

To date, 164 new homes have been built and a new 'Hope Corner' community centre with nursery school facilities was officially launched in 2016.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

What's happening next?

Determination of the planning application for the next phase to deliver 117 homes, of which 43 will be affordable (38 social rented and 5 intermediate). Construction programme will likely take 24 months once a start on site date has been agreed with the developer.

Barnet's Partners:

Developer Countryside Properties and Registered Provider London and Quadrant.



Category	Outcome
HOUSING	<ul style="list-style-type: none"> Demolition of Homefield, The Ridge, Garrowsfield, Mill Bridge housing blocks Additional homes and improved tenure choice: <ul style="list-style-type: none"> 631 new mixed tenure homes (384 private, 17 shared equity and 230 social rented) 40% affordable housing
EDUCATION	<ul style="list-style-type: none"> Recruitment of ten apprenticeships over the duration of the scheme
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> A new extended bus service for the Brook Valley Gardens locality Replacement of the old pedestrian areas with through roads New access from Mays Lane
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> Education and Learning Hub launch - Access to apprenticeships, work tasters, placement days, non-construction training, English speaking classes Careers Fair (August 2017) attended by 6 Employers and 3 Training Providers Employment skills drop in sessions offer at community centre twice weekly
COMMUNITY	<ul style="list-style-type: none"> New multi-purpose community centre 'The Hope Corner', including a community cafe New nursery (25 places for under 5s)
SUSTAINABILITY	<ul style="list-style-type: none"> 100% of new homes built to EcoHomes Standard (Code Level 4) and to Lifetime Homes Standards 100% of new homes will be sustainably built to BREEAM standards Investment from property leases into long term maintenance of a high quality estate
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> Landscaped and secured public amenity spaces Creation of a garden suburb, play areas and traditional streets
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> S106 - £1.52m Non-financial obligations – Affordable Housing, Education, Highway works, Training, Community Centre, Bridges, Travel Plan, Open Spaces, Tree Planting Cycle and Pedestrian Provision, Council Covenants CIL - £4.7m New Homes Bonus - £3.2m

Stonegrove Spur Road

Ward: Edgware

Overview

Stonegrove Spur Road has set the standard for our approach to neighbourhood regeneration. As the first regeneration project in the borough nearing completion, this 12ha site has been reconnected with the surrounding area. Having replaced the ageing tower blocks on Stonegrove and neighbouring Spur Road estates, the new neighbourhood now boasts a modern Church and parsonage and a community facility at its heart.

The development comprises of nearly 1,000 houses built to modern standards, high quality public open spaces and communal gardens.

The schemes' good design and affordable housing provision has been recognised with:

- receipt of Architectural Award and award nominations for excellent neighbourhood design;
- receipt of ongoing positive feedback from Stonegrove's residents of their experience of living in a regenerated neighbourhood;
- and in November 2017 a visit from Prime Minister Theresa May to commend Barnet Council for its record on building affordable homes.

The exemplar Stonegrove and Spur Road development provides an inspiring place to live with a strong sense of place which gives residents both a stake and a sense of pride in their neighbourhood.

What are the timescales for this scheme?

Spanning over 13 years, the development is due to complete in May 2018.

What's been delivered?

Residential tower blocks and St Peter's Church, Community Hall and parsonage have all been demolished. Construction of One Stonegrove, a purpose built joint facility incorporating St Peter's Church and a community centre with nursery and café. The facility is being run and managed by the Stonegrove Community Trust.

995 new houses built to date.

Scheme was shortlisted for the Inside Housing "Best affordable Housing Development" in November 2017.

Barnet's partners:

Developer Barratts and Registered Provider Peabody (formerly Family Mosaic).





Category	Outcome
HOUSING	<ul style="list-style-type: none"> • 999 Mixed tenure estate <ul style="list-style-type: none"> • 519 for private sale • 480 affordable homes (330 social rented homes, 139 shared ownership, 11 shared equity) • Equates to 48% affordable housing provision
EDUCATION	<ul style="list-style-type: none"> • Re-provision of school and sports facilities (London Academy) as part of phase 0 (prior to the Principal Development Agreement)
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> • New roads and improvements to Spur Road and Green Lanes, Spur Road and Stonegrove • Pedestrian and cycle routes across the site linking into existing networks in the surrounding area
COMMUNITY	<ul style="list-style-type: none"> • New Church and Community Centre, nursery and café and smaller community rooms to rent • Establishment of the One Stonegrove Trust to manage the community facilities
SUSTAINABILITY	<ul style="list-style-type: none"> • 100% of new homes to meet Decent Homes Standard and new Buildings Regulations 2015 • 100% of new homes will meet the EcoHomes standard (Code Levels 4 and above)
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> • Traditional streets and communal spaces
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> • S106 - £856,000 • Non-financial obligations – Affordable Housing, Highway works, Travel Plan • CIL - £3.2m • New Homes Bonus - £1.4m • Non-financial S106 Obligations – Affordable Housing, Highway Works, Travel Plan

West Hendon Estate

Ward: West Hendon

Overview

Located to the south-west of the borough, the West Hendon estate comprises an area of 12.76ha. The estate sits between a section of the A5 Edgware Road (The Broadway) and the Welsh Harp Reservoir, a Site of Special Scientific Interest (SSSI).

With the ambition to create a thriving new neighbourhood, re-development is underway to replace existing homes with over 2,000 high-quality houses – surrounded by improved public space and transport links, thriving shops and businesses, a community centre and a new primary school.

How long will the scheme take?

Re-development is phased over a 17 year period, with all new homes expected to be complete by 2028/29.

What's been delivered so far?

Construction started in 2011 with 552 new homes built to date. A new interim hub provides residents continued access to a community space until a permanent facility is delivered at a later stage.

Achieved planning consent for a new landmark facility, the new Phoenix Canoe Club. This will fully exploit the benefits of the Welsh Harp as an asset for water sports and recreational activities.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

What's happening next?

In addition to housing delivery, development will provide new commercial units and junction improvements along the A5 (removing the bus lane and widening of Station Road).

Barnet's Partners:

Developer Barratt Metropolitan LLP



Category	Outcome
HOUSING	<ul style="list-style-type: none"> Demolition of existing 649 homes Additional homes and improved tenure choice: <ul style="list-style-type: none"> 2,192 new homes - a net gain of 1,562 on the existing site 25% affordable housing
EDUCATION	<ul style="list-style-type: none"> A three-form entry community school for around 400 pupils A new early years centre Construction Skills Certification Scheme – 9 local residents completed training and accreditation, of which 4 secured employment
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> 2 new pedestrian bridges at Silk Stream and Cool Oak Lane connecting the estate to the surrounding open spaces Improvements along the A5 and Station Road and removal of the Perryfields Way roundabout Improved A5 crossings and pedestrian links to Hendon train station Highway improvements on West Hendon Broadway, Cool Oak Lane, Station Road, Herbert Road, Garrick Road and Wilberforce Road
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> Improved town centre and commercial hub with new shops at West Hendon Broadway 1,000 full time construction jobs and 126 full time jobs in new commercial and community centres 1766m2 commercial floorspace (Class A1-A5 & B1) to replace 1,073.19m2 existing commercial floorspace Careers Fair (August 2017) – Attended by 9 Employers and 12 Training Providers and other services 9 health and wellbeing workshops delivered by local residents of West Hendon estate 160 residents participated in Employment, Skills and Training programmes or Social, Health & Wellbeing activities ESOL and IT classes launched at the Hub
COMMUNITY	<ul style="list-style-type: none"> 29,083m2 of public and communal amenity space, a 20% increase in provision Demolition of existing non-residential buildings New ex-servicemen's club and new social club A new permanent community Hub A new Phoenix Canoe Club, providing facilities for waters sports (canoe, sailing) and other recreational activities
HEALTH & WELLBEING	<ul style="list-style-type: none"> Connecting the community to the benefits of the Welsh Harp Improved green spaces and play spaces Provision of a major sporting hub
SUSTAINABILITY	<ul style="list-style-type: none"> 100% of new homes will meet the EcoHomes standard (Code Levels 4 and above) 100% of new homes will be sustainably built to BREEAM standards
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> Improvements to York Park, West Hendon playing fields and Woodfield Park Creation of a green boulevard that will link York Park with the retail area of West Hendon Broadway Integration of the Welsh Harp Reservoir as part of extensive landscaping
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> S106 - £9.83m Non-financial obligations – Affordable Housing, Education, Highway works, Training, Community centre, bridges, SSSI Mitigation, Open Spaces, Travel Plan CIL - £10.2m New Homes Bonus - £8m Non-financial S106 Obligations – Affordable Housing, Education, Highway Works, Travel Plan



Infill Regeneration Estate and Sites

Granville Road

Ward: Childs Hill

Overview

Situated at the southern end of the Borough, the 1960's housing estate currently consists of three tall tower blocks, as well as three lower rise blocks. The quality of the estate is generally poor and it includes large areas of under-utilised and unstructured land.

There is potential to radically improve the estate environment and transform it into a desirable residential location for all tenures.

How long will the scheme take?

To be completed in 2021/22.

What's been delivered so far?

Planning consent obtained August 2016 for 132 new homes.

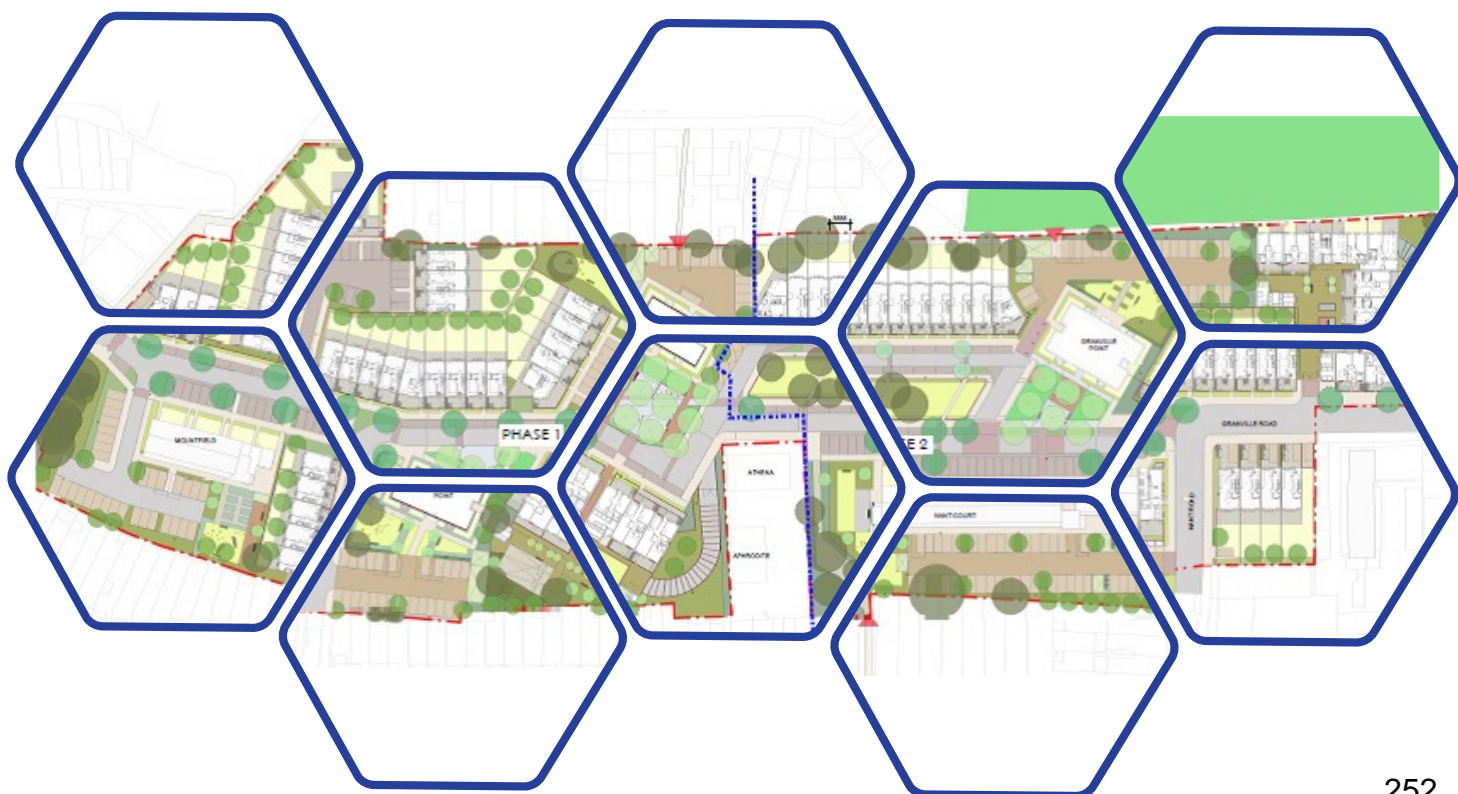
The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

What's happening next?

Expect to start on site 2018/19.

Barnet's Partners:

New Granville LLP, a joint venture between developer Mulalley and Registered Provider One Housing. Sherrygreen Homes (Mulalley's sister company) will market and sell the new homes.



Category	Outcome
HOUSING	<ul style="list-style-type: none"> Demolition of Beech Court to be replaced by new lower rise blocks and houses Additional homes and improved tenure choice: <ul style="list-style-type: none"> 132 new homes - 74 flats and 58 houses (25 affordable shared ownership)
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> 332 car parking spaces New streets to reconnect estate with Llanelly Road and Mortimer Close
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> Recruitment of at least 5 apprenticeships connected with construction and operation phases of the development
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> Improved public realm including new streets, play area and open spaces Sale of surplus land on the estate for development Reconfiguration of parking and amenity spaces (refuse, recycling and other storage facilities) All land to have designated use
SUSTAINABILITY	<ul style="list-style-type: none"> 100% of new homes to meet Decent Homes Standard and new Buildings Regulations 2015
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> S106 - £576,279 Non-financial obligations – Affordable Housing, Highway works, Training, Travel Plan CIL - £92,000 New Homes Bonus - £68,000

Upper & Lower Fosters

Ward: Hendon

Overview

Built in the late 1960's, the Upper & Lower Fosters estate currently occupies 3.06ha and contains 211 existing homes (Cheshire Hall). The estate is built to a relatively low density despite its proximity to Brent Street, a local high street good transport accessibility.

This presents an exciting development opportunity in a town centre setting to create additional affordable, market and extra care housing. The intention is to optimise the use of the currently underused land to develop up to 200 additional homes and includes the demolition of the existing sheltered housing, to be replaced by a new extra care development.

This pioneering scheme aims to showcase best practice in community participation within estate regeneration, and deliver an outstanding quality of architecture and urban design.

How long will the scheme take?

Currently at an early stage of concept design and based on the current programme, the scheme will likely start on site in early 2020.

What's been achieved so far?

A community steering group has been set up to ensure a successful co-design approach with input from residents, neighbours and community stakeholders. The design process has involved the local community from the very beginning and the approach has been developed through learning from best practice in the sector.

The emerging concept design includes extra care provision for elderly and vulnerable persons. A professional team has been appointed to take forward the concept design.

Secured £830,000 of project funding from government.

What's happening next?

Continue the co-design process, develop scheme designs and specifications with support of the community. Engage in early pre-planning application discussions with local authority.

Barnet's Partners:

To be confirmed on completion of the design stage.



Category	Outcome
HOUSING	<ul style="list-style-type: none"> • Additional high quality development comprising of up to 200 new residential units • Extra care housing to replace the existing sheltered housing in Cheshir House
HEALTH & WELLBEING	<ul style="list-style-type: none"> • Improvements to existing open spaces and road networks across the site
COMMUNITY	<ul style="list-style-type: none"> • Community participation in estate regeneration through co-design approach • Positive feedback from residents and local stakeholders in relation to the co-design process • Provision of community facilities linked to extra care housing provision
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> • Scheme has potential for: <ul style="list-style-type: none"> • New play facilities • Community gardening area • Improvements to currently neglected public realm/alleyway areas • New external lighting and CCTV provision • Clearer networks for pedestrians, cycle and car routes in and out of the estate • Provision of new car parking
SUSTAINABILITY	<ul style="list-style-type: none"> • 100% of new homes built to EcoHomes Standard (Code Level 4) and to Lifetime Homes Standards • 100% of new homes will be sustainably built to BREEAM standards
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> • Investment will be secured once planning consent is granted

Development Pipeline

Overview

The council owns surplus land and buildings across the borough that could be used to provide more housing and has embarked on a programme of developing these sites itself. By building mixed tenure housing on smaller council owned sites across the borough, the aim is to provide housing choices that meet the needs and aspirations of Barnet residents.

Through partnership working between Regional Enterprise (Re) and The Barnet Group, the current development pipeline includes building:

- new mixed tenure homes, with the affordable homes funded by private sales plus an overall profit for the council
- new homes for affordable rent on existing council land
- extra care schemes and wheelchair accessible units improving the housing offer for older and vulnerable people and thereby reducing demand for care
- private housing for rent, and
- acquisition of housing for affordable rent and temporary accommodation

Subject to planning consent, there are 28 proposed schemes in the pipeline to be built by The Barnet Group. In total these will deliver, 500 affordable homes, including 179 extra care units. 10% of the newly built homes will be wheelchair accessible. New builds will be let as affordable homes through the council's letting policy.

What's been delivered so far?

Opendoor Homes, a subsidiary of Barnet Homes, gained Registered Provider status during 2017 – allowing it to own land and develop housing in its own right, in partnership with the council. With plans to build and own 330 new affordable homes from 2017, developments are underway across the borough.

Elmshurst Crescent and Basing Way garages were the first schemes on site and will provide 27 new homes from August 2018. Ansell Court, our first extra care scheme, is currently on site with completion expected in December 2018.

Planning permission was granted in December 2017 for the Burnt Oak Register Office to be demolished and replaced by 30 new apartments for affordable rent. The registry office function has now been centralised at Hendon Town Hall. Submission of planning application to redevelop the Stag House site in Burnt Oak ward to provide 51 high quality extra care units in 2019/20.

What's happening next?

Majority of the schemes in the current programme are due to start on site in 2018/19. These schemes will provide c300 new affordable homes by 2020. These schemes will provide c300 new affordable homes by 2020.

Continue to work closely with our selected contractors to leverage added value into the schemes, ranging from apprenticeship placements to helping support local charitable initiatives.



SPOTLIGHT ON

All units will fall within the affordable rent tenure



4 units on the ground floor will be wheelchair accessible



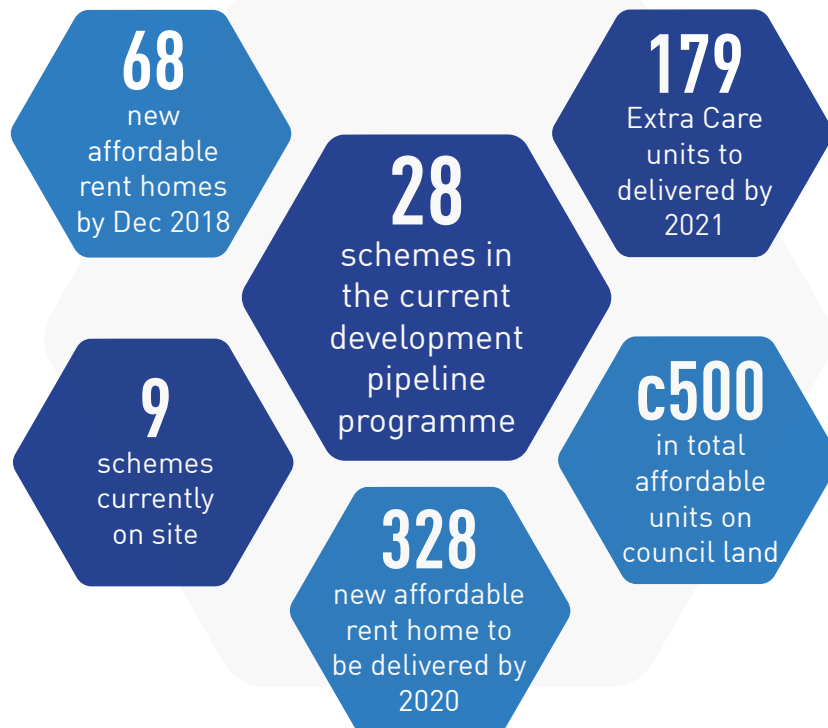
Landscaping of the site including retention of an ancient yew tree



Demolition of the existing buildings and erection of a 4-storey flat block comprising 11 flats and 2 houses (22 x 2 bed and 8 x 1 bed homes)



BURNT OAK REGISTER OFFICE



Improving the Housing Offer for older people and Vulnerable People

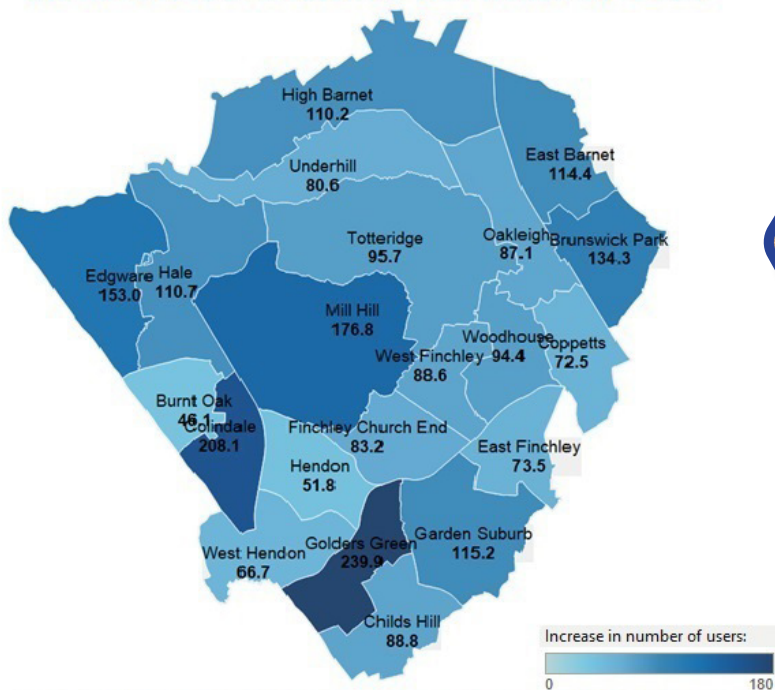
With an acknowledgement that Britain's population is ageing and that most of us are living longer, the borough is keen to cater for the current and future needs of all residents.

The council has embarked on an ambitious programme of developing state of the art housing for older people requiring Extra Care support – with the need arising from them being frail or having had a stroke or living with dementia.

Extra Care housing allows residents to live independently in their own flats, while accessing flexible 24-hour on site support.

Barnet is currently over reliant on residential care, in the absence of alternative forms of accommodation and support. As such there is an immediate need for well designed Extra Care housing for older people. Recent research shows that the need is also growing, with a significant increase in the number of additional service users by 2030. The highest increases in the number of service users over the next 15 years will occur in Golders Green, Colindale, Mill Hill, Edgware and Brunswick Park. 33% of the increase in places will occur in these wards.

The increase in clients per ward by 2030



Client increase for wards is calculated through distribution of Barnet client projections using POPPI & PANSI projections and GLA age and gender population projections. This distribution is calculated using the proportion of each age group living in each ward. The data shown in the maps is the median of the range of client numbers in each ward.

Barnet Homes has been commissioned to act as development agent on behalf of the council to develop a pipeline of affordable Extra Care housing.

In November 2016, a development pipeline of 227 Extra Care units was agreed by the council. Development is underway of our first extra care scheme in Mill Hill.

Combined with the extra care facilities at Stag House in Burnt Oak and the planned Upper and Lower Fosters site in Hendon, the proposed pipeline of affordable Extra Care facilities represents a good coverage of three wards across Barnet.

SPOTLIGHT ON

Flats will be let at affordable rents to attract those in unsuitable accommodation and who require varying degrees of support from Adult Services



Demolition of the previous buildings in November 2016, new build started on site February 2017 with completion expected December 2018



Facilities include a shared laundry room, multi-purpose day room including a hairdressing salon and an assisted ground floor bathing room



53 self-contained flats with communal areas such as a large lounge and cafeteria

ANSELL COURT (FORMERLY MORETON CLOSE) MILL HILL - DEMENTIA FRIENDLY EXTRA CARE SCHEME

At a Glance

- Sites identified for delivery of 500 affordable homes, including 179 extra care units
- Total value of the programme is c£130 million
- 10% of the newly built homes will be wheelchair accessible.
- Range of contractors being deployed to deliver the programme, including Small and Medium Enterprise (SMEs) builders
- Improvements to small scale and underused brownfield sites, bringing them into productive use



Enabling regeneration

Planning Policy

Overview

The Planning Policy Team is responsible for:

- shaping the future of Barnet through producing the Local Plan
- developing planning guidance to deliver the Local Plan
- monitoring change in Barnet including housing delivery
- engaging on planning at National, London, Borough and Neighbourhood level

The Local Plan controls how and where the council, public and private sector developers and businesses can build and operate. In this way growth and change are managed in a manner that maximises the benefits they bring to the borough whilst protecting the natural and built environment that residents cherish. The Local Plan provides the overarching local policy framework for delivering sustainable development.

It brings together a wide range of strategies and initiatives such as Entrepreneurial Barnet, One Public Estate, the Development Pipeline and the Community Asset Strategy into one clear and concise strategy for managing growth in Barnet. It reflects on how service delivery and the interfaces between the council and its partners are changing. Identifying the space to accommodate growth in terms of new homes, jobs, schools, community facilities and other supporting infrastructure, underpins the Local Plan.

As Barnet changes, it is important the Planning Policy Team keep the Local Plan as well as the more detailed planning documents that help to deliver it, up to date. A new single Local Plan document will look ahead to 2036 and integrate strategic policies, development management policies and site proposals in alignment with the new Mayor's London Plan as well as consistent with national planning reforms. It is intended that the draft Local Plan will be published for consultation in Autumn 2018 with the final plan to be adopted in late 2019.



PLANNING POLICY DELIVERY 2017/18 ACHIEVEMENTS

- Adopted Green Infrastructure Supplementary Planning Document (SPD)
- Adopted North Finchley SPD in Mar 2018
- Evidence base on new Local Plan underway
- Adopted Brownfield Land Register



PLANNING POLICY FOCUS IN 2018/19

- Reviewing the Local Plan – draft document anticipated Autumn 2018
- Developing a proportionate evidence base to support the new Local Plan – on-going
- Confirming Article 4 Direction to restrict change from office to residential use – draft anticipated mid 2018
- Maintaining Brownfield Land Register and developing process for Permissions in Principle – on-going
- Influencing the direction of the new London Plan – on-going
- Translating national planning reforms into practice – on-going

Major Projects

Overview

The Major Projects Team is responsible for:

- place-making planning, design and management of public spaces and how it interfaces with privately owned space
- dealing with and providing expertise on large and complex planning applications
- shaping the borough's growth and regeneration areas
- managing planning obligations and raising revenue for the council to be ploughed back into infrastructure and community facilities.

Barnet has an extremely busy planning service. The Ministry of Housing, Communities and Local Government (MHCLG) statistics place Barnet as the:

6th
busiest Local
Planning
Authority in
the country

2nd
busiest in
London

MHCLG statistics for Jul-Sept 2017:

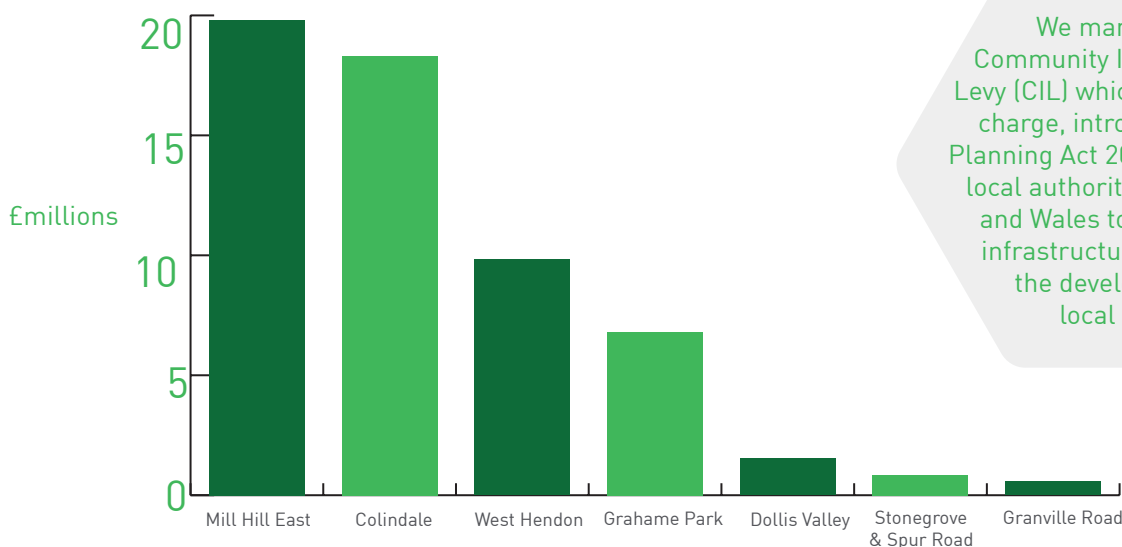
1	Cornwall	1,767
2	Westminster	1,619
3	Wiltshire	1,390
4	Birmingham	1,215
5	Leeds	1,133
6	Barnet	994

We manage planning obligations, also known as Section 106 (S106) agreements, which are legal agreements attached to a planning consent to lower negative impacts of development, or provide compensation or benefits to the surrounding area, to a local service, or an area elsewhere in the borough. These can be financial or non-financial and we monitor them to ensure agreements are fulfilled to secure the best end result for the community.

Through obligations, developers provide funding in cash or non-cash for infrastructure and services which may be on or off the development site.

Over £100m of S106 has already been agreed for growth and development schemes with planning permission. Over the lifetime of the existing regeneration programme with Brent Cross Cricklewood included, we will raise in excess of £100m.

S106 funding on schemes with planning permission



We manage the Community Infrastructure Levy (CIL) which is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of local areas.

In 2017, we have collected £14,998,232 CIL income from schemes across the borough to spend on community infrastructure. It is anticipated that this money will be spent on delivering two new leisure centres at Copthall and Victoria Park. We have also raised £4,674,951.61

Mayoral CIL for TfL to spend on delivering new transportation projects in London. In relation to our regeneration schemes, £8,26m in CIL funding has been received from developer contributions, and 4.6m will arrive in stages.

Community Infrastructure Levy Payments on schemes with planning permission	£000's
Colindale	£4.6m
Dollis Valley	£0.86m
Grahame Park	£2.94m
Total	£8.26m

We encourage developers to enter into Planning Performance Agreements whereby we work with the applicant to deliver the best-possible scheme within an agreed timeframe. These agreements allow for consultation and discussion at the earliest opportunity before the scheme is submitted as a planning application.

2017/18
we have raised
£4.6m of Mayoral
CIL for Transport for
London to spend on
transport projects
in London



2017/18 ACHIEVEMENTS

- Successful transfer of historic CIL and S106 data to new Exacom system – for issuing all CIL notices from 1st October 2017 onwards
- 47 planning applications received of which 42 were approved and 5 were refused
- 93% performance on major planning applications, above London average of 90%
- 92% performance on minor planning applications against a London average of 87%
- Between April and October 2017, planning consent was granted to a total of 2,934 new homes



FOCUS IN 2018/19

- Update the infrastructure delivery plan for the borough to inform and respond to the revised Local Plan
- Invest in CIL and S106 monitoring processes to improve effective and timely utilization of funds received

Transport and Regeneration

Overview

The Transport and Regeneration Team is responsible for:

- providing transport policy and planning advice on all major planning applications and proposed developments
- applying for funding for transport related projects within the borough
- undertaking transport modelling to assess the impact of development proposals
- considering and responding on policy matters such as the draft Mayor's Transport Strategy

Barnet faces pressure on its road networks with the need to deliver additional transport capacity to accommodate the population increase and reduce congestion on the road network, by making junction improvements and securing sustainable modes of travel in the design and construction of new developments.

Statistics show there has been some modal shift in the borough. At present, the borough achieves 55% of journeys by sustainable mode – walking, cycling, public transport use - against the average figure of 64% for outer London authorities.

The Mayor's Draft London Plan seeks to achieve a target of 80% of trips by sustainable modes by 2041. There is, therefore, some work to be done first to achieve the current outer London average for transport mode and then to meet the longer term Draft Mayoral target.

All our regeneration schemes and developments across the borough encourage and support modal shift, including improvement in bus and rail services. The proposed Thameslink station at Brent Cross West due to open in 2022 will be a key first step in achieving better public transport provision, to be supplemented by improved bus provision to aid connectivity.



2017/18 ACHIEVEMENTS

- Led on a bid for £9.7 million of Transport for London Liveable Neighbourhoods funding – due to an oversubscribed funding pot, the council have been invited to re-submit bid in 2018
- Responded on policy matters including the draft Mayor's Transport Strategy
- Input into the transport aspects of the next phase of Grahame Park development proposal and development of a wider sustainable transport approach to Colindale
- Work to secure funding for 125 bus extension proposals identified in the Colindale AAP and required in 2018 to support the relocation of the new council offices to Colindale
- Input into Golders Green Town Centre Strategy
- In December 2017, set up a working group with TfL looking at initial proposals for remodelling the North Finchley Town Centre, including change in bus flows
- Supported proposals to reopen the Dudding Hill Line (West London Orbital) to passenger services running from Hendon and/or Cricklewood through Brent to Old Oak Common and then onwards to Hounslow



FOCUS IN 2018/19

- Respond to policy matters relating to the Draft London Plan
- Review delivery of the Colindale Area Action Plan (AAP) through an updated Sustainable Transport Strategy, identify infrastructure requirements, associated costs and funding opportunities
- Inform transport strategy for major developments, including Brent Cross Cricklewood
- Support implementation of town centre improvements, including technical work for North Finchley proposals (traffic management, bus service networks and car parking strategy)
- Continue to develop local transport policy taking into account the Mayor's draft London Plan
- Support development of the new Regeneration Strategy for the borough to inform and direct future development in line with the revised Local Plan
- Re-submission of the Colindale Liveable Neighbourhoods bid

Entrepreneurial Barnet

Overview

The Entrepreneurial Barnet strategy aims to:

- improve people’s experience of town centres,
- create jobs and support residents into employment,
- improve access to education,
- ensure local businesses are able to engage with the council and secure and sustain council contracts.

Through this initiative, residents benefit from a responsible approach to regeneration, with the creation of skills, enterprise and employment programmes for all ages.

The approach works across five key themes:



Re’s Business, Employment and Skills team is tasked to deliver the councils’ Entrepreneurial Barnet strategy. The team works closely with partner organisations such as Cambridge Education, Capita and Barnet Group, as well as developers, community and business groups and other public sector bodies.

Some of the key initiatives implemented by the team and partners over the past year include:

- Enhancements to Watling Avenue in Burnt Oak as part of public realm project
- Public consultation with residents and key stakeholders to inform the Golders Green Town Centre Strategy

- Launch of Barnet Together - the council’s crowd-funding platform to help local people progress civic projects for the benefit of local businesses and communities
- Directly engaged with over 530 businesses in the borough
- Secured 130sqm of affordable workspace through Section 106 agreements
- Signed off Employment and Skills Action Plans for the Brent Cross Cricklewood development predicted to generate around 5,000 jobs in construction and 20,000 end-use jobs

Helping to promote prosperous town centres across Barnet

Town centres in Barnet are at the heart of the community, contributing to the overall vibrancy and wellbeing of the surrounding area. They are also home to many of Barnet's small and medium sized enterprises. We want to ensure that our town centres continue to be places where businesses can thrive and grow.

Re works with communities and businesses across the borough to improve Barnet's high streets and town centres. This includes work with Town Teams to progress town centre action plans or help develop strategies, and explore opportunities for external funding.

Burnt Oak

The Burnt Oak Town Centre project represents a £650,000 investment in public realm improvements to make Burnt Oak a more attractive place.

Over the past year, and with the funding currently available, works have focused on key points along the high street including the 'community cluster' (the entrances to the library and the International Gospel Church), the area around Burnt Oak Station and shop front improvements on Watling Avenue.

In the future, the ambition is to secure further funding to complete other works outlined in the Burnt Oak Town Centre Strategy.

Golders Green

This year, Re has been working with a specialist team of consultants to engage local residents, businesses and others in and around Golders Green. The aim is to develop a new town centre strategy for the area that will define a shared vision, propose a menu of improvements and give development recommendations for opportunity sites alongside an action plan over the short and long term.

Over 400 local people and 120 businesses participated in consultation activities. The draft strategy is expected to go out for final public review early in 2018-19 before being presented to the council for adoption.

Chipping Barnet

The Chipping Barnet Town Team is one of a number of groups across the borough that brings together local businesses and residents to improve their area. The town team successfully fund-raised for a 'Teenage Market' in 2017, through the council's Barnet Together crowdfunding site. Pledges of support were made by 90 separate individuals and organisations, including many local people, the Greater London Assembly and Barnet Council.

Re is now actively working with the Town Team to implement the project which will help revitalise one of the country's oldest markets and provide skill-building and training opportunities for young people from across the borough.

Finchley Central

The Finchley Central Town Centre Strategy was adopted by the council in November 2017. The aim is to work with local residents, retailers and stakeholders to set up a local Town Team that can work with the council to implement the strategy, a priority for 2018-19.



Working with developers to maximise benefits for residents

Barnet is a growing and changing borough. We recognise the importance of making sure that as development takes place, residents are able to benefit from the changes through opportunities to build new skills, find routes into employment and grow their businesses. As such, the planning system requires all developments above a certain size to make contributions towards employment and skills initiatives. Developers may be asked to commit to:

- hiring local people
- notifying Barnet Council and its partners of any job vacancies
- providing apprenticeship or work experience opportunities for borough residents
- organising educational activities for school, college or university students
- agreeing to local supply chain targets to support Barnet businesses
- providing flexible office space for small businesses

Apprenticeships

Apprenticeships are a significant part of Barnet’s plans for future skills growth. Re secures apprenticeships through, commercial, housing and other developments and the Section 106 obligations on each site. Re also works with partners such as Barnet & Southgate College and Apprenticeship Training Agencies to identify new training needs and connect local people to opportunities. In 2017/18, we secured



Re’s approach to apprenticeships has been particularly successful, with over 56 apprenticeship starts delivered in the 2017-18 period.

Helping school pupils to plan for the future

In partnership with Cambridge Education and the council, Re supported the ‘Apprenticeships and Options’ event for local school leavers and unemployed young people.

Over 7,000 students were invited, including all Year 10, 11, 12 pupils and all young people on the Not in Education, Employment or Training (NEET) register. This was a fantastic opportunity for them to find out about career opportunities, apprenticeships and other support in what can be an overwhelming field.

The event was attended by 700 people, there were 30 stands from training providers and developers with presentations from Middlesex University, the council’s Post-16 team and Re’s apprenticeship professionals.

Helping people into employment

Promoting employment through regeneration: the Outreach Support Service

The Outreach Support Service was implemented in early 2016. The service provides a dedicated staff member in each regeneration scheme to engage with residents and promote employment and skill development opportunities.

This service has been established in the major regeneration projects - Grahame Park, Stonegrove Spur Road, West Hendon and Dollis Valley. The service ensures that residents can benefit from opportunities that arise through the construction itself as well as being connected to other employability activities.

Over the past year, the Outreach Service has successfully supported and initiated:

- Local 'job clubs' in Dollis valley, West Hendon Estate, Stonegrove Spur Road and Grahame Park
- A Dollis Valley Education and Learning Hub, developed in partnership with Countryside, Barnet & Southgate College and Hope Corner to support employability and adult learning
- ESOL activities in the West Hendon Estate
- A range of enterprise programmes in Grahame Park

The Loop

The Loop @ Grahame Park is delivered by Groundwork London as part of a pilot on five London housing estates. The project aims to increase community cohesion and provides opportunities for local residents to gain skills and qualifications that they can use to find sustainable employment.

Achievements:

Since its launch in 2016, The Loop has:

- collected more than 2,150 items from households, businesses and fly-tipping sites
- sold over 1,350 items at affordable prices to residents on the estate
- reached c800 residents through events and community engagement initiatives
- featured on BBC1's Inside Out and London Live
- won the Re-Use Organisation of the Year in the people's vote at the Furniture Re-Use Network's 2017 annual awards

This project has helped to demonstrate how re-use schemes could be established in existing social housing schemes across the UK and Europe.

Let's Talk Shop: Brent Cross Retail Job Shop Project

Brent Cross Shopping Centre is one of the country's premier shopping destinations and is home to over 120 retailers. In 2014, the Brent Cross Job Shop team was set up by Job CentrePlus (JCP) in partnership with Re and the London Borough of Barnet. The team consists of specialist recruiters who guide and support prospective applicants to find jobs at Brent Cross.

As of January 2018, this award-winning approach has assisted 318 candidates into retail and hospitality work within Brent Cross. Moreover, 86% of the candidates who have successfully gained employment were previously unemployed.

In April 2017 the Job Shop team spent a week at the Brent Cross centre, engaging over 100 retailers and employers and providing them with information on changes to the benefit system, Universal Credit, apprenticeships and how to become a 'Disability confident' employer.

In October 2017, the team hosted a highly successful pre-Christmas recruitment event. The event was attended by a range of high street retailer and attracted over 100 candidates looking for employment.



Helping businesses to grow and develop

Pop Up Business School

Re's Business, Employment and Skills team worked with the Pop Up Business School for a second year to offer a two-week training event to encourage business start-ups. With a focus on initial sales and practical learning, the workshops covered how to start a business without any money, how to generate sales from social media, making a website without technical skills and other vital advice.

Sponsored by Hammerson, Barnet Homes and Metropolitan Homes, and with premises donated by Brent Cross Shopping Centre, this project reflects strong partnership working and Barnet's entrepreneurial approach.

- 54 people attended altogether
- 43% of participants were on benefits
- 10% were Barnet Homes residents
- 45% were trading and 32% making a sale within the first two weeks

This year, Re invited Pop Up attendees and Middlesex University 'Innovation' students to trade at Brent Cross Shopping Centre during a pre-Christmas weekend, to help establish their new business ideas.

Entrepreneurial Barnet Competition

Now in its third year, the Entrepreneurial Barnet Competition is a partnership run in collaboration with Middlesex University and Barnet & Southgate College and is sponsored by Hammerson. The competition enables local entrepreneurs – including students, residents and existing business people – to showcase their ideas to a panel of judges and, ultimately, win funding to support their idea.

In total there were 34 entrants to the competition this year with the finalist being named at the awards ceremony in March 2018.

Last year's semi-finalist, Chrystle, used the opportunity to get her 'Reggae Aerobics' business off the ground. She said:



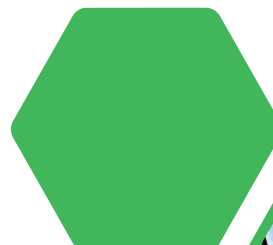
The business is going well, slow growing but lots of growth plans for 2018... I have travelled around the UK to various festivals such as Jamie Oliver's Big Festival, Lambeth Country Show, BoomTown, Truck Festival, London Bridge City Festival and Southbank University for a special event that celebrated African and Caribbean dance classes... I'm hoping to continue to utilise the Business Degree Course to build Reggae Aerobics.



Building for Growth at Brent Cross Holiday Inn

In May 2017, Re hosted a business event to launch a new procurement portal for the Brent Cross Shopping Centre development. Co-hosted by North London Chamber of Commerce, we invited small and medium sized companies to find out more about the development in general and how they might get involved.

The event was attended by 32 small and medium-sized enterprises (SME).



Business Breakfast at Hospitality House

In January 2018 Re hosted a Business breakfast to launch the Barnet Business directory, outlining the council's procurement process and our commitment to increasing SME access to council contracts. The Business directory www.itslocalbarnet.co.uk plans to launch in April with 1000+ businesses. Currently businesses are being asked to register interest for this free facility which will enable easier access to local suppliers and free marketing for those that register.

The event was attended by 41 businesses from a wide range of sectors. Over 90% of attendees, that gave feedback, declared the event 'Excellent'.

'The event was very enjoyable and informative. Thanks indeed to you and your colleagues for all the hard work that went into pulling things together and for giving us all the opportunity to engage and share our messages.'
Veronica of The Heaven Company.

Partnering with libraries to provide Affordable Workspace

Re, in collaboration with Barnet Council, is providing new affordable workspaces to help businesses start, grow and thrive. In April 2018, three locations across Barnet will begin six month pilots to test the project's viability. Working in partnership with East Finchley, North Finchley and Chipping Barnet libraries, the workspaces will offer unlimited high-speed Internet, free refreshments, meeting and events space.





Appendices

Appendix 1

Recurring and Non-recurring income

Recurring Income – Council Tax and Business Rates

Live Schemes	Council Tax by year (2016-2030) £m	Business Rates by year (2020-2030) £m	Combined by year (2020-2030) £m
Brent Cross North	0.27	8.6	8.9
Brent Cross South	5.3	16.2	21.5
Colindale (excluding Grahame Park)	6.4	0.44	6.9
Dollis Valley	0.8	0.005	0.83
Grahame Park	2.1	0.25	2.3
Granville Road	0.15	0	0.15
Mill Hill East	1.6	0.31	1.9
Stonegrove and Spur Road	0.33	0	0.3
West Hendon	2	0.18	2
Total	19.1	25.9	45

Live Schemes	Council Tax by year (cumulative total 2020-2030) £m	Business Rates by year (2020-2030) £m	Combined by year (2020-2030) £m
Brent Cross North	1.9	69.1	71
Brent Cross South	17.6	33.6	51.3
Colindale (excluding Grahame Park)	58.2	3.2	61.4
Dollis Valley	7.9	0.7	8
Grahame Park	13.6	2.1	15.7
Granville Road	1.4	0	1.4
Mill Hill East	14	2.9	17
Stonegrove and Spur Road	4.5	0	4.5
West Hendon	14.8	0.0019	14.8
Total	134.2	11.2	245.5

NB

1. The purpose of the council tax and business rates tables are to demonstrate the level of income generated by each regeneration scheme and the role they play in raising income for the borough's service delivery commitments and responsibilities. The figures are indicative and based on a model that assists with business planning.
2. Comparative figures for columns displaying annual council tax and cumulative council tax are not available from the housing model used above, however the data is provided despite this as the information is deemed to be a useful indicator of the level of income generated whether cumulatively or annually.
3. For Council Tax, a flat rate baseline figure of 1.154 has been used.
4. For the Business Rates, a multiplier of 0.497 as a static baseline has been used.

Non-Recurring income – S106 and CIL

S106 Financial Contributions

S106 funding on schemes with planning permission	£000's
Brent Cross Cricklewood North	£16.2
Brent Cross Cricklewood South	£33.6
Colindale (excluding Grahame Park)	£18.3m
Dollis Valley	£1.52m
Grahame Park	£7.8m
Granville Road	£0.576
Mill Hill East	£19.9m
Stonegrove and Spur Road	£0.856
West Hendon	£9.83m
Total	£99.2m

Community Infrastructure Levy payments

The council also raises funding from Community infrastructure Levy, a planning charge introduced by the Planning Act 2008, as a tool to assist local authorities to deliver infrastructure projects that enhance developments.

The existing regeneration programme will leverage over £100m of Community Infrastructure Levy (CIL) payments from developers. To date, £8.2m in CIL funding has been raised from developer contributions

Projected* Non-Recurring to 2030	New Homes Bonus £m	CIL £m
Brent Cross Cricklewood North	1.4	
Brent Cross Cricklewood South	13.1	36.8
Colindale (excluding Grahame Park)	28.6	28.2
Dollis Valley	3.2	4.7
Grahame Park	7.2	6.5
Granville Road	0.68	0.92
Mill Hill East	7.1	10.1
Stonegrove and Spur Road	1.4	3.2
West Hendon	8.0	10.2
Total	71.0	100.6

Additional income will be raised from in the regeneration programme when planning permission is secured, such as Upper and Lower Fosters and the development pipeline schemes.

CIL Payments on schemes with planning permission received to date	£000's
Colindale (excluding Grahame Park)	£4,60m
Dollis Valley	£0.869
Grahame Park	£2.94m
Total	£8.26m

(Included in the £100m in above table)

Appendix 2

Achievements 2017/18

Brent Cross North

- The council successfully applied for a Compulsory Purchase Order with the approval issued by the Secretary of State in Dec 2017.
- Completion of early works (evasive species and vegetation clearance around shopping centre).

Brent Cross South

- Approval of Business Plan
- The council successfully applied for a Compulsory Purchase Order with the approval issued by the Secretary of State in Dec 2017.
- Phase 1BS approved by the Joint Venture partnership between the council and developer Argent Related. This sets out how the initial phase of the development will take shape. Brent Cross South Phase 1BS application approved at Planning Committee in Feb 2018. This is the first plot within phase 1 and includes 292 residential units, ancillary housing office, flexible retail, café, basement car parking and heating plant.

Brent Cross Thameslink

- Gained approval for the re-phasing of Thameslink works to bring forward station opening to 2022 (from 2031) allowing planning application for phase 1 Brent Cross South to proceed and provide replacement units for displaced tenants.
- 'Brent Cross West' station name agreed at Assets and Regeneration Growth (ARG) Committee in November 2017
- Following extensive public consultation meetings in relation to the Rail Freight Facility, planning application was approved in Feb 2018.
- Planning application for the Waste Transfer Facility submitted.
- Compulsory Purchase Order inquiry held in Sep 2017.
- Station design progressed to Governance of Railway Investment Projects stage 4 (GRIP 4).

Colindale

- Planning consent for new youth facility 'Unitas' in Montrose playing fields obtained in Jul 2017 with start on site in Feb 2018
- In Sept 2017 gained planning consent for improvements to Montrose and Silkstream parks
- Improvement works to Colindale and Rushgrove Parks commenced in Jan 2018
- In Oct 2017 signed Memorandum of Understanding with Transport for London (TfL) to progress future negotiations for funding and delivery of the Colindale tube station, including improvements and over station development
- Completed informal consultation on the Controlled Parking Zone (CPZ) in Grahame Park area, to inform the parking arrangements and boundaries, including for the new council offices at Colindale.
- Progressed detailed design for Bunns Lane, Montrose /A5 and Colindale Avenue/A5 junction improvements.

Grahame Park

- By Sept 2017, 92 new homes were delivered on the 'Concourse' 4 months ahead of scheduled programme.
- Approval at Sep 2017 ARG Committee for the Colindale Community Hub
- In Nov 2017, Genesis submitted planning application for plots 10, 11 and 12, to develop approximately 1,000 new homes, new roads and open spaces and a major new community hub facility on the 'Concourse'. In January 2018 the Mayor of London gave direction to refuse the planning application. A revised application is now required from developer Genesis.

Dollis Valley

- Acquisition of 38 properties from the planned development phases 3, 4 and 5. These have been brought to a lettable standard until vacant possession is required to enable phased development.
- Developer Countryside completed construction of phase 2A. London & Quadrant (L&Q) have moved all tenants due in Phase 2A into their respective new homes. Tenants for phase 2B will move into their new homes throughout 2018.
- Learning Hub and Outreach Support initiatives delivered at Hope Corner community centre, continue to support residents with education, employment and training offers.
- In Dec 2017, the council approved the planning application for phase 3 to deliver 117 new homes.

Mill Hill East

- Vacant possession of the council depot took place in Aug 2017.
- Sales of phases 9a, 9b and 10 completed in Sept 2017, unlocking further housing development.
- The sale of the last remaining serviced plots of land, Phases 6, 7 and 8, completed in Feb 2018.
- Phases 6 and 9 together have an outline planning consent for 731 new homes (private and affordable), whilst phase 10 will deliver 110 new homes.

- As at 31st January 2018, developers sold and occupied 580 private and affordable dwellings on phases 1a, 2, 3, 3a, 4a and 4b. All units on phases 1a, 2 and 3a are complete and fully occupied.
- Completed construction of Maurice Brown Avenue in Oct 2017.
- Works on Bittacy Hill/Frith Lane started in Sept 2017, anticipate completion in Spring 2018.

Stonegrove and Spur Road

- The final phases, 6a (Kings Drive) 14 homes, 7 (The Lanes) 37 homes and 8 (Lacey Drive) 32 homes, completed Aug 2017. The last four homes, which occupy the previous compound site, will complete in May 2018.
- In Nov 2017, 'OneStonegrove' community facility won the Barnet Architectural Awards 2017 for best Civic Building showcasing an exemplar community building.
- First regeneration project in the borough nearing completion.

West Hendon

- In Apr 2017, the council granted detailed planning consent for Phase 4 of the development, that will deliver:
 - o 611 new homes, including 193 affordable
 - o New public realm including a new play area for children
 - o Major highway works - removal of Perryfield Way roundabout, widening of Station Road to allow two-way traffic and junction improvements at Cool Oak Lane
 - o A new dedicated pedestrian and cycle bridge at Cool Oak Lane
- The council successfully applied for two Compulsory Purchase Orders (CPO2 & CPO2a) and secured approval by the Secretary of State in Oct 2017.
- A draft Neighbourhood Investment Strategy was been produced, involving a series of workshops with the Partnership Board and wider stakeholder group (including Barnet Homes, council departments, BMLLP). 230 resident surveys were conducted, ensuring that community views are clearly factored into strategy development.
- Preparation for an additional Compulsory Purchase Order (CPO3) for next development phases to secure land for Phases 5 & 6.
- A Topping Out Ceremony for Phase 3C was held in Jan 2018.
- In Feb 2018, the Environment Agency granted consent for the Cool Oak Lane bridge design.

Granville Road

- The council successfully made the Compulsory Purchase Order, awaiting for the Secretary of State to confirm the Order.

Upper and Lower Fosters

- The co-design approach has been well received with good public participation evident in the emerging masterplan design process.
- Community steering group meetings continue monthly.
- RIBA stage 1 has been completed and the council has approved progression to RIBA stage 2

Development Pipeline

- Start on site of first eight tranche 3 schemes at Basing Way, Elmshurst Crescent, Alexandra Road, West Close, Westbrook Crescent, West Farm, Hanshaw Drive and Adamson Court
- 60% of tranche 3 has achieved planning consent
- Ansell Court extra care scheme commenced on site (100% affordable rent)
- Planning application submitted for Stag House extra care scheme (100% affordable rent)
- In Nov 2017, Assets, Regeneration and Growth Committee approved business case for the development of 10 new homes for affordable rent (of which 8 will be wheelchair accessible homes) on small sites

Business Enterprise & Skills

- Signed off Employment and Skills Action Plans for the Brent Cross Cricklewood development.
- Business Hubs – procured supplier to provide affordable workspace in East Finchley, North Finchley and Chipping Barnet libraries.
- Approval of North Finchley Supplementary Planning Document (SPD).
- Formal adoption of the Town Centre Strategies for Finchley Central and Burnt Oak town centres, with delivery of initial phase of public realm improvements at Burnt Oak.
- Consultations progressed to inform Golders Green Town Centre Strategy.
- Run successful engagement events in partnership with a number of organisations to improve access to, and raise awareness of opportunities for job, training and enterprise. These include, for example, Entrepreneurial Barnet Competition, Business Breakfast, Pop Up Business School.
- Raised apprenticeship and employment awareness in construction in partnership with Redrow on the Peel Centre site through media and film coverage.
- Through the Crest Awards (in partnership with Barnet and Southgate College and Crest Nicholson) for the Totteridge Place site, offered 15 students sponsorship towards achieving their Crest Award in construction.

Appendix 3

Proposed milestones for Regeneration Schemes 2018/19

	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)
Brent Cross South			Submission of planning application for second plot (13) within the first development phase (1BS)	Start on site (Feb)
Brent Cross North		Commencement of Utilities diversion works (Jul)		Start on site
Brent Cross Thameslink	Commencement of remediation works (May) CPO 3 decision (Apr)	Submission of Reserved Matters Application for the station	Commencement of station enabling works	
Grahame Park	S25 Notices to be served on Plot 11 commercial tenants (May)	Appointment of new architect for Plot 10, 11 and 12 (Aug)	Completion of St Augustine land swap (Oct)	
Granville Road	Respond to CPO objections (May)		All necessary amendments are made to the long stop date (Jul) Agree development programme (Oct)	
Mill Hill East	Earthworks and remediation to Phases 7 & 8 (Jun)	Commencement of Permanent Energy Centre build (Aug)	Completion of Southern Area of Central Park	Finalisation of Mill Hill East Station zebra crossings plans
West Hendon		Phase 3C completion (Sept)		Vacant possession of leasehold properties within CPO2 (Jan) Phase 3B completion

Upper and Lower Fosters		<p>RIBA Stage 2 – Gateway Review (Jul)</p> <p>RIBA Stage 2 Community consultations (Sep)</p>	Submission of Outline Business Case to Assets, Regeneration and Growth Committee (Nov)	Submission of Planning Application (Mar)
Development Pipeline	<p>Secure planning consent for Stag House extra care scheme</p> <p>Development Pipeline Tranche 1 to ARG Committee for approval (Jun)</p>	Achieve vacant possession of Stag House	<p>First completions of Tranche 3</p> <p>Microsites phase 1 completion</p>	Completion of Ansell Court (Dec)
Business, Enterprise, Skills and Training	<p>Progress with the development of proposals across priority Town Centres such as Edgware and Burnt Oak. Conclusion of committee and DPR approvals for land disposals in North Finchley Town Centre (Jun)</p>	Implemented changes to S106 process as recommended (Sept)		Development of a detailed plan for Employment and Skills activities in Brent Cross to maximise opportunities for jobs.



**London Borough of Barnet
Assets Regeneration and
Growth Committee Work
Programme
February 2018 - May 2018**

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

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
12 March 2018			
Annual Regeneration Report	To receive the Annual Growth and regeneration report.	Deputy Chief Executive	Non-key
Assets Regeneration and Growth Committee 2017/18 Quarter 3 Performance Report	To receive a quarterly performance report.	Deputy Chief Executive	Non-key
Draft Corporate Plan 2018/19 Addendum	To receive the corporate plan 2018/19 Addendum - with ARG activities and indicators.	Deputy Chief Executive	Non-key
Development Pipeline Tranche 3 - Affordable Housing Programme	To receive a report on the disposal of an additional 2 sites in the Tranche 3 programme.	Deputy Chief Executive	Key
West Hendon Compulsory Purchase Orders 3 (CPO3)	To approve Compulsory Purchase Orders at West Hendon in the event that third party interests cannot be acquired through private treaty negotiations.	Deputy Chief Executive	Key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Transfer in and lease out to Saracens Multi Academy Trust	To seek agreement to the acquisition and subsequent lease of land to the Saracens Multi Academy Trust (or other academy approved by the Department for Education) to enable the construction of a new primary school in Colindale, funded by the Department for Education.	Strategic Director of Children and Young People	Non-key
Stag House Full Business Case and Compulsory Purchase Order	The purpose of the paper is to approve the Full Business Case so that the scheme can be delivered.	Strategic Director of Adults, Communities and Health	Key
Brent Cross Cricklewood Update Report	To receive a quarterly update on the Brent Cross Cricklewood Programme, and take such decisions as are required.	Deputy Chief Executive	Key
North Finchley Town Centre Development	To delegate authority to the Deputy Chief Executive to enter into a Site Assembly Agreement and Land Agreement.	Deputy Chief Executive	Key
To be allocated			

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
The grant of leases to generate income from the development of billboards on Council land	To approve the use of council land for billboards.	Deputy Chief Executive	Key

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of the Local Government Act 1972.

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