

MEETING

ASSETS, REGENERATION AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 27TH NOVEMBER, 2017

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
Ross Houston
Rohit Grover

Pauline Coakley Webb
Adam Langleben e

Peter Zinkin
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 22 November 2017 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

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	MINUTES OF THE PREVIOUS MEETING	5 - 10
2.	ABSENCE OF MEMBERS	
3.	DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS	
4.	REPORT OF THE MONITORING OFFICER (IF ANY)	
5.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	
6.	MEMBERS' ITEMS (IF ANY)	
7.	Business Planning report 2018/19	11 - 22
8.	Stag House Outline Business Case and Compulsory Purchase Order	23 - 76
9.	Prospect Ring Compulsory Purchase Order	77 - 90
10.	Brent Cross Cricklewood - Update	91 - 110
11.	Proposed cemetery acquisition - Milesplit Hill	111 - 120
12.	Microsites Programme and Microsites Phase 1	121 - 154
13.	Open Market Purchases of Affordable Housing	155 - 184
14.	Barnet House Fire Safety Recommendations	185 - 198
15.	Regeneration Strategy	199 - 204
16.	Entrepreneurial Barnet - Annual Update and Forward Plan	205 - 332
17.	West Hendon Compulsory Purchase Orders 2 & 2a (CPO2 and CPO2a)- Communications Update	333 - 338
18.	COMMITTEE FORWARD WORK PROGRAMME	339 - 344

19.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	
20.	MOTION TO EXCLUDE THE PRESS AND PUBLIC	
21.	Exempt Brent Cross Cricklewood Update Report	345 - 348
22.	Exempt - Proposed cemetery acquisition at Milespit Hill	349 - 364
23.	Exempt - Stag House Outline Business Case and Compulsory Purchase Order	365 - 390
24.	Exempt - Microsites Programme and Microsites Phase 1	391 - 400
25.	ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Faith Mwende - faith.mwende@barnet.gov.uk 02083594917. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

This page is intentionally left blank

Decisions of the Assets, Regeneration and Growth Committee

4 September 2017

Members Present:-

AGENDA ITEM 1

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

Councillor Richard Cornelius Councillor Pauline Coakley Webb
Councillor Rohit Grover Councillor Ross Houston
Councillor Peter Zinkin Councillor Geof Cooke
Councillor Adam Langleben

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED - The minutes of the meeting of 24 July 2017 were agreed as a correct record.

2. ABSENCE OF MEMBERS

There were none.

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

Councillor	Agenda item	Nature of interest
Cllr Ross Houston	9 - Grahame Park Community Hub	Non-pecuniary interest as he has a £1 share in Genesis Housing Association.
Cllr Richard Cornelius	7 - Darlands Nature Reserve	Personal non-pecuniary interest as he is member of the Totteridge Manor Association and the Totteridge Residents Association and knows the residents who wish to lease Darlands Nature Reserve.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Simon Worsfold made a public comment in relation to items 7 (Darlands Nature Reserve). Members asked questions following the comments, which were then answered by Simon Worsfold.

Mary O'Connor made a public comment in relation to items 7 (Darlands Nature Reserve). Members asked questions following the comments, which were then answered by Mary O'Connor.

Gerrard Roots made a public comment in relation to item 8 (Commercial letting at Hendon Library). Members asked questions following the comments, which were then answered by Gerrard Roots.

Details of the written comments and questions asked and the published answers were provided with the agenda papers for the meeting.

Oral responses were given to the supplementary questions at the meeting.

6. MEMBERS' ITEMS (IF ANY)

None.

7. DARLANDS NATURE RESERVE

Prior to the Public Question and Comments, the Chairman introduced Terry Bannister the Chairman of the Totteridge Manor Association to address the meeting and provide details as to the proposed not-for-profit group that wished to lease and manage the Nature Reserve. Members asked questions following the comments, which were then answered by Terry Bannister.

The Chairman introduced the report and read out the following proposed amendment to the report recommendations that would be moved during the discussion and a clarification to a paragraph in the report.

To amend recommendation 2 to read as follows:

That the Committee delegates authority to the Director of Resources, in consultation with the Chairman of the Assets, Regeneration and Growth Committee, to investigate, draft and finalise detailed proposals for any disposal, **following a period of 4 weeks public consultation**, such proposals to contain suitable parameters to serve the best interests of the Council.

To clarify that, having consulted with officers, the unfinished paragraph 5.1.7 should read as follows:

There has not yet been any public consultation for the disposal of Darlands Nature Reserve on a long lease to an appropriate group. There will be **an initial period of 4 week public consultation to inform the procurement process and conservation management plan. When an appropriate group is identified through the process the necessary statutory consultation will take place, which is a minimum of 2 weeks in a public newspaper.**

Councillor Langleben moved a motion that was duly seconded, to defer the decision of the disposal to a future meeting once more information as to the proposed lease and makeup of the not for profit trust were available.

The votes were recorded as follows

For	4
Against	5
Abstain	0

The motion was therefore lost.

Councillor Cornelius moved a motion that was duly seconded, to extend the consultation period proposed by the Chairman in recommendation 2 (and referred to in paragraph 5.1.7) to a period of 6 week public consultation.

The votes were recorded as follows:

For	5
Against	0
Abstain	4

The motion was therefore carried

Councillor Cooke moved a motion that was duly seconded, to delete delegation to the Director of Resources on recommendation 2 and 3 and instead to bring back the reports to review the response from the public consultation and agree the final lease.

The votes were recorded as follows

For	4
Against	5
Abstain	0

The motion was therefore lost.

Councillor Coakley Webb moved a motion that was duly seconded, to extend the consultation proposed by the Chairman in recommendation 2 (and referred to in paragraph 5.1.7) to a period of 3 months public consultation.

The votes were recorded as follows:

For	4
Against	5
Abstain	0

The motion was therefore lost.

The Chairman then moved the following motion to amend recommendation 2 and amend para 5.1.7 as follows

2 That the Committee delegates authority to the Director of Resources, in consultation with the Chairman of the Assets, Regeneration and Growth Committee, to investigate, draft and finalise detailed proposals for any disposal, **following a period of 6 weeks public consultation**, such proposals to contain suitable parameters to serve the best interests of the Council.

5.1.7 There has not yet been any public consultation for the disposal of Darlands Nature Reserve on a long lease to an appropriate group. There will be **an initial period of 6 week public consultation to inform the procurement process and conservation management plan. When an appropriate group is identified**

through the process the necessary statutory consultation will take place, which is a minimum of 2 weeks in a public newspaper.

The votes were recorded as follows:

For	5
Against	4
Abstain	0

The motion was therefore carried

The Chairman moved to the vote on the recommendations as amended.

The votes were recorded as follows:

For	5
Against	4
Abstain	0

The committee **RESOLVED:**

- 1. To note the intention to dispose of the land shaded pink on the plan attached at Appendix A on a long lease to an appropriate not-for-profit group**
- 2. To delegate authority to the Director of Resources, in consultation with the Chairman of the Assets, Regeneration and Growth Committee, to investigate, draft and finalise detailed proposals for any disposal, following a period of 6 weeks public consultation, such proposals to contain suitable parameters to serve the best interests of the Council.**
- 3. To delegate authority to the Director of Resources to take all necessary steps to implement the proposals for any disposal in accordance with the Management of Asset, Property and Land Rules including responding to the statutory public consultation, and subject to having obtained all required statutory consents.**

8. COMMERCIAL LETTING AT HENDON LIBRARY

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 Chairman moved to vote.

The votes were recorded as follows:

For	5
Against	0
Abstain	4

The committee **RESOLVED:**

1. **To approve the grant of the lease, subject to contract and detailed discussions between the Council and the prospective tenant (Middlesex University), of the first and second floor premises for a term of 15 years at Hendon Library as set out in the draft Heads of terms contained in the Exempted Appendix to this report.**
2. **To instruct HB Public Law to complete the legal documentation following detailed lease discussion and agreement.**
3. **To delegate to the Director of Resources, authority to finalise the heads of terms and take any other steps required complete the lease.**

9. GRAHAME PARK COMMUNITY HUB

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

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

1. **To approve the Outline Business Case for the Grahame Park Community Hub**
2. **To agree proposals to identify and procure an effective management organisation for the new hub to ensure the timely implementation of appropriate subletting and licensing arrangements and;**
3. **To agree on-going work to identify an appropriate rental structure which ensures the Hub's viability and access to the wide range of local community organisations**

10. BRENT CROSS CRICKLEWOOD UPDATE REPORT

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

Following consideration of the item, the Committee **unanimously RESOLVED: to note the content of the report and progress made on the Brent Cross Cricklewood BXC planning, highways, CPO and design workstreams across the programme since the last Committee meeting.**

11. COMMITTEE FORWARD WORK PROGRAMME

The Committee;

RESOLVED – to note the committee forward work programme

12. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

The Chairman introduced an urgent mater.

The committee was notified to a correction on the published minutes of the 12 December 2016 committee in regards to Item 8 UPPER AND LOWER FOSTERS.

Due to a clerical error the committee's decision was not fully published. The minutes should read as follows:

Resolved:

1. That committee notes the initiation of this project and the community codesign concept.
2. That the committee notes the initial scheme development expenditure, up to full planning stage, to a maximum budget of £1.5 million subject to approval of funding by Policy and Resources Committee.
3. Subject to the approval of funding the committee authorises procurement, should provision through Re not be feasible, of the required multi-disciplinary professional team, including master planning and design services, to design a new residential scheme in collaboration with the resident community.
4. That committee agrees to delegate authority to the Commissioning Director Growth and Development to make appointments following the conclusion of the procurement exercise.

RESOLVED: That the Committee note the correction.

13. 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).

14. COMMERCIAL LETTING AT HENDON LIBRARY - EXEMPT

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

The votes were recorded as follows:

For	5
Against	0
Abstain	4

The Committee;

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

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

There were none.

The meeting finished at 8.30 pm

	<p>AGENDA ITEM 7</p> <p>Assets, Regeneration and Growth Committee</p> <p>27th November 2017</p>
<p>Title</p>	<p>Business Planning: 2018/19 – 2019/20</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>Yes</p>
<p>Enclosures</p>	<p>Appendix A: ARG Committee Savings Proposals</p>
<p>Officer Contact Details</p>	<p>Neil Taylor, Director Development and Regeneration, neil.taylor@barnet.gov.uk</p> <p>Susan Curran, Commissioning Lead Regeneration and Development, susan.curran@barnet.gov.uk</p>

Summary

On the 15th December 2014 the Assets, Regeneration and Growth Committee approved a five-year Commissioning Plan, and indicative proposals for achieving £10.1 million of savings by 2019/20. The Commissioning Plan and Savings programme set out the strategic priorities, commissioning intentions and indicative budget proposals of the Assets, Regeneration and Growth Committee up to 2019/20. A Business Planning report was considered by Policy and Resources Committee on the 27 June 2017 outlining the council’s updated Medium Term Financial Strategy (MTFS) to 2020. The paper set out the proposed revenue and capital budget amendments for 2017/18 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2018-20. Policy and Resources Committee asked Theme Committees to confirm delivery of savings against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remains the same but Policy and Resources Committee have asked that if any proposals are now either unachievable or will not deliver on their original estimate, they must be supplemented by bringing forward new proposals to meet the gap. The budget projections through to 2020 are indicative figures. The budget will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of Council budget setting, and therefore could be subject to change. The savings target for the Assets, Regeneration and Growth Committee for 2018/19 to 2019/2020 is £4.663 million.

Recommendations

That Assets, Regeneration and Growth Committee:

- 1. Approve the refreshed revenue savings programme in Appendix A.**
- 2. Recommends the summary MTFS position displayed at paragraph 1.9 to the Policy and Resources Committee.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The past six years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the council sought to meet this challenge through savings to the 'back office' to protect our front-line services. During this time of significant challenge, the council has seen levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with a range of local services. The latest Residents' Perception Survey (Spring 2017) indicates that 82 per cent of residents are satisfied with Barnet as a place to live and 73 per cent feel that the council is doing a good job.
- 1.2 In March 2017, the council set a Medium Term Financial Strategy (MTFS) covering the period 2017 – 2020. The MTFS for this period identified a total budget gap of £53.9 million with savings identified from theme committees to meet this gap. To put this in context, the net annual expenditure requirement, before government grant and council tax, is £291 million. The business planning process works on an annual cycle to confirm the council's budget each year. The council typically re-assesses the assumptions underpinning the MTFS once a year through a report to Policy and Resources Committee (P&R) during the summer, ahead of the draft budget for the year ahead being presented in the autumn. The final budget is presented to P&R and Full Council for agreement in the spring. Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remains the same and any proposals that are not either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.
- 1.3 This report recognises that the current MTFS runs until 2020 and beyond that there is still a great deal of uncertainty around the local government funding and any Local Government finance system will no doubt place increasing emphasis on the council being more self-sufficient. This will be compounded by the increasing complexity of cases in demand led services, changes in demographics and increases in the cost of services. The current MTFS also relies on one-off funding from reserves to balance the budget until 2020; which will need to be met from more sustainable funding – for example, through increases to the Council Tax base due to the regeneration in the west of the borough.

- 1.4 However, in spite of these challenges, there are significant opportunities for Barnet. Barnet has adopted a long term view of finance and over the past six years has been able to rise to the significant challenge of reduced funding from central government coupled with an increase in demographic pressures, saving over £112 million between 2011 and 2016 without negatively impacting frontline services. With demand on local services continuing to increase and many local authorities having to generate more income locally, the next few years will present further financial challenges, alongside the savings of £53.9m to be achieved by 2020. However, this is also an opportunity for Barnet to do things differently, and better.
- 1.5 Barnet's five strategic priorities that are set out in the council's Corporate Plan are; delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, facilitating independence and building community capacity. The priority of delivering quality services is new and was introduced last year. The council has ambitious plans for the next financial year and this priority is around ensuring that despite the challenges faced, the quality of the local services is not compromised. This means getting the basics right and focussing on the services that matter most to our residents, such as keeping our neighbourhoods clean and safe and ensuring our roads and pavements are well looked after. We will also provide additional support to our most vulnerable residents to ensure that all of our residents are able to stay happy, healthy and independent, and enjoy a good quality of life.
- 1.6 The council actively mainstreams equalities into its business planning process and all savings proposals are in line with our Strategic Equalities Objective.

Assets, Regeneration and Growth Committee Revenue Savings Programme

- 1.7 In December 2014, Assets, Regeneration and Growth Committee approved a five-year commissioning plan and indicative proposals for achieving savings by 2019/20. The commissioning plan and savings programme set out the strategic priorities, commissioning intentions, and indicative savings proposals up to 2019/20.
- 1.8 Appendix A sets out the revised savings proposals for Assets, Regeneration and Growth Committee up to 2019/20.
- 1.9 The tables below illustrate the differences between the previous programme of revenue savings and the recommended new programme that this report puts forward:

	Savings (£,000)		
	2018/19	2019/20	Total
Original target	4,995	2,088	7,083
New target	2,355	2,308	4,663
Gap / (Surplus)	2,640	(220)	2,420

1.10 The key change in the savings proposals for the period is in relation to the increase in Council Tax base (G1) through new housing development. Housing delivery has been slower than originally forecast. The delay in Council Tax growth in 2018/19 will be achieved in 2019/20.

1.11 Against the original proposals there is now a budget pressure of £2.420m which will be considered as part balancing the overall budget at Policy and Resources committee.

2. REASONS FOR RECOMMENDATIONS

2.1 It is recommended that Assets, Regeneration and Growth Committee approve, for referral to Policy and Resources Committee, the refreshed revenue savings programme in Appendix A. This sets out the indicative proposals for how the revenue savings will be achieved and how they are aligned with the Assets, Regeneration and Growth Committee priorities.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The alternative option is not to approve the savings programme. This, however, is not considered to be good practice and may expose the council to the risk of not achieving the savings targets.

4. POST DECISION IMPLEMENTATION

4.1 These proposals will be considered by the Policy and Resources Committee on 5 December 2017 and will form part of the delivery of the Council's Medium Term Financial Strategy. Public consultation on the Council's Medium Term Financial strategy will commence in December.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2015 – 2020 is based on the core principles of fairness, responsibility, and opportunity to make sure Barnet is a place:

- Of opportunity, where people can enhance 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.

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

Finance and Value for Money

5.2.1 The review of the revenue savings programme ensures both value for money and that the medium-term financial strategy targets are met.

5.2.2 The budget pressure of £2.420m will be considered as part of balancing the overall budget at Policy & Resources committee.

Procurement

5.2.3 Individual projects will be procured as needed, in line with the council's standing orders.

Staffing

5.2.4 Any impact of individual projects on staff will be assessed as those projects are initiated.

Property, IT and Sustainability

5.2.5 There are no property, IT or sustainability implications at this time.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.

5.4.2 Assets, Regeneration and Growth Committee is approving these proposals. These proposals will then be referred to Policy and Resources Committee so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.

5.4.3 The Council's Constitution Article 7.5 Responsibility for Functions sets out the terms of reference of the Assets, Regeneration and Growth Committee. This includes:

- 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 Assets, Regeneration and Growth Committee unless, and until, the amendment has been agreed by Policy and Resources Committee.

5.5 Risk Management

5.5.1 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the council's internal officer Strategic Commissioning Board and to Performance and Contract Management Committee and is reflected, as appropriate, throughout the annual business planning process.

5.5.2 Risks associated with each individual saving proposal will be outlined within the individual committee report as each proposal is brought forward for the committee to consider.

5.6 Equalities and Diversity

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

5.6.2 The Public Sector Equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice
- (b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

5.6.3 As individual proposals are brought forward for consideration by the Assets, Regeneration and Growth Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all other proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals.

5.6.4 Where there are changes, it is inevitable that there is likely to be an impact on individuals in different ways. However, at each stage of the process, the council will conduct a full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible.

5.6.5 The revenue savings sheet shown as Appendix A currently indicates current assessments which have been completed. As the full impact of these changes is understood, each initiative will undertake to work with those affected and consider options available to them to help mitigate any adverse impact. Where necessary proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

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

5.7 Consultation and Engagement

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

- Where there is a statutory requirement in the relevant legislative framework
- Where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation
- Where consultation is required to complete an equalities impact assessment.

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

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

5.7.3 Public consultation on the overall budget for 2018/19 will commence on 6th December 2017, following the Policy and Resources Committee on 5th December 2017 before the final savings are recommended to Full Council on the 6th March 2018.

5.7.4 The public consultation will give residents an opportunity to comment on the 2018/19 overall budget and the Asset, Regeneration and Growth Committee's individual proposals to deliver the 2018/19 savings identified in this report,

before final decisions are formalised in the Council's annual budget.

- 5.7.5 In terms of service specific consultations, the Council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties.
- 5.7.6 No separate service specific consultations have been necessary for the Asset, Regeneration and Growth Committee.

6. BACKGROUND PAPERS

- 6.1 Policy and Resources Committee, 10 June 2014, Decision Item 6 – Corporate Plan and Medium Term Financial Strategy 2015/16 to 2019/20
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4>
- 6.2 Assets, Regeneration and Growth Committee, 15 December 2014, Decision Item 10 – Commissioning Plan
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.3 Policy and Resources Committee, 9 July 2015, Decision Item 10 – Business Planning 2015/16 – 2019/20
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8346&Ver=4>
- 6.4 Assets, Regeneration and Growth Committee, 30 November 2015 Decision Item 15 – Business Planning 2016 – 2020
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4>
- 6.5 Policy and Resources Committee, 16 December 2015 Decision Item 7 – Business Planning – Medium Term Financial Strategy 2016-2020
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4>
- 6.8 Assets, Regeneration and Growth Committee, 28 November 2016, Decision Item 7 – Business Planning 2017/18 – 2019/20
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9082&Ver=4>
- 6.9 Policy and Resources Committee, 1 December 2016, Decision Item 9 – Business Planning 2017/18 – 2019/20
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8731&Ver=4>

This page is intentionally left blank

Assets, Regeneration & Growth

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget	Savings			Total savings (All years)	Variance Analysis	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact		2017/18	2018/19				2019/20
								£000	£000	FTE	£000	FTE		
Efficiency														
E1	Accommodation Strategy	Opportunity	Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.	Service specific consultation will be undertaken if required.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on service delivery.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on customer satisfaction.	The equalities impact will be kept under review on implementation of the Colindale business case and locality strategy.	4,384	(500)		(1,500)		(2,000)	45.62%
Total									(500)	0	(1,500)	0	(2,000)	
Growth and Income														
G1	Increase in Council Tax base	Opportunity	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTF5. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.		(1,855)		(657)		(2,512)	
G2	Rental opportunity	Opportunity	Income to be generated through surplus space available in libraries.	Service specific consultation for libraries alternative approach that resulted in freed up space took place during 28th October 2015 - 6th January 2016.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	Opportunity for commercial letting arrangements only so no equalities impact is anticipated on staff or residents. No EIA is therefore required.	(2,651)	0		(151)		(151)	(5.70)%
Total									(1,855)	0	(808)	0	(2,663)	
Reducing demand, promoting independence														
Total									0	0	0	0	0	
Service redesign														
Total									0	0	0	0	0	
Overall Savings									(2,355)	0	(2,308)	0	(4,663)	

This page is intentionally left blank



**Assets, Regeneration and Growth
Committee**

27 November 2017

Title	Stag House Outline 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: Outline Business Case – Stag House Extra Care Scheme Appendix 2: CPO red line plan
Officer Contact Details	Neil Taylor, Director of Development and Regeneration, London Borough of Barnet Tel:020 8359 7474 - Neil.taylor@barnet.gov.uk Derek Rust, Deputy Chief Executive, Barnet Homes Tel: 020 8359 4826 - derek.rust@barnethomes.org Meera Bedi, Head of New Build, Barnet Homes Tel: 020 8359 5243 - meera.bedi@barnethomes.org

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 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 2019/20.

This report includes as an annex the Outline Business Case for the Stag House development. The ARG report seeks approval of the Outline Business Case, allowing Barnet Homes to proceed to submit documents for planning approval. The report also seeks approval for Compulsory Purchase Orders for the four leaseholders within the red line boundary of the CPO Plan annexed to this report at Appendix 2.

Recommendations

That the Assets, Regeneration and Growth Committee:

- 1. Note and approve the Outline Business Case for the Stag House Extra Care development scheme, attached at Appendix 1.**
- 2. 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. 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. 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 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. 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, 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 Outline 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.
- 1.3. The approval of the Outline Business Case by the Assets, Regeneration and Growth Committee is required in order to progress the Stag House development and make a planning submission.
- 1.4. 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 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 affordable rent to be completed in 2019/20.
- 1.5. 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 Moreton Close, It is expected that this environment will attract a different client who will enjoy this cosmopolitan and lively neighbourhood.
- 1.6. Work is progressing on preparing the Stag House scheme. Barnet Homes has instructed architects to draw up plans for the scheme, and entered into early discussions to secure planning permission.
- 1.7. 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 Outline Business Case by the Assets, Regeneration and Growth Committee, Barnet Homes will be able to progress the Stag House development and make a planning submission.
- 2.2 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. Barnet Homes has identified funding and is working with its Property Services in order to negotiate with the four leaseholders.

- 2.3 Funds for the purchases have already been identified at £1.616m from Policy and Resources as part of the Supplement to 2017-2020 Business Planning (27 June 2017).
- 2.4 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 properties at Stag House. 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.
- 2.5 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.
- 2.6 The report considered by the Adults and Safeguarding Committee in November 2016 outlined the potential annual revenue savings to the Medium Term Financial Strategy (MTFS) that could be secured by the development of Extra Care units. Combining the Moreton Close and Stag House schemes, the provision of over 100 Extra Care Units for affordable rent was forecast to save £760,000 for the MTFS in 2019-2020.
- 2.7 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.
- 2.8 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.
- 2.9 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.

2.10 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.

2.11 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 Moreton Close.

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 leaseholders were unwilling to negotiate with Barnet Homes to reach agreement. It could mean that Barnet Homes 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 Subject to ARG approval of the Outline Business Case, Barnet Homes will continue to work with architects on the design of the scheme and will seek planning permission for the site.
- 4.2 Barnet Homes has carried out a design feasibility for the scheme using PRP architects that has been signed off by the Strategic Lead, Adults and Health and agreed with the Director of Your Choice Barnet (YCB). In addition, initial meetings with Planning colleagues has corroborated that the site would be supported as an extra care scheme.
- 4.3 Subject to ARG approval of the CPO recommendations in this report, and subject to obtaining planning permission for the Stag House development, the Council and Barnet Homes will work with a land referencing consultant to identify all interests in the Order Land and serve statutory notices, and also procure specialist legal advice to assist in compiling the Order Schedule, advise on the Statement of Reasons and Order Plan in preparation to make the London Borough of Barnet (Stag House development) Compulsory Purchase Order.
- 4.4 In parallel with the preparatory work for the CPO, Barnet Homes will also continue with negotiations to reach agreement by private treaty with the four leaseholders.
- 4.5 If the CPO is made, it will be submitted to the Secretary of State for confirmation. A statutory notice will be served on all affected parties, and be advertised in the local press and placed at the Order Land. The notices served on those affected properties subject to the CPO will be accompanied by a Statement of Reasons which sets out the Council's case and justification for using Compulsory Purchase powers. Following service of the notices the affected properties and members of the public will be given a period in which to make representations to the Secretary of State.
- 4.6 If there are no objections or if all of the objections are withdrawn then the Council may be authorised by the Secretary of State for Communities and Local Government to confirm the CPO itself. If there are objections and these are not withdrawn then Secretary of State will arrange a public inquiry and appoint an inspector to hold it. After the inquiry the Secretary of State decide whether or not to confirm the CPO.

4.7 Further forecast key milestones for the Stag House scheme are below

Key Milestone	Completed / Forecasted Date
Finalising the scheme and design	Nov 2017
Planning submission (subject to ARG approval of OBC)	Dec 2017
Procurement of building contractor (subject to ARG approval of OBC)	Jan 2018
Full Business Case	March 2018
Design and Build contract to signed	March 2018
Agree nominations policy	Oct 2018
Recruit Scheme Manager	Jan 2019
Care Contract to be signed off	Dec 2018
Practical completion	Aug 2019

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 2016-2017 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; and
 - Improving the borough's leisure facilities to support and encourage active and healthy lifestyles.
- 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 – Development Pipeline (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** 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.
- 5.2.3** 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 for 2019-2020.
- 5.2.4** In addition, funding has been agreed from the HRA budget 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.
- 5.2.5** The cost of the Stag House redevelopment scheme will be funded from the Extra Care Pipeline project budget included in the capital programme.
- 5.2.6** 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 a full Gateway Review.

Procurement

- 5.2.7** 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.
- 5.2.8** 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 Moreton Close (Extra Care currently on site). These procurement procedures cover all procurement within Barnet Homes from stationery orders to large new build contracts.
- 5.2.9** 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.
- 5.2.10** Barnet Homes will enter into a two stage tendering process administrated by the Employer's Agent in following all OJEU guidelines. The winning contractor will then enter into a JCT Fixed Price contract with Barnet Homes.

5.2.11 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

5.2.12 The Council commissioned Your Choice Barnet to be the managing agents for Moreton Close, 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.

5.2.13 Early in the development of the Moreton Close 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.

5.2.14 As Moreton Close 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.

5.2.15 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

5.2.16 The Stag House Extra Care development scheme represents sensible management of the assets and property held by the Council in the Borough.

5.2.17 As the consideration of options above and in the attached Outline 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.

5.2.18 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 identified potential savings arising from the delivery of Extra Care scheme of at least 50 units (Stag House) in financial year 2019/2020. The current timetable is for practical completion of the Stag House development to be achieved by August 2019.
- 5.4.2** Compulsory Purchase can mitigate the key risks;
- **Financial viability risk** – that the London Borough of Barnet has to pay significantly over the market value to acquire the leasehold interests which has financial viability implications. If the scheme is delivered later than the 2019/20 financial year then Adult Services budget savings will not be realised and a future programme of Extra Care scheme could be in jeopardy.

Mitigation – Barnet Homes is working with Property Services and they are currently leading on negotiations with the leaseholders on our behalf.

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.

- **Programme delay risk** – that a party or parties are unwilling to negotiate which compromises the programme and any certainty of delivery.

Mitigation - The Compulsory Purchase Order process requires parties to negotiate and can provide greater certainty of delivery.

- **Cost increases leading to budget overspend**

Mitigation – Barnet Homes will be using a fixed price contract and undergoing value engineering as required with our Employer's Agent. As with the Moreton Close 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

The Outline Business Case sets out risks associated with the Stag House Extra Care scheme in greater detail.

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 Moreton Close 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 Moreton Close 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 assessment is currently being conducted for the Stag House Extra Care scheme, and it is expected that conclusions will to a great extent match those reached with regards to the Moreton Close scheme. This will have been completed by Full Business Case stage.
- 5.5.6 The Equality Impact Analysis for Moreton Close demonstrated 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 conducted for Moreton Close found 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 Outline 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%20Us>

[er.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 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>
- 6.7 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>
- 6.8 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>

This page is intentionally left blank

Outline Business Case (OBC): Stag House

Author:	<i>George Miller; Meera Bedi</i>
Date:	<i>15 November 2017</i>
Service	<i>The Barnet Group</i>
/Dept:	

Contents

Contents.....	1
Executive Summary	2
1. Strategic Case.....	4
2. Economic Case	20
3. Commercial Case.....	22
4. Financial Case.....	27
5. Management Case	29
Document History	34
Distribution List:	34

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 Outline 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 (MTFS). 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.
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 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 2019-2020.
5. The report considered by the Adults and Safeguarding Committee in November 2016 outlined the potential annual revenue savings to the MTFS that could be secured by the development of Extra Care units. Combining the Moreton Close and Stag House schemes, the provision of over 100 Extra Care Units for affordable rent was forecast to save £760,000 for the MTFS in 2019/20.
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 Moreton Close 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 Moreton Close. It is expected that

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

9. Work is progressing on preparing the Stag House scheme. In addition to this Outline Business Case, Barnet Homes have contracted architects to draw up plans for the scheme, and entered into early discussions to secure planning permission.
10. Capital funding from the Housing Revenue Account (HRA) to develop an additional Extra Care scheme of around 50 units was agreed as part of the 2015-2016 Capital Programme. This will enable the development of the 51 units at Stag House for 2019-2020.
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, we have submitted a corresponding report seeking resolution from Assets, Regeneration and Growth Committee to make a Compulsory Purchase Order for the flats at Stag House. This is on the basis that use of a Compulsory Purchase Order will be an option of last resort.

1. Strategic Case

- 1.1. **This document represents the Outline Business Case for the proposed Extra Care scheme at Stag House.**
- 1.2. This report builds on the 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.
- 1.3. This report will develop the case for continuing with the current strategy to provide new Extra Care within the borough, delivering savings to the MTFS. As set out in the Strategic Outline Case, so far a programme of 227 Extra Care units has been agreed by the Adults and Safeguarding Committee (10 November 2016). The first scheme, at Moreton Close, 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.

Corporate Priorities and Performance

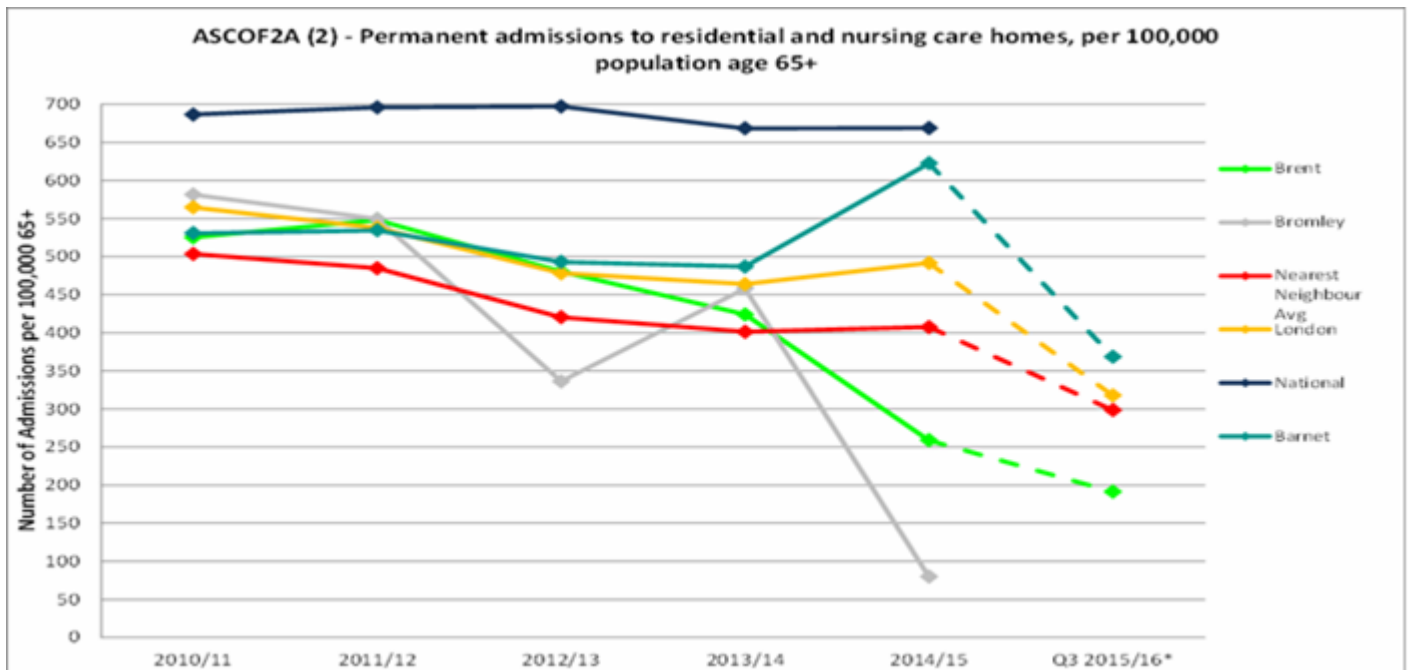
- 1.4. The Corporate Plan 2015 – 2020 sets out the Council’s vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:
 - Of opportunity, where people can further their quality of life;
 - Where people are helped 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.
- 1.5. 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.
- 1.6. 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.”
- 1.7. 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.”
- 1.8. 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.

- 1.9. The 2016-2017 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; and
 - Improving the borough's leisure facilities to support and encourage active and healthy lifestyles.
- 1.10. 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.
- 1.11. So far on this strategy we are developing Moreton Close, Full Business Case agreed at ARG on 19 October 2016. The Moreton Close 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.
- 1.12. 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.
- 1.13. 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 or 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 18-65 with permanent admissions to sheltered accommodation.
- 1.19. The graph below shows that Barnet has a higher number of older people admitted to residential and nursing care than other London boroughs.



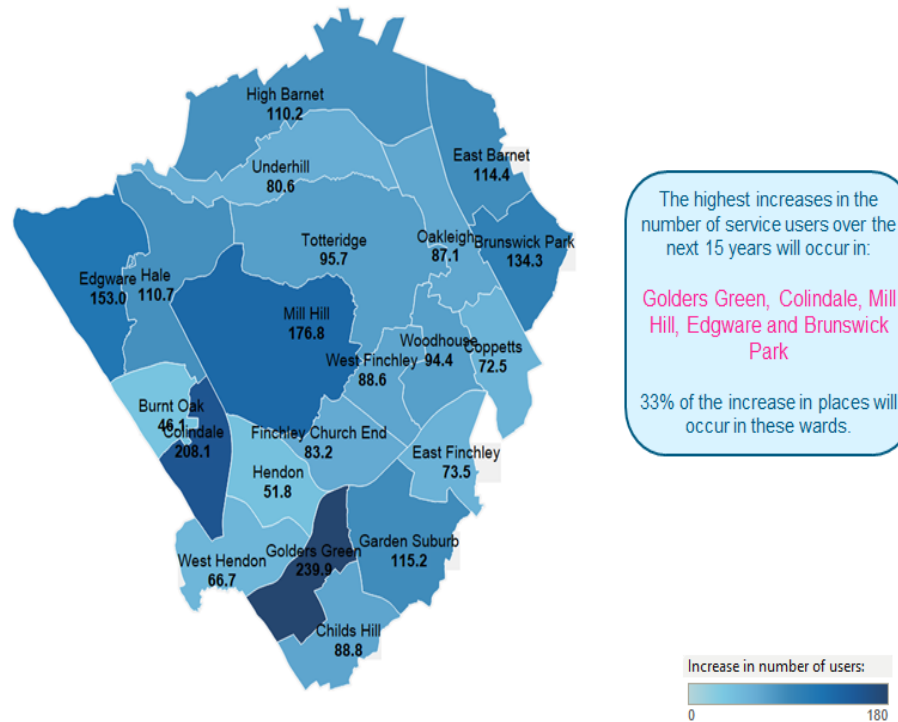
Admissions to Residential Care Working Age Adults LBB 2010 – 2016

- 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.

17

This map shows the areas expecting the highest growth in older people until 2030 according to projections

- 1.22. Combined with the existing on-site Extra Care facility at Moreton Close 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 Moreton Close 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 Moreton Close.

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>

- 1.26. 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.
- 1.28. Our proposal is to achieve vacant possession in advance of demolition.
- 1.29. 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.
- 1.30. We have carried out initial design feasibility for the scheme that has been signed off by the Strategic Lead, Adults and Health and agreed with the Director of YCB. In addition, initial meetings with Planning colleagues has corroborated that the site would be acceptable as an Extra Care scheme.

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 50+ 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 Moreton Close (HRA site). Capital funding (£15.6m) was secured for a Barnet Homes development of a 53 unit site. This scheme will open in 2018/19 and MTFs savings of around £0.465m are expected from 2018-2019.
- 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. Moreton Close 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 are able to 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 Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc.) and date
Benefit 1: Financial - Cashable Cost Avoidance	A financial saving will be achieved in the form of avoided costs. ECH is significantly cheaper than residential care and therefore a cost will be avoided for each unit successfully filled	Residents (Older people with dementia)	£306,768 - £379,456 (year 1) £660,348 - £816,816 (per annum from year 2) (Based on a saving in the range of £249 - £308 per person per week compared to current spend. Modelled on 50% occupancy for year 1 (August – April as completion date falls within financial year , 90% occupancy for 2020/21)	2019/20 (Year 1 – partial savings) 2020/21 (Year 2 - full savings)	Dawn Wakeling, Commissioning Director, Adults and Health	Measured by comparing the cost per year to accommodate and support someone within ECH (Stag House) vs residential 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.
Benefit 2: Non-financial - Strategic Objective	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. Stag House will allow this and, where possible, provide a home for life	Residents	Enables a target of 56 people within the borough (representing Stag House at full occupancy including five 2 bedroom units) to live in ECH, in line with strategic objectives.	2019/20 - onwards	Dawn Wakeling, Commissioning Director, Adults and Health	Measure occupancy rates. By Full Business Case, we will further develop this benefit tracker to measure against target and expected occupancy rates.	Zero

<p>Benefit 3: Non-financial - Satisfaction</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>Residents</p>	<p>An improvement in wellbeing</p>	<p>2019/20 - onwards</p>	<p>Sue Tomlin</p>	<p>A range of options are being considered, one option is monitoring self-reported wellbeing scores. A number of methods are available, details of which can be found below.</p>	<p>We have provided five 2 bedroom flats within this scheme to accommodate couples and their health and well-being will be monitored against those who are separated, from the wider population of older residents we are supporting including through residential care.</p>
<p>Benefit 4: Non-financial – Service Standards / Reputational</p>	<p>Extra Care is a popular option for older persons' care; Stag House will be an innovative project, commissioned in line with best practice from the latest evidence base. Stag House 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</p>	<p>Council</p>	<p>Lower numbers of people being admitted to hospital or residential care when compared to other, older Extra Care locally</p>	<p>2019/20 - onwards</p>	<p>Dawn Wakeling, Commissioning Director, Adults and Health</p>	<p>Compare and contrast the numbers of residents having to be admitted to hospital, the length of time they are there and how many need to be admitted to residential care</p>	<p>Work is still being undertaken to ascertain baseline info</p>

	continuing Extra Care development pipeline.						
Benefit 5: Respite/Rehabilitation bed space	The scheme will accommodate an extra studio, ensuite 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.	Residents, Council and Department of Health	The offer of this bedspace will allow a hospital bed to be made available for further patients in need. This will lead to a closer relationship with local hospitals and provides a new business stream for Adult Services	2019/20 – onwards	Dawn Wakeling, Commissioning Director, Adults and Health	We will be able to measure 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	As there is currently no rehabilitation bed space provided at this site, the baseline is zero.

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
Vacant possession time delays – Leaseholder negotiations	3	3	9	We have identified funds in order to negotiate with the current leaseholders. We will be asking the Council to initiate CPOs for the 4 leaseholders, as an option of last resort.	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.	Barnet Homes has instructed Property Services to negotiate with leaseholders, and the leaseholders have now had initial contact from the Council. Leaseholders were issued letters on 4 October 2017, and occupants of two leaseholds attended the public consultation held on 25 October 2017. Further meetings are being organised.
Cost increases leading to budget overspend	3	4	12	We will be using a fixed price contract and undergoing value engineering as required with our Employer's Agent	More funds will be needed from HRA or GLA. Significantly increased costs would impact the financial viability of the scheme.	On Moreton Close 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. Preliminary surveys around the site are already being undertaken, and realistic contingencies have been included taking account of existing knowledge of the site.
Time delays –scheme delivery, impacting on	3	4	12	The site will be delivered through a Design and Build contract and all site surveys will be	If the scheme is delayed later than predicted then we will not achieve	We have put a realistic delivery programme together, informed

revenue savings				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	the predicted revenue costs savings to the MTFS.	by our work on Moreton Close. We are continually monitoring the scheme's progress and impact on revenue savings.
Planning Permission	3	4	12	We will need to ensure that the scheme we propose meets all planning requirements and is compliant We will need to ensure that the massing of the property is appropriate for the surrounding area and that we provide an appropriate space for the community, particularly as the current commercial tenancy includes community use.	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.	We were successful with Moreton Close so are confident we know what the planners require. We have met with the planners and they are happy to see an extra care scheme in this location
Occupancy	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.
Demand and 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 the present moment, 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. 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.
- 1.59. In order to achieve the savings that Adults and Communities have identified from the MTFs, the project will need to be completed within the financial year 2019/20 as outlined in the Adult and Safeguarding Committee in November 2016. However a significant risk remains with achieving vacant possession. Barnet Homes is working with Property Services in order to achieve vacant possession as early as possible.
- 1.60. This 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 in 2019/20.
- 1.61. There is a dependency on the budget constraints of set out by the Council.

- 1.62. 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.

- 1.63. 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

2. Economic Case

2.1. The critical success factors (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

2.2. 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.
- **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 Moreton Close (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 two stage tendering process administrated by the Employer's Agent in following all OJEU guidelines. The winning contractor will then enter into a JCT Fixed Price contract with Barnet Homes.
- 3.5.** 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

- 3.6.** The Council commissioned Your Choice Barnet to be the managing agents for Moreton Close, 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.
- 3.7.** Early in the development of the Moreton Close Extra Care scheme (currently on site), it was recognised that Moreton Close 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.
- 3.8.** As Moreton Close 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.
- 3.9.** 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.

3.10. 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 enjoyed before their diagnosis of dementia.

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

3.11. 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

3.12. 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. rent and service charge arrears, complaints from neighbours.</p> <p>Annual report with calendar of events and numbers attending (e.g. exercise programmes, health checks etc.)</p>
<p>Quality Measures</p>	<p>% of residents who have maintained a safe and healthy home environment</p> <p>Number of attendances by service users – at Accident & Emergency</p>

% 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 Moreton Close, 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.

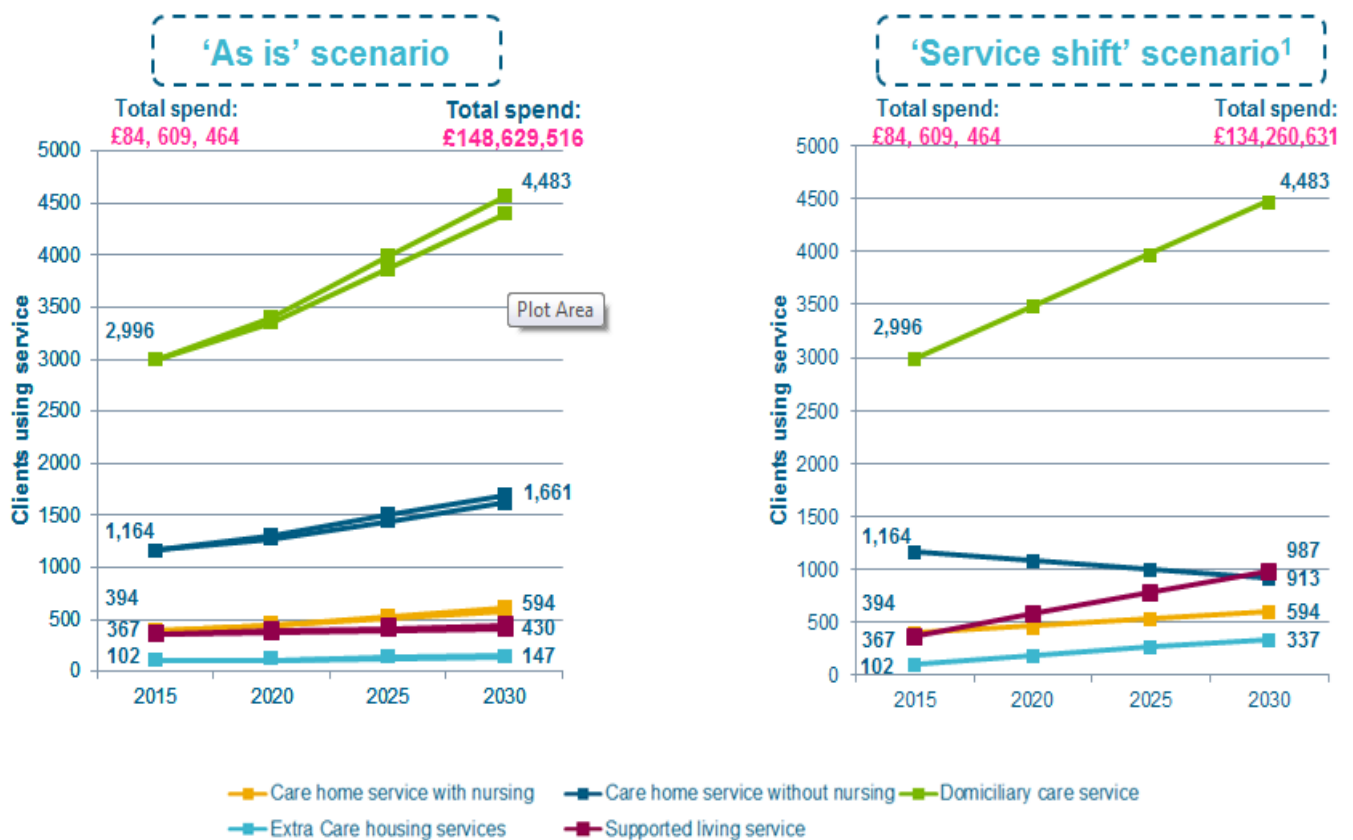


Table 2 shows the potential savings as more clients use Extra Care housing and less people are in Care Homes

Stag House – current capital costs budget

4.2. Barnet Homes is at Outline Business Case stage (RIBA Stage 3) with Stag House, but have the benefit of being on site with Moreton Close. 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.

4.4. 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.

4.5. 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

4.6. 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 for 2019-2020.

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

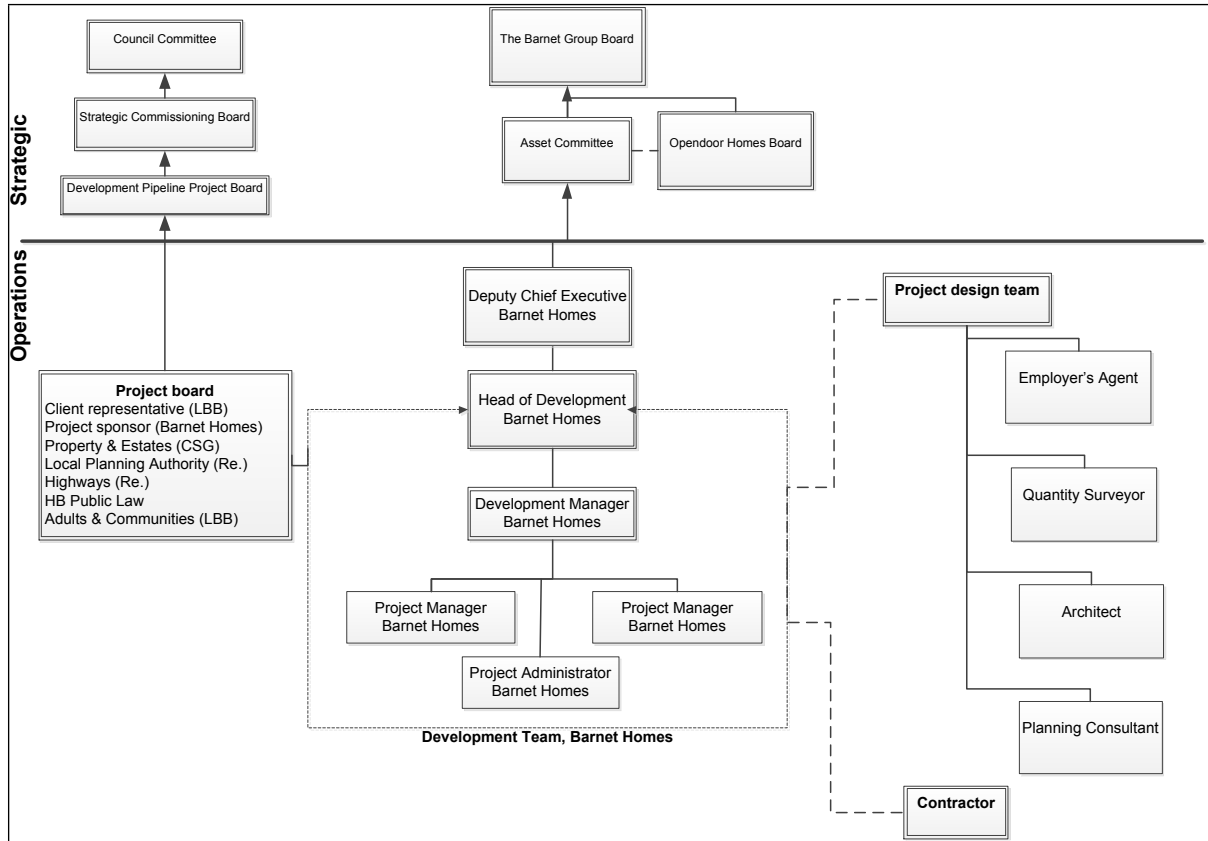
- 5.5. The project will be managed by Barnet Homes in accordance with the Council's project management toolkit, which has been adopted for the delivery of this scheme and its predecessor at Moreton Close, this incorporates monitoring and controls to ensure the project is delivered effectively and that 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 – Development Pipeline (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

Key Milestone	Completed Date / Forecasted Date
Funding to achieve Planning	July 2017
Tender Exercise for architect	Aug 2017
Finalising the scheme and design (following ARG approval of OBC)	Nov 2017
Planning submission (following ARG approval of OBC)	Dec 2017
Procurement of building contractor	Jan 2018
Full Business Case	March 2018
Design and Build contract to be signed	March 2018
Agree nominations policy	Oct 2018
Recruit Scheme Manager	Jan 2019
Care Contract to be signed off	Dec 2018
Practical completion	Aug 2019

Deliverable / Product	Quality Criteria	Author	Reviewers	Accepter
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 and contract sum and final budget to enable appointment for the contractor and work to start	Assessment that the contract sum offers value for money including analysis of the market conditions	Barnet Homes project team	Adults & Communities client representative and project sponsor. Development Pipeline	Barnet Homes project team Development Pipeline Programme Board Full Business Case to go to

on site			Programme Board and a full Gateway Review	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.
- 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 also took place on 12 September 2017.

Document Control

Record the information relevant to this document in this section

File path	Barnet Homes Shared Drive, New Build, Stag House, Governance – Outline Business Case
Reference	
Version	3
Date created	15 November 2017
Status	Version for ARG submission

Document History

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

Date	Version	Reason for change	Changes made by
17/10/2017	V0.1	Created	George Miller
02/11/2017	V0.2	Following comments from DPPB members, ahead of Gateway Review	George Miller
15/11/2017	v.03	Revisions ahead of clearance for ARG submission, including legal, financial, governance	George Miller

Distribution List:

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

Name	Role	Date
Derek Rust	Deputy CEO TBG	
Meera Bedi	Head of New Build, Barnet Homes	
Lesley Holland	Equalities Policy Officer	
Jessica Farmer	HBP Law	
Preetinder Cheema	HBP Law	
Neil Taylor	Director, Development & Regeneration, LBB	
Cath Shaw	Deputy Chief Executive, LBB	
Susan Curran	Commissioning Lead, Development & Regeneration,	
Paul Shipway	Strategic Housing Lead	
Catherine Peters	Senior Finance BP	
	Head of Finance	
Paul Clarke	Lead Commissioner Learning	
Sue Tomlin	Disabilities & Physical and Sensory Impairment	
Julie Riley	Director, Care & Support TBG	

Filename:
Date:
Version:

Approvals:

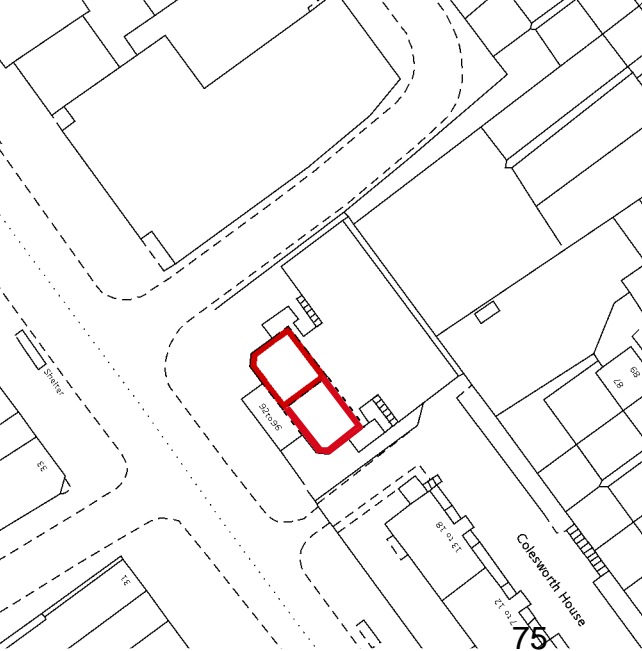
By signing this document, the signatories below are confirming that they have fully reviewed the Outline Business Case for xxxxxx project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

Enter the names and roles of the people who need to sign this document in order to show agreement with the business case's proposal, with space for them to sign it

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

This page is intentionally left blank



Stag House, Burnt Oak Broadway, HA8 0BE
Units: 92, 92A, 96, 96A Burnt Oak Broadway
Note: plan refers to two flats on first floor (92 and 96) and two flats on second floor (92a and 96a).

This page is intentionally left blank

	<p>AGENDA ITEM 9</p> <p>Assets, Regeneration and Growth Committee</p> <p>27 November 2017</p>
<p>Title</p>	<p>Prospect Ring Compulsory Purchase Order</p>
<p>Report of</p>	<p>Councillor Daniel Thomas</p>
<p>Wards</p>	<p>East Finchley</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Annex 1 – Proposed Red Line Plan of Prospect Ring “Order Land”</p>
<p>Officer Contact Details</p>	<p>Derek Rust, Deputy Chief Executive Officer Tel: 020 8359 4826 - derek.rust@barnethomes.org</p> <p>Nick Fletcher, Senior Project Manager (Development) Tel: 020 8359 2731 - nick.fletcher@barnethomes.org</p>

Summary

Opendoor Homes has been established as a Registered Provider which will operate as a wholly owned subsidiary of the Council’s Arm’s Length Management Organisation (ALMO) Barnet Homes.

The proposed development at Prospect Ring for approximately 50 new homes is a key scheme within the Tranche 3 affordable housing programme of 320 new affordable homes for rent on council owned land, supported by a loan from the Council.

A planning application is being submitted during autumn 2017, and subject to planning permission and obtaining vacant possession, works are expected to commence on site in 2018. The acquisition of two residential leasehold interests, an electricity substation, underutilised garages and estate land is required to obtain vacant possession of the site to facilitate the development.

This report seeks resolution in principle from Assets, Regeneration and Growth Committee to make a Compulsory Purchase Order to cover the Order Land (bound by a red line) at Appendix 1, however this is on the basis that use of a Compulsory Purchase Order will be

an option of last resort and the powers will only be utilised where third party interests cannot be acquired through private treaty negotiations, which are ongoing and which will continue to be progressed.

Recommendations

That the Assets, Regeneration and Growth Committee:

- 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 thereto**
 - e. authorisation of compensation payments due under the CPO**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Assets, Regeneration and Growth Committee (ARG) on 12 December 2016 approved the full business case for the Tranche 3 affordable housing programme, produced by Opendoor Homes (ODH) to build 320 affordable homes for rent and transfer a number of parcels of land owned by the Council on which ODH will build these new homes. The initial cost of building the new homes will be met through a loan to ODH from the Council.
- 1.2 The Prospect Ring estate, located in East Finchley, includes two high rise apartments blocks, and two lower rise apartment blocks comprising of 104 dwellings in total. The estate is owned freehold by the London Borough of Barnet and managed by Barnet Homes. After a review of Council owned sites, the potential of redevelopment of no.57-60 Prospect Ring was explored to facilitate a development significantly larger capacity development.
- 1.3 The proposed redevelopment scheme at Prospect Ring includes the demolition of four existing flats, and the construction of a new apartment block containing approximately 50 new homes for affordable rent. This would be a significant quantitative housing gain of 46 net new homes.
- 1.4 The planning application for the scheme was submitted by Opendoor Homes to the London Borough of Barnet on 25th October 2017. The planning reference for the scheme is 17/6827/FUL. The application submission seeks full planning permission for the following description of development:
 - *Demolition of existing maisonettes and garages, relocation of existing electrical substation, and redevelopment to provide a 13-storey building comprising 50no. self-contained flats, with associated landscaping, playspace, car parking, and cycle and refuse storage, realignment of existing highway and re-organisation of existing car parking.*
- 1.5 Subject to planning permission being granted, and achieving vacant possession, it is anticipated that works can commence during 2018 with the completion of 50 new affordable homes expected during 2020.
- 1.6 Two of the four existing flats at Prospect Ring that are included in the proposed development land are leasehold. The acquisition of no. 57 Prospect Ring and no. 60 Prospect Ring is considered necessary to obtain vacant possession of the site to facilitate the development. There are also two tenanted properties in the block; one includes a secure Council tenant, and the other is used for temporary accommodation.
- 1.7 Opendoor Homes has commissioned an independent valuation for both 57 and 60 Prospect Ring from a firm of Chartered Surveyors, who will also act on behalf of Opendoor Homes to negotiate the acquisition of these properties by private treaty. Offers have been made to both of the leaseholders in line with the Compulsory Purchase code, to include 10% home loss and disturbance costs in addition to the property value. Both leaseholders wish to find a replacement equivalent home on the open market.

- 1.8 Opendoor Homes is meeting the cost of a Chartered Surveyor to negotiate on behalf of the leaseholders and negotiations between the parties are on-going.
- 1.9 While it is expected that negotiations will reach a satisfactory conclusion over the coming months, seeking resolution from Assets, Regeneration & Growth Committee to prepare to make a Compulsory Purchase Order will ensure that in the event parties cannot negotiate through private treaty, that there is a clear process and timeline for concluding the acquisition in order to facilitate the scheme.
- 1.10 There are both cost and programme delivery risks associated with the acquisition of leasehold interests to facilitate the implementation of a redevelopment project and this report recommends that Assets, Regeneration & Growth committee resolve in principle to make a Compulsory Purchase Order to provide assurance that the Prospect Ring development scheme can be implemented and to ensure that the acquisition proves to be value for money.
- 1.11 In addition to the four residential properties including two leasehold interests, the proposed Order Land includes an electricity substation and a number of garages which are owned by the Council and rented out to tenants.
- 1.12 The electricity substation will be required to be relocated as part of the proposed scheme, and discussions with UKPN, the electricity provider have begun. The London Borough of Barnet will negotiate a new lease with the provider in due course. The proposed scheme could not be designed to accommodate the existing electricity substation in its current location,
- 1.13 The garages will be demolished as part of the proposed scheme to provide necessary car parking provision to meet the London Borough of Barnet's policy requirements.
- 1.14 The Prospect Ring development scheme will provide significant quantitative and qualitative housing benefits for the London Borough of Barnet including:
- 50 new affordable rented homes to meet housing need for the Borough;
 - A net increase of 46 new dwellings overall which contributes to meeting the London Borough of Barnet annual monitoring target of 2,349 additional homes per year set by the Greater London Authority;
 - High quality new homes, which will provide a high standard of living conditions for residents that the Council has a duty to house;
 - All of the homes exceed space standards set out in the Mayor's London Housing Design Guide and Nationally Described Space Standards;
 - All of the homes are dual aspect and benefit from high levels of daylight;
 - All of the units apart from the ground floor dwellings will benefit from private amenity;
 - Residents of the new dwellings will benefit from very low heating bills due to the new energy efficient building led by passive design;

- New affordable homes which will contribute significantly towards reducing the costs to the Council of providing temporary accommodation to households in need. The total cost avoidance is expected to be approximately £170,000 per year for the Council;
- New affordable homes which will provide a higher quality of accommodation and greater level of security for households currently living in temporary accommodation and/or in private rented sector accommodation;
- 5 new wheelchair flats as required by policy, to meet specialist housing needs;

1.15 In addition to the numerous housing benefits to the borough, the scheme will see qualitative improvements through investment and reconfiguration of external amenity spaces of the estate and public realm which will benefit existing and new residents. The proposed scheme is an example of sustainable development on a brownfield site in an area with good public transport accessibility and access to services.

1.16 It is considered that these collective benefits outweigh the private interests held by the affected parties. A Statement of Reasons would be required to provide justification for making a Compulsory Purchase Order.

2. REASONS FOR RECOMMENDATIONS

2.1 The resolution to make a Compulsory Purchase Order is sought to enable the delivery of the Prospect Ring scheme, in the event that the leasehold interests cannot be acquired voluntarily through private treaty as a measure of absolute last resort.

2.2 The Prospect Ring scheme is in the Tranche 3 affordable housing programme and is of strategic interest to the London Borough of Barnet.

2.3 The Council's Housing Strategy 2015-2025 identifies the need to increase housing supply and to deliver homes that people can afford. The Prospect Ring scheme can facilitate the delivery of new homes for affordable rent in the borough to meet housing need. The affordable rent will be set at 65% of the market rent, in line with the Council's affordable rents policy.

2.4 The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation. There are currently in excess of 2,700 households living in temporary accommodation which presents significant budgetary pressures for the Council.

2.5 The Prospect Ring development covers over 15% of the overall Tranche 3 affordable housing programme, which is an ambitious initiative led by the London Borough of Barnet, to utilise land within the Council's ownership to deliver affordable homes through the wholly owned subsidiary Opendoor Homes.

2.6 ARG Committee has already approved the Full Business Case and the transfer of 20 sites to Opendoor Homes, at its meeting on 12 December 2016 to ensure

that a full 320 new affordable homes are delivered as part of the Tranche 3 programme.

- 2.7 The Prospect Ring development scheme will, subject to the planning permission, deliver 50 new apartments for affordable rent, plus enhancements to the external spaces of the estate and public realm. Although acquisition of two leasehold properties is required and a further loss of two tenanted properties, the significant net increase in the number of new dwellings outweighs the infringement of any private interests given the acute shortage of housing, particularly affordable housing in the London Borough of Barnet.
- 2.8 Consultants will be appointed to assist the Council with the preparation, making and progression of any CPO. This will include a land referencing agent to identify third party proprietary interests, and act for the Council to serve appropriate notices.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could consider not making a Compulsory Purchase Order however this would not provide sufficient assurance on the delivery of the Prospect Ring development scheme if leaseholders were unwilling to negotiate with Opendoor Homes to reach agreement by private treaty, or it could mean that Opendoor Homes 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 Subject to ARG approval of the recommendations in this report, and subject to obtaining planning permission for the Prospect Ring development, the Council and Opendoor Homes will work with a land referencing consultant to identify all interests in the Order Land and serve statutory notices, and also procure specialist legal advice to assist in compiling the Order Schedule, advise on the Statement of Reasons and Order Plan in preparation to make the London Borough of Barnet (Prospect Ring development) Compulsory Purchase Order. The London Borough of Barnet will enter into a CPO indemnity agreement with TBG Open Door Ltd so that any costs are indemnified.
- 4.2 In parallel with the preparatory work for the CPO, Opendoor Homes will also continue with negotiations to reach agreement by private treaty with the two leaseholders.
- 4.3 If the CPO is made, it will be submitted to the Secretary of State for confirmation. A statutory notice will be served on all affected parties, and be advertised in the local press and placed on site at the Order Land. The notices served on those affected properties subject to the CPO will be accompanied by a Statement of Reasons which sets out the Council's case and justification for using Compulsory Purchase powers. Following service of the notices the affected properties and members of the public will be given a six week period in which to make representations to the Secretary of State.

- 4.4 If there are no objections or if all of the objections are withdrawn then the Council may be authorised by the Secretary of State for Communities and Local Government to confirm the CPO itself. If there are objections and these are not withdrawn then the Secretary of State will arrange a public inquiry and appoint an inspector to hold it. After the inquiry the Secretary of State decide whether or not to confirm the CPO.
- 4.5 Subject to planning permission being granted, vacant possession being achieved and any other statutory consent(s), Opendoor Homes are expecting the commencement of works to proceed during 2018.
- 4.6 Opendoor Homes have already undertaken a competitive procurement exercise to select a contractor as part of a two stage tendering process. The contractor is expected to enter into a Pre-Construction Services Agreement subject to planning permission, to undertake the various pre-construction activities such as developing the technical design, discharging planning conditions and CDM requirements. A final contract sum is to be agreed with Opendoor Homes before formally entering into contract.
- 4.7 A circa 24 month construction programme is anticipated with completion of homes expected in 2020.

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 local residents in the Residents' Perception Survey.
- 5.1.7 The Tranche 3 development programme is managed by Opendoor Homes with strategic management and oversight from the Development Pipeline Project Board, reporting to ARG to review the programme milestones and costs.
- 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 All costs will be recoverable to the Council from Opendoor Homes through the CPO Indemnity Agreement. Opendoor Homes have factored the costs for undertaking and implementing a CPO into their financial appraisal as a necessary development cost in the acquisition budget. This allows for land referencing fees, valuation and negotiation fees and legal fees and all associated acquisition costs.

5.3 **Legal and Constitutional References**

- 5.3.1 The Council has the power through various enactments to make a Compulsory Purchase Order and to apply to the Secretary of State for confirmation of the Order.
- 5.3.2 Council Constitution- Article 7.5 states that the Assets Regeneration and Growth Committee is responsible for regeneration strategy and oversee major regeneration schemes and asset management. In addition it states that the Council may delegate responsibility to Authorise Service Providers to manage the Council's Asset Portfolio on its behalf in accordance with any approved scheme of delegation maintained by the Council and published on the Council's website.

Housing Act 1985 Powers

- 5.3.3 Section 17 of the Housing Act 1985 provides a power for a local housing authority to acquire land for housing purposes. The types of situations envisaged by the legislation when such powers can be exercised include:
 - Acquisition of land for the erection of houses;
 - Acquisition of houses or buildings which may be suitable as houses, together with any land occupied;
 - Acquisition of land to provide facilities in connection with housing accommodation and;
 - Acquisition of land to carry out works in connection with providing housing
- 5.3.4 This includes a power to acquire land for the purposes of disposing of houses provided, or to be provided, on the land or of disposing of the land to a person

who intends to provide housing accommodation on it or facilities which serve a beneficial purpose in connection with the requirements of persons for whom housing accommodation is provided.

- 5.3.5 Under this section, land can be acquired by agreement of the Secretary of State may authorise the land to be acquired compulsorily. The Secretary of State will not authorise this unless it appears that the land is likely to be required for those purposes within ten years from the date on which he confirms the CPO.
- 5.3.6 Acquisition under this section must be for a qualitative or quantitative housing gain.
- 5.3.7 Government guidance on the use of compulsory purchase orders is set out in the “Guidance on Compulsory Purchase Process and the Crichel Down Rules for the disposal of surplus land acquired by, or under the threat or, compulsion” 2015 (“the Guidance”). The Guidance states that compulsory purchase orders should only be made where there is a compelling case in the public interest.
- 5.3.8 The compulsory acquisition of third party proprietary interests and/or rights in the CPO land will enable the delivery of the Prospect Ring New Housing Development Scheme in accordance with an agreed programme and will provide certainty with regard to land assembly and the implementation of the Scheme.
- 5.3.9 In using the enabling powers pursuant to section 17 of the Housing Act 1985 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 new housing development at Prospect Ring.
- 5.3.10 In the drafting of this Report consideration has been given to the provisions of the Human Rights Act 1998 including Article 8 (respect for private and family life and home) and Article 1 of the First Protocol (right to peaceful enjoyment of possessions). Any decision to make a compulsory purchase order must strike a fair balance between the public interest in the regeneration of the land and interference with private rights. In this case the site is currently underutilised, as it has capacity for a significant net increase in the number of new homes to meet the housing needs of the London Borough of Barnet. Negotiations are on-going with leaseholders to reach agreement by private treaty in accordance with the CPO compensation code.

5.4 **Risk Management**

5.4.1 The key risks for the project are as follows. Compulsory Purchase can mitigate the key risks;

- **Financial viability risk** – that the London Borough of Barnet has to pay significantly over the market value to acquire the leasehold interests which has financial viability implications for the project as a whole.

Mitigation – The Compulsory Purchase Order process is clear and requires that both parties negotiate. The financial offer from 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.

- **Programme delay risk** – that a party or parties are unwilling to negotiate which compromises the programme and any certainty of delivery.

Mitigation - The Compulsory Purchase Order process requires parties to negotiate and can provide greater certainty of delivery.

5.5 Equalities and Diversity

5.5.1 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.

5.5.2 The Equality Act 2010 provides protection from discrimination in respect of certain protected characteristics namely: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council, as a public authority, has a duty known as the public sector equality duty under section 149 of the Equality Act 2010, in the exercise of all of its functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- Advance equality of opportunity between persons who share relevant protected characteristics and those who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and those who do not share it.

5.5.3 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>

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

- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
- Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
- Provide homes for people who are homeless and may be currently disadvantaged.

5.5.5 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.

5.5.6 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.

5.6 Consultation and Engagement

5.6.1 A Stakeholder Engagement Plan was prepared for Tranche 3 and was included as an appendix to the Full Business Case.

5.6.2 Two public consultation events have taken place with residents on the design of the new Prospect Ring scheme, in April 2017 and July 2017. Feedback from the consultation events has been considered by the design team, and the design team has sought to respond through the design development to address concerns. The planning application includes further details on the public consultation in the 'Statement of Community Involvement' in the Design & Access Statement document.

5.6.3 The two leaseholders have been engaged through individual meetings and regular contact regarding the negotiations.

5.6.4 UKPN have been notified of the intention to relocate the substation and an application has been logged to do so. It is the intention to reach agreement with them to relocate the substation and agree new terms with them.

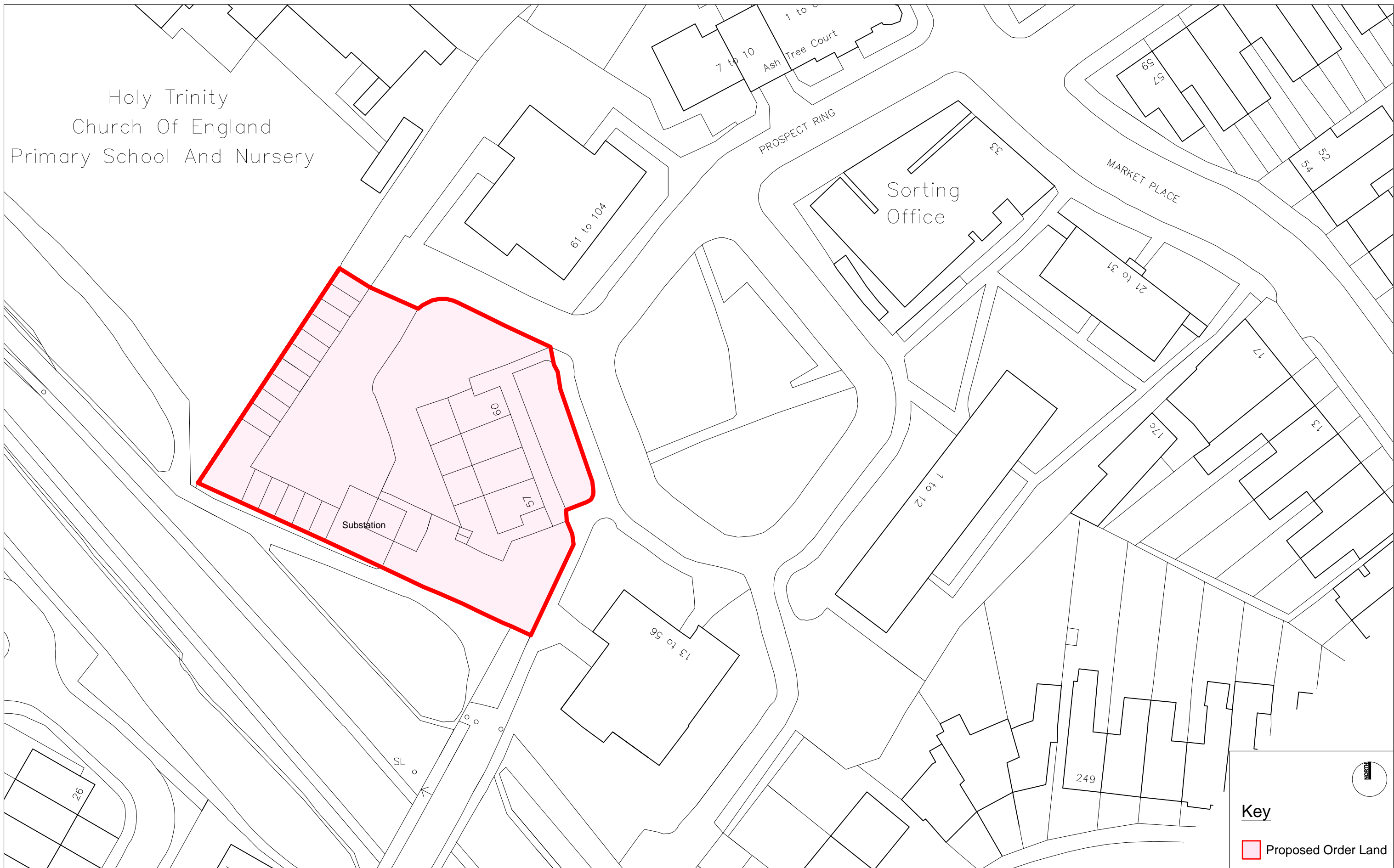
5.6.5 Garage occupiers living on the estate have been notified of the proposed scheme, and will be served notice to vacate at an appropriate time.

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>
- 6.7 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>
- 6.8 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>
- 6.9 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.
- 6.10 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>
- 6.11 Assets, Regeneration and Growth Committee, 12 December 2016, Development Pipeline Tranche 3 - Affordable Housing Programme
<https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8640&Ver=4> \



Notes

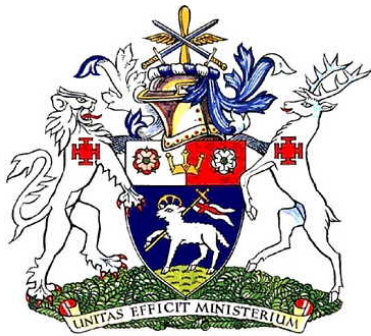
68

Notes/revisions:

Rev	Date	Drwn	Chkd

Date:	Client:
Drawn: WL	Project: Prospect Ring
Check:	Title: London Borough of Barnet (Prospect Ring) Compulsory Purchase Order
Scale: 1:500@ A3	Dwgn: BPTW-16094-ZZ-XX-DR-A-9101
	Revision: P03

This page is intentionally left blank



Assets Regeneration and Growth Committee

27 November 2017

Title	Brent Cross Cricklewood Update Report
Report of	Councillor Daniel Thomas
Wards	Childs Hill, Golders Green and West Hendon
Status	Public
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 4 September 2017 on key areas of activity and progress across the Brent Cross Cricklewood (BXC) programme. In particular it details the progress made on Brent Cross North (BXN), namely the approval of the reserved matters application for the shopping centre (Phase1b) and commencement of Seasonal Works to facilitate enabling works starting early next year.

On Brent Cross South (BXS), following approval by the Committee of the BXS Business Plan and the First Phase Proposal (FPP) in July, the report confirms best consideration has been determined for the Council's Land Value in FPP and reports on progress on determining how that value should be invested in BXS. The report also provides a progress update on Thameslink, focusing on the procurement strategy for the individual Thameslink work packages, and seeks the Committee's approval for the station to be named Brent Cross West and to delegate authority to the Deputy Chief Executive to commence early works (rail and non-rail) to maintain programme.

The report also details progress on assembling the land and appropriation to deliver the BXC regeneration.

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) 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 Co-Operation 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);**
- 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).**

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 4 September 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.
- The reserved matters application for Phase 1B North for the detailed design of the shopping centre expansion was approved by the Planning Committee on 25 October 2017 and issued on 31 October. Following which the BXN partners have commenced seasonal works to clear invasive species and vegetation (including trees) on 6 November to enable the

early works utility diversions to commence in late January (paragraph 1.2-1.12).

- Following approval by the Committee of the Business Plan and the BXS First Phase Proposal and receipt of the formal letter from CBRE (the Phase Proposal Valuer) confirming that the Phase Proposal as amended represents Best Consideration in accordance with the Best Consideration Mechanism as detailed in the Brent Cross South Project Agreement, the Chief Executive has determined that the Best Consideration requirement has been met. (paragraph 1.17).
- That on 24 July 2017 the Committee approved that the Council Land Value be re-invested in BXS to secure a revenue stream and authorised Officers to explore options for securing this investment in a way that is aligned to Argent Related's interests for consideration by the Committee. An update is provided in paragraphs 1.19-1.25.
- That the CPO3 Inquiry closed on 13 September 2017 and legal agreements were completed with DB Cargo, North London Waste Authority and Network Rail and their objections withdrawn (paragraph 1.49).
- Following the Committee approval of the Thameslink Procurement Strategy on 24 April 2017, the Council is finalising the procurement strategy for each work package. Recommendations will be made to delegate authority to the Chief Executive, in consultation with the Chairman of the Committee, to approve and finalise the procurement strategy for each work package and authorise commencement of the procurement by January (paragraphs 1.40-1.46).
- That on 12 September 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 (attached – Appendix 1) which is held by the Council for other purposes and, if he considers it 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. Subject to confirmation of CPO1 and CPO2 Orders, the Council will be seeking to appropriate to planning purposes land within Appendix 1 attached to the Committee report by Spring 2018 (paragraphs 1.51-1.54).

Project Update

Brent Cross North

- 1.2 The Brent Cross North (BXN) Partners reserved matters application (RMA) for Phase1B (North) for the detailed design of the shopping centre was unanimously approved by the Planning Committee on 25 October 2017.

- 1.3 The BXN Partners have also submitted planning applications to undertake early enabling works and utility diversions, which are anticipated to start on site in January 2018. These applications are under consideration and expected to be determined shortly.
- 1.4 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 31 December 2017.
- 1.5 In respect of the relocation of the residents within the CPO1 area of the Whitefield Estate, the BXN Partners have been unable to conclude contractual negotiations with Catalyst as their preferred Registered Provider. The BXN Partners had been in contract discussions with Catalyst since 2015 and unfortunately, despite a lot of effort from both parties, they were unable to reach an agreement. Given that residents in the Whitefield Estate have been impressed by the Registered Provider London and Quadrant's (L&Q) work within the CPO2 area of the Estate and that both Council Officers and BXN Partners have also been encouraged by their approach, engagement and level of commitment to delivering the new homes for residents within CPO2, the BXN Partners have now decided to progress with L&Q and have reached an in principle agreement for L&Q to deliver the CPO1 replacement homes on Plots 53 and 54 of the development.
- 1.6 The design and layout of the homes for the CPO1 residents ("the "Whitefield Estate Replacement Units (Part 1)" were approved through reserved matters in 2015. These designs remain the same and have not altered. An Open Meeting was held with the residents within the CPO1 area to meet the team from L&Q on 14 November 2017. At this meeting, the BXN Partners provided greater explanation to their decision-making process and introduced residents to L&Q, who explained more about their role and how L&Q will support the residents through the move to the new homes.
- 1.7 The BXN Partners are now in the final stages of concluding third party investment into the Brent Cross London scheme. This is anticipated to be completed early in the New Year. This has taken longer than expected, partly due to the delay to the CPO1 and CPO2 decision. As previously reported BXN Partners are restructuring the joint venture and putting the necessary legal arrangements in place. These arrangements have now been agreed and will be entered into in the New Year. As part of legal documentation, the parties have agreed to enter into an Integrated Programme Management Office (IPMO) co-operation agreement to better manage areas of interface between BXN, BXS and Thameslink projects.
- 1.8 In relation to the programme, following the approval of detailed planning consent, the main construction works for the Brent Cross London development are due to commence in summer 2018. BXN Partners continue to anticipate undertaking early enabling work from January 2018, with an

anticipated main construction start date for the Phase 1A Infrastructure and the Phase 1B Shopping Centre works in July 2018. Laing O'Rourke has been selected as the preferred contractor for Phase 1B works. The tender process is still underway with respect to the Phase 1A Infrastructure and is due to close by the end of the year. The target completion date is September 2022.

- 1.9 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 commenced on 6 November and should be completed by end of February 2018. These works are in accordance with details which have been approved through the Planning process as a result of the RMA consents and discharge of conditions for Phase 1A and 1B North. The work is being carried out by specialists under the supervision of Waterman, one of the UK's leading environmental specialists. They will ensure the works are undertaken to the highest environmental standards and with the minimum of inconvenience. The BXN Partners are currently exploring options for reusing the timber from felled trees. These options include reusing the timber within the development, for public furniture or children's play equipment, local community projects or donations to charities such as the Timber Project (<https://www.thetimberproject.co.uk/>).
- 1.10 The BXN Partners have contacted residents living on Brent Park Road as well as the Whitefield Estate to notify and explain the works, the hours of working and how they can contact the BXN Partners to discuss any immediate concerns.
- 1.11 The BXN partners have recently appointed the contractor Murphys to undertake the enabling works (namely utility diversions) before the main works begin on site. The Council's Planning and Highways teams is working to ensure appropriate communications plans are in place to inform the public and to minimise impact on surrounding local roads.
- 1.12 A series of workshops has been held at operational level to identify the impacts and affected transport users (including pedestrians and cyclists) for the enabling works planned for early 2018. This insight will inform the communications action plan to mitigate the impact as required by the technical approval. Briefings will be provided to Members as to the proposed transport management plan and communications strategy via Member Briefings.

Brent Cross South

Business Plan

- 1.13 The Committee approved the final revised BXS Business Plan on 24 July 2017. This document sets out the BXS vision and guides the activity, roles, responsibilities and obligations of the parties.

- 1.14 In line with the draft Business Plan and in accordance with the Project Agreement, BXS JVLP submitted the First Phase Proposal (FFP) on 30 June to the Council for approval. As previously advised to the Committee, the first phase proposal sets out the details of the proposed development within the BXS first phase setting out the floorspace, uses, infrastructure and public realm and timetable for development as well as the Council's potential entitlement to land value.
- 1.15 The FPP includes a programme establishing the drawdown conditions long stop date. The Phase Unconditional Longstop Date has been set at 17 December 2018. Enabling works are due to commence in Autumn 2018 and it is anticipated construction will begin on the first residential building plot in May 2019.
- 1.16 Following the Committee's approval of the Business Plan and FPP, CBRE (the Council's Phase Valuer) has formally confirmed in writing to London Borough of Barnet (LBB) as landowner that best consideration has been achieved to dispose of the Council's land assets within the First Phase Proposal to the Brent Cross Limited Partnership (BXSLP) under the Project Agreement in accordance with Section 233 of the Town and Country Planning Act (TCPA) 1990.
- 1.17 Consequently following the approval of the updated Business Plan and receipt of a formal letter from CBRE, the Chief Executive has determined that the best value consideration test has been met. The indicative value at this stage for the Council's land interests in the first phase is £10.5m. This sets the minimum Council's land value to be achieved at the next viability appraisal date.
- 1.18 In terms of progress, Argent Related submitted a reserved matters application for Phase 1B (South) on 27 October 2017. This application is for the first buildings within Brent Cross South on Plot 12 and will include 110 replacement homes for the residents of Whitefield Estate (Part 2) along with 182 market sale units. 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.

Re-investment of Council Land Value

- 1.19 The options for how the Council takes its land value are set out in the Exempt reports to the Committee on 17 March 2016 and 24 July 2017.
- 1.20 The five Council Land Contribution Options are
- 1) "Deferred Premium" – an agreed value, payable at an agreed development milestone (expected to be after practical completion). This secures for the Council the benefit of gains due to reduced financing costs on the part of the plot developer
 - 2) "Premium paid on drawdown" – payable on the drawdown of a development plot

- 3) "Payment in kind" – Council receive all or part of the CLC as property to an equivalent value
- 4) Gearing/Ground Rent" – an income stream of equivalent capital value to the CLC, received by gearing or ground rent
- 5) "Stake in Build to Rent SPV" – an income stream derived from a stake in an investment business, equivalent in capital value to the CLC

- 1.21 Options 3, 4 and 5 are all designed to give the Council the opportunity to expose itself to longer term value-gains in the wider Brent Cross scheme. Although the capital values of options 3, 4 and 5 will be the same, the actual income will vary – the yields of the options being different (as a reflection of risk/security of income).
- 1.22 The Council could take its land value as a capital sum at plot drawdown, which represents the most risk free approach. However, in order to take advantage of the value that will be created through the regeneration and placemaking in the early phases, on 24 July 2017 the Committee approved that the Council reinvest it's land value in BXS and commissioned officers to explore options for consideration by the Committee. The aim of such investment will be to secure a revenue stream for the Council, and align the Council's financial interests with those of its development partner.
- 1.23 Following approval by the Committee to invest the CLC within BXS, GL Hearn have commenced a review of the options for deploying CLC to create a revenue income for the Council and are of the view that investing the CLC as equity within the BXS Build to Rent asset product 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.
- 1.24 Consequently, investment as equity in the Build-to-Rent product is emerging as a preferred option as it best aligns the Council's interest with those of Argent and Related, and gives provides the prospect of both revenue and capital appreciation.
- 1.25 Further work is needed to consider the risks, rewards and tax implications of the equity investment, as compared to the alternatives available, and judged against the potential forecast returns under a variety of scenarios. These forecasts will, to an extent, be the product of negotiations between the Council and Argent Related, linked to incentives and performance based returns. A firm proposal will be reported to the Committee in 2018 for decision.

Thameslink Station

- 1.26 The Council is continuing to work with the GLA, HM Treasury, DCLG, Network Rail and the Department for Transport to deliver the new Thameslink Station and associated infrastructure within the regeneration area.
- 1.27 In order to meet the Thameslink 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.

- 1.28 The GRIP4 approval in principle design work is well underway and is due to be signed off by Network Rail on 28 February 2018, thereby achieving GRIP 4 stage gate sign off.
- 1.29 Following the completion of GRIP 4 and aligned to the Thameslink programme, Detailed Design (GRIP 5) would continue. Commencement immediately upon completion of GRIP 4 will ensure consistency of the design process. The GRIP 5 design activity will progressively complete Approved for Construction drawings, whereby construction works can commence in Summer 2018.
- 1.30 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.
- 1.31 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
- 1.32 As explained in section 5.7 of this report, public consultations and stakeholder sessions were carried out in April and 26 June – 6 July to support the Waste and Freight Facility design development alongside station / sidings proposals and to inform the preparation of the planning applications. These sessions have resulted into a number of modifications to the Council's proposals taking responses into consideration.
- 1.33 The planning application for the Freight Facility was submitted on 15 September 2017. The statutory consultation period has now closed and the application is being considered by the Local Planning Authority. Following a significant number of responses to the application, a programme of specific and targeted dialogue is ongoing with residents' groups including the Cricklewood Railway Terraces led by DB Cargo and the programme team. These include a series of face to face meetings for general concerns to be discussed and also provides the opportunity to address detailed technical issues to resolve concerns regarding the operation of the facility, with particular regard to noise and transport movements. Both of which have been

tested through the Environmental Impact Assessment submitted in support of the planning application.

- 1.34 The planning application for the Waste Transfer Station was registered on 2 November 2017 and the public consultation will end on 1 December 2017.
- 1.35 It is anticipated that a reserved matters application for the station will follow in February next year along with details of the relocated sidings.
- 1.36 The re-phasing application to bring forward the Thameslink Station and critical infrastructure from Phases 4 and 5 of the BXC development into Phase 2 was approved on 26 October 2017.

Station Naming Process

- 1.37 As previously reported to Committee, the Council and BXS JVLP have been consulting on the future name of the new station and to inform the marketing strategy for BXS. It became clear through this exercise that the area north and south of the A406 between the Edgware Road and A41 is well known as Brent Cross. Whilst the marketing and branding of BXS needs to be developed further, all parties agree that the station name should build upon the Brent Cross identity already established. Given the station is located to the west of Brent Cross, it is considered that the station should be named Brent Cross West. Network Rail have confirmed that this name is acceptable for operational purposes. Consequently, the Committee is asked to approve that the new station be named Brent Cross West. Consideration has also been given as to whether to pursue a name change for the tube station from "Brent Cross" to "Brent Cross East", however owing to the very high cost of changing maps and signage London-wide this is not currently being pursued.

Network Change

- 1.38 As the Committee is aware, the Council is working closely with Network Rail with regards to the delivery of the Thameslink Station on a number of key workstreams in addition to design. 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'.
- 1.39 The Network Rail Sponsor issued the draft part 2, the 'Notice of Intended Scope' to the railway stakeholders. Responses have been received from the main stakeholders and these have been considered by Network Rail. The formal notice will be issued in December with the formal approval being achieved by March 2018.

Procurement

- 1.40 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 is currently undertaking a

detailed review of the proposed options and anticipate that recommendations will be made to the Chief Executive in consultation with the Chairman of the Committee to approve and finalise the procurement strategy for each work package and authorise commencement of the procurement in January 2018.

Early Works

- 1.41 The early works (package O within the Station Works Procurement Strategy approved on 24 April 2017) will focus on the sidings area to include removal/treatment of vegetation and invasive species, a temporary haulage road and site clearance and remediation. It is anticipated that this work will be procured through Network Rail's procurement framework. Non rail early works will also be required in respect of the Waste Transfer Station relating to highway and utilities diversions. Subject to the confirmation of the CPO, it is anticipated that the early works will begin in Spring 2018 to facilitate enabling works to commence in July 2018 as soon as the BXN Partners commence the main construction works on the infrastructure and shopping centre development.
- 1.42 Consequently, Committee approval is sought to delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to authorise the commencement of the Thameslink early works (rail and non-rail) subject to progress on the BXC programme as a whole.

Rail Systems and Station

- 1.43 With respect to the delivery of the rail system elements including the station and sidings (packages A and B), the Council and its advisors are currently assessing whether to 1) employ Network Rail (via an Implementation Agreement to manage and deliver the works, or 2) to determine the current relationship with Network Rail and for LBB to contract and manage the works directly with an experienced rail contractor(s).

Rail Freight Facility

- 1.44 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 will be monitoring progress in case it is necessary to step in as a result of non- performance.

Waste Transfer Station

- 1.45 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 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 (package E) has now been submitted to the Local Planning Authority and the Settlement Agreement entered into by the Council and NLWA. The Council now needs to develop the detailed design and procure the contractor to enable a start on site in July 2018. It is envisaged that Capita will continue to work up the detailed design (RIBA Stage 4 technical design) and engage with Grahams to construct the new facility through the existing Council procurement framework. Early contractor engagement through RIBA 4 stage design is essential to de-risk design changes through 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 once the BXN Partners have started on their main works contract in July 2018.

- 1.46 The Committee will be kept updated on progress.

BXC Assurance Re

- 1.47 As noted at the last meeting, the Council, along with its public sector partners have commissioned an Assurance Review led by HM Government Infrastructure & Projects Authority (IPA). Preparatory meetings have been arranged and the review is scheduled to take place 27-30 November. IPA reports are not public documents, but it is anticipated that the report will be shared with the Audit Committee as a confidential item.

BXC Land Assembly

CPO1 AND CPO2

- 1.48 In respect of CPO1 and CPO2, the Committee will recall that the CPO Inquiry formally closed in July 2016 and the Council is awaiting the Secretary of State decision. This is anticipated towards the end of this year. The Council's advisors, GL Hearn are continuing to negotiate with landowners within the CPO areas to acquire the necessary land and rights needed for the Brent Cross North and South schemes.

CPO3

- 1.49 The making of a compulsory purchase order to assemble the land and new rights required to develop (1) the Thameslink station and associated infrastructure work packages and (2) 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. The CPO Inquiry commenced on 5 September 2017 and closed on 13 September. Agreements were reached with North London Waste Authority (NLWA), Network Rail and DB Cargo to enable their objections to be withdrawn prior to the close of the Inquiry. A decision from the Secretary of State on CPO3 is anticipated by Spring 2018.

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

- 1.50 Once CPO 1 and 2 decision is confirmed by the Secretary of State, the Committee is asked to delegate to the 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, having regard to the CPO decision and programme. The call options relate to buildings on Brent Terrace alongside the Selco building as approved

by the Cabinet Resources Committee on 16 January 2014 and this Committee on 30 November 2015.

Land Appropriation

- 1.51 In order to deliver the regeneration of the Brent Cross Cricklewood area, the Council will need to dispose of land within its freehold ownership to the developers. 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, section 203 of the Housing and Planning Act 2016 will operate to override and 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.
- 1.52 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.
- 1.53 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 (Appendix 1 attached to the report) 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).
- 1.54 The Council is currently undertaking the necessary consultation and will be undertaking the required statutory advertisements for any open space and obtaining the required statutory consents. The notices for open space will be placed shortly. Subject to the CPO 1 and 2 Orders being confirmed, the Council will prepare a full Delegated Powers Report explaining the reasoning for appropriating the land, including any responses to statutory advertisements and evidencing that all the legal requirements as they apply to the various different types of land have been complied with.

Future Land Acquisitions

- 1.55 Section 227(1) of the Town and Country Planning Act 1990 provides that the Council may acquire by agreement any land which they require for any purpose for which a local authority may be authorised to acquire land under section 226.

PB Donaghue

- 1.56 The Committee will recall that on 12 December 2016, the Committee considered a report exploring the potential options to re-locate the existing Donoghue skip hire and waste management from its present site on Claremont Road, Cricklewood following the request by Finchley and Golders Green Area Committee “that officers investigate the feasibility of relocating Donoghue due to concerns about health and safety particularly for the children who attend the three schools on the Donoghue’s main route.”
- 1.57 As the Committee is aware, Donoghue currently operates from its existing premises on Claremont Road opposite The Vale. The site, which extends to circa 0.95 ha, is located within the Brent Cross Cricklewood regeneration area, and forms part of the Brent Cross South masterplan proposals that are being brought forward jointly by the Council and its development partner Argent Related.
- 1.58 The section 73 planning permission as approved in July 2014 identifies the site as a development plot to be brought forward in phase 4 as part of the regeneration of the Brent Cross Cricklewood area. The Donoghue site is not within the land for which compulsory purchase powers have already been sought in CPOs1, 2 and 3, nor does the Council own it. If the Council were to acquire the site it would need to be either through private treaty negotiation or a new CPO would need to be sought. .
- 1.59 Since the Committee meeting, the Council has continued to investigate and explore options to identify alternative waste capacity and relocate the skip hire and waste management operations. However, the team have not thus far been able to find a suitable site in an appropriate location. Work is continuing and the Council is in discussions with the GLA.

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, most recently the report to December meeting, which can be accessed on this link:
<http://barnet.moderngov.co.uk/documents/s36613/121216%20-%20Final%20Draft%20BXC%20Update%20ARG%20Report%20v3.pdf>

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 2 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, the 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 5.2.2). 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.
- 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 function, states the functions of the Assets, Regeneration and Growth Committee, includes responsibility for regeneration schemes and asset management.
- 5.4.2 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.

- 5.4.3 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.
- 5.4.4 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 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. 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.
- 5.4.5 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.

5.5 Risk Management

- 5.5.1 The key risks and mitigations are summarised in the 11th July 2016 report, please see link here - <http://barnet.moderngov.co.uk/documents/s33190/Brent%20Cross%20Cricklewood%20Compulsory%20Purchase%20Order%20No.%203%20and%20Project%20Update%20Report.pdf>

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 An overarching communications strategy is in development to mirror the programme of works to ensure that opportunities to promote and engage are optimised. This will also identify resources and materials required to provide consistent and accurate information available and to agree project communications protocols with Network Rail to govern communication with lineside neighbours, in line with the technical approval requirements.
- 5.7.2 The Council continues to work closely with development partners from the north and the south side to develop and implement a coordinated communications strategy and stakeholder engagement approach across the whole programme.
- 5.7.3 All three projects provided an All Member Briefing to Councillors on 25 October 2017 which was well attended and attendees welcomed the update. A follow up briefing for all members will take place in the Spring, with specific issue and area based updates when required.
- 5.7.4 The joint monthly communications meeting continues to be held, attended by the Council, Brent Cross North Development Partners and Argent Related (including their advisors Tavistock and Soundings) as well as TfL. As the programme begins to move towards an operational 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 continues to be updated with a 3 – 6 month forward look of 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.
- 5.7.6 The Communications Group has facilitated the recent cross promotion of the BXC regeneration programme through local and national media and issuing factual reactive statements to journalist's queries.
- 5.7.7 The Transport Communications Group – a sub-group of the Transport Advisory Group (TAG) – held a number of meetings to develop the transport communications plan with the affected highways agencies and developers. TfL produced an overarching communications strategy to set out first principles of joined up working.
- 5.7.8 Barnet officers were invited by LB Brent officers to provide a briefing to Ward

Members. This meeting was held on 7 October 2017. The LB Brent is keen to work with LB Barnet on wider masterplan opportunities, particularly around the A5 and links to the Station from LB Brent as well as understanding the employment opportunities that will be generated from the scheme. Concerns were raised relating to transport movements on the A5 as well as the Rail Freight Facility and Waste Transfer Station. It was agreed that there would be further discussions how best to promote closer working relations at all levels to ensure the benefits of the scheme are maximised to the wider local community.

Brent Cross North

- 5.7.9 PEP the Resident Independent Advisor continues to hold monthly resident surgeries on the Whitefield Estate. Argent Related, L&Q, BXN Partners and the Council have also distributed FAQs to residents, to provide them further reassurance on the agreed relocation principles. With the recent change of RP for CPO1 residents, a series of community meetings have been scheduled. A meeting was held on 14 October with the resident steering group / open meeting introducing L&Q. A design drop in session is scheduled for 15 October, and a session for residents to discuss issues directly with L&Q has been arranged for 27 October 2017. Individual session will be offered to residents who wish to seek clarity on their own personal circumstances.
- 5.7.10 The BXN Partners gathered good press coverage, particularly in trade press, following Barnet Council granting planning permission for the extension of the shopping centre in October. This coincided with BXN Partners appointing Laing O'Rourke as their preferred contractor to take the work forward which also gained significant media coverage.
- 5.7.11 Seasonal works to clear invasive species and some trees began on 6 November ahead of the bird nesting season. All residents affected by the works were informed by the developers before work began. The letters also set out measures taken to minimise disruption and impacts to them. This included limiting work close to residents from 8am to 5pm, transporting organic material offsite to be processed and using equipment to keep noise to a minimum. Residents were also provided with a customer contact number if they wished to raise concerns or make a complaint. BXN Partners shared the schedule of works with Ward Councillors ahead of seasonal works commencing and covered it in detail at the all member briefing on 25 October.
- 5.7.12 Consideration is continually given to residents and businesses in this area as the programme of works begins.
- 5.7.13 Discussions are on-going about the best approach to communicating appropriately about the enabling works scheduled by the BXN Partners for early 2018 and also to communicate the Secretary of State's decision on CPO1 and 2, once it is received. This will include a targeted letter drop to Whitefield estate residents to set out what this means and how it is relevant to them. A press issue will also be issued, supported by BXC Partners to mark the significance of the milestone in the programme.

Brent Cross South

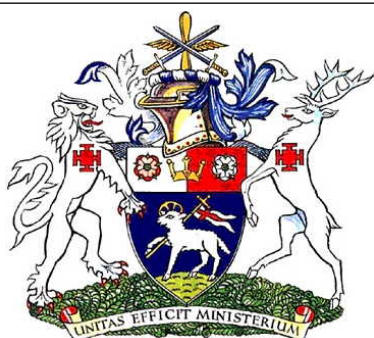
- 5.7.14 Argent Related and Soundings produced a hard copy newsletter update to residents in April 2017 and June 2017 to promote the July consultation on the first buildings and plans for open space.
- 5.7.15 An Open spaces workshop and public exhibition about the 1BS Draft Designs was held in July to inform the Reserved Matters Applications in November. Argent Related will also be issuing a press notice to promote the opportunity for community involvement in the detailed plan for the temporary open space. These sessions are planned for Spring 2018.
- 5.7.16 In respect of the Whitefield Estate Part 2 relocations community engagement has been ongoing with Argent Related and L&Q directly with residents about their personal circumstances.
- 5.7.17 Argent Related and L&Q held a series of design workshops for residents to provide an opportunity for residents to record their aspirations and priorities for the design of their new homes and the surrounding areas. Liaison has been ongoing with the residents steering group to ensure residents understand that L&Q will also act as housing provider for the residents affected by HSL proposals.

Thameslink

- 5.7.18 Over the summer months, GL Hearn delivered a substantial community engagement programme around the Thameslink station phase. This included three open events with an exhibition of the plans and opportunities for residents and interested parties to participate and ask questions. This was widely publicised via social media channels, via a press notice and advertised in local media. An information based newsletter was distributed to 38,000 homes and a flyer distributed to promote the community exhibitions which were well attended.
- 5.7.19 Following early consultation on the designs for the Waste Transfer Station and Rail Freight Facility, designs have been revised. The changes have been broadly well received and the detailed plan for the WTS opened for public consultation in November.
- 5.7.20 The planning application for DB Cargo's freight facility attracted widespread comment via Barnet's planning portal. This was supported by a widespread social media campaign to encourage people to express their objections. A programme of specific and targeted dialogue is ongoing with residents' groups led by DB Cargo and the programme team. These include a series of face to face meetings for general concerns to be discussed and also provide the opportunity to address detailed technical issues.

6 BACKGROUND PAPERS

- 6.1 Assets, Regeneration and Growth Committee, 17 March 2016, item 14, Brent Cross Cricklewood Compulsory Purchase Order (No.3), <https://barnetintranet.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://barnetintranet.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://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8641&Ver=4>
- 6.3 Assets, Regeneration and Growth Committee, 24th July 2017, Brent Cross Cricklewood Update <https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9337&Ver=4>
- 6.4 Assets, Regeneration and Growth Committee, 4th September 2017, Brent Cross Cricklewood update report, <https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9080&Ver=4>



Assets, Regeneration and Growth Committee

27th November 2017

Title	Proposed cemetery acquisition – Milesplit Hill
Report of	Councillor Daniel Thomas
Ward	Mill Hill
Status	Public with an accompanying exempt report and appendix
Urgent	Yes - As the asset is currently on the market and we are aware of interest from other parties
Key	Yes
Enclosures	Appendix 1 – Site Plan Exempt Appendix2 (a and b) Financial cost modelling
Officer Contact Details	Kurtis Lee Client Lead of Estates 0208 359 7553 Kurtis.lee@barnet.gov.uk Andrew Milne - Growth & Transformation Manager 0208 359 7470 Andrew.milne@barnet.gov.uk

Summary

This report provides an update and recommendations for the acquisition of the Milesplit Cemetery, following LBB officer investigations and further analysis having been conducted, following a report being considered by the London Borough of Barnet's Environment Committee on the 11th January 2017. This report highlighted the shortage of new burial space at Hendon Cemetery and Crematorium (HCC) and the potential impact of burial space running out by 2020.

Recommendations

1. That the Committee approves in principle, the purchase of the Milesplit Cemetery, at appendix 1.
2. That the Committee delegates authority to finalise the purchase to the Director of Resources.

1. WHY THIS REPORT IS NEEDED

- 1.1 On 11 January, a paper was submitted to Environment Committee highlighting the current issue regarding a shortage of burial space at Hendon Cemetery and Crematorium (HCC).
- 1.2 Analysis has indicated that “based on current burial rates, burial space is more than likely to be exhausted within the next 2 to 3 years. Should an agreed solution not be forthcoming, the impact will be that the Council will no longer be able to offer burial plots to Barnet residents and a further impact on the Council’s budget and income required to run the existing service. It will also impact on further projected increased income”.
- 1.3 HCC is part of the service delivered by Re Ltd. under the terms of the Development & Regulatory Services (DRS) contract which runs until 2023. As such, the income received for this service contributes to the annual guaranteed income. Whilst the level of annual income to be achieved under the DRS contract is guaranteed for the duration of the contract, the impact highlighted above will have an adverse financial effect on both partners (LBB and Re Ltd.) owing to the inability to satisfy the ongoing demand for burial space in the borough.
- 1.4 A suitable site has been identified and a feasibility project has identified a site that could satisfy the Council’s need for additional burial space for many years to come. The following detail has been reviewed:
 - The site location
 - The commercial model – forecast profit and loss for the new site
 - Relevant principles of the DRS contract
 - Proposed next steps
- 1.5 The site plan is located below (appendix 1) The 11 acre Milesplit Hill site (small red outline on map appendix 1) has come to market with planning permission for a cemetery; with sufficient capacity to provide 20 - 40 years of burial space for the borough. Its location is less than 1 mile from HCC and is accessed through the adjacent Westminster Cemetery.
- 1.6 The site is currently without the infrastructure required to support a functioning cemetery (i.e.) road, maintenance sheds, drainage, car park etc. Therefore an initial capital investment will be required to enable the site to function as an extension to HCC. This has been considered in the commercial model developed by Re and included at Appendix 2.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The acquisition will enable LBB to fulfil sufficient burial space capacity for the next 20 – 40 years also resulting in an increase of income. The number of years span is estimated based on a single burial plot v family and/or multi-burial plots being utilised.

- 2.2 As this site is already part of a cemetery in the borough with planning permission, LBB's plans for provision of additional burial spaces can readily be implemented.
- 2.3 The site will be an asset owned by the Council. Therefore, the capital investment cost for the purchase of the site and the infrastructure investment will be borne by the LB Barnet.
- 2.4 This acquisition of the new burial site will enable the LB Barnet to satisfy the demand for burial space in the borough and generate additional income, which will allow the Council to recover its investment costs, but over the longer term, and should be viewed as an income generating asset.
- 2.5 The site is likely to be a Cemetery/Garden of Peace irrespective of ownership.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do nothing – this could lead to the council no longer being able to offer burial plots to Barnet residents and to reduction in the Council's budget and income required to fund the services it provides.
- 3.2 Re and LBB Officers have looked at alternative locations but these have been discounted due to location and high acquisition and building costs. We estimate we will run out of burial space by 2020 if we do not act swiftly.

4. POST DECISION IMPLEMENTATION

- 4.1 All necessary works identified will be conducted by Re, and allocated LBB officer resources. Legal teams and specialists will be instructed as required.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015 – 2020 is based on the core principles of fairness, responsibility, and opportunity to make sure Barnet is a place:

- Of opportunity, where people can enhance 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 This report supports these core principles.

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

- 5.2.1 Further investigations and subject to approval to acquire the acquisition, remedial works will be instructed and commissioned in accordance with the Council's Contract Procedure Rules.

5.2.2 The cost of the acquisition, investigations and associated costs will be funded from the Strategic Opportunities Fund in the capital programme. Further details are contained in the exempt appendix 2 (a and b).

5.3 Legal and Constitutional References

5.3.1 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.

5.3.2 The Council's Constitution, Article 7.5, Responsibility for Functions, states that the Assets, Regeneration and Growth Committee is responsible for asset management.

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

5.4 Risk Management

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

5.4.2 A more detailed risk log will be developed following production of the action plan.

5.5 Equalities and Diversity

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

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

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

5.5.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

5.5.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.

5.5.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

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

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

5.6 Consultation and Engagement

5.6.1 There is ongoing engagement with Council Officers, Re, various Local Authority Departments, 3rd Party Consultants and Council residents.

5.6.2 Re, supported by LBB officers will continue to engage with the freeholders of the site with a view of agreeing a purchase price and achieving draft Heads of Terms for consideration by the Council

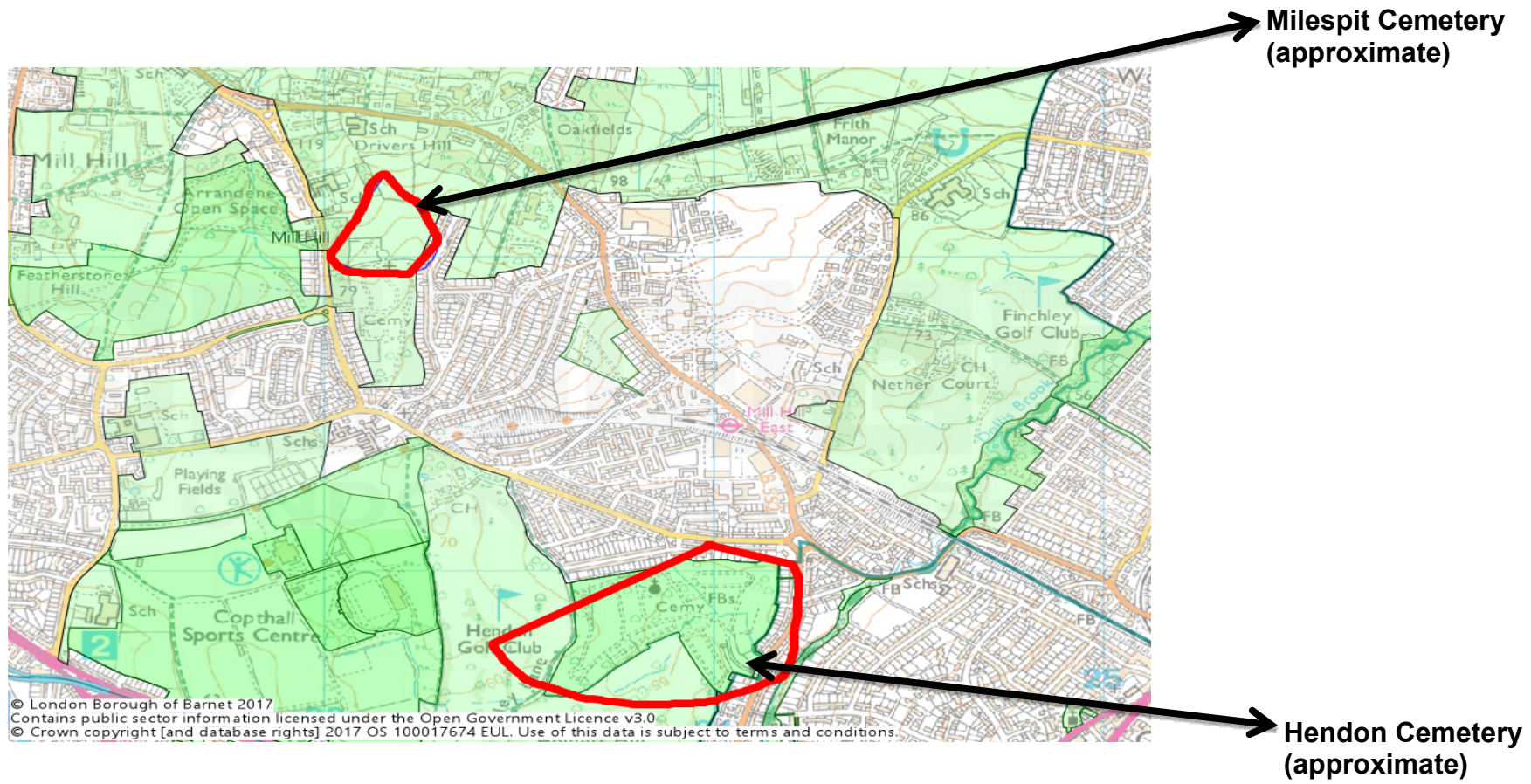
5.7 Insight

5.7.1 The Council has reviewed its current HCC burial site in production of this report.

6. Background Papers

6.1 Environment paper dated 11th January 2017 - <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8592&Ver=4>

Appendix 1 – Site Plans





Barnet Cemetery and Mausoleum Gardens

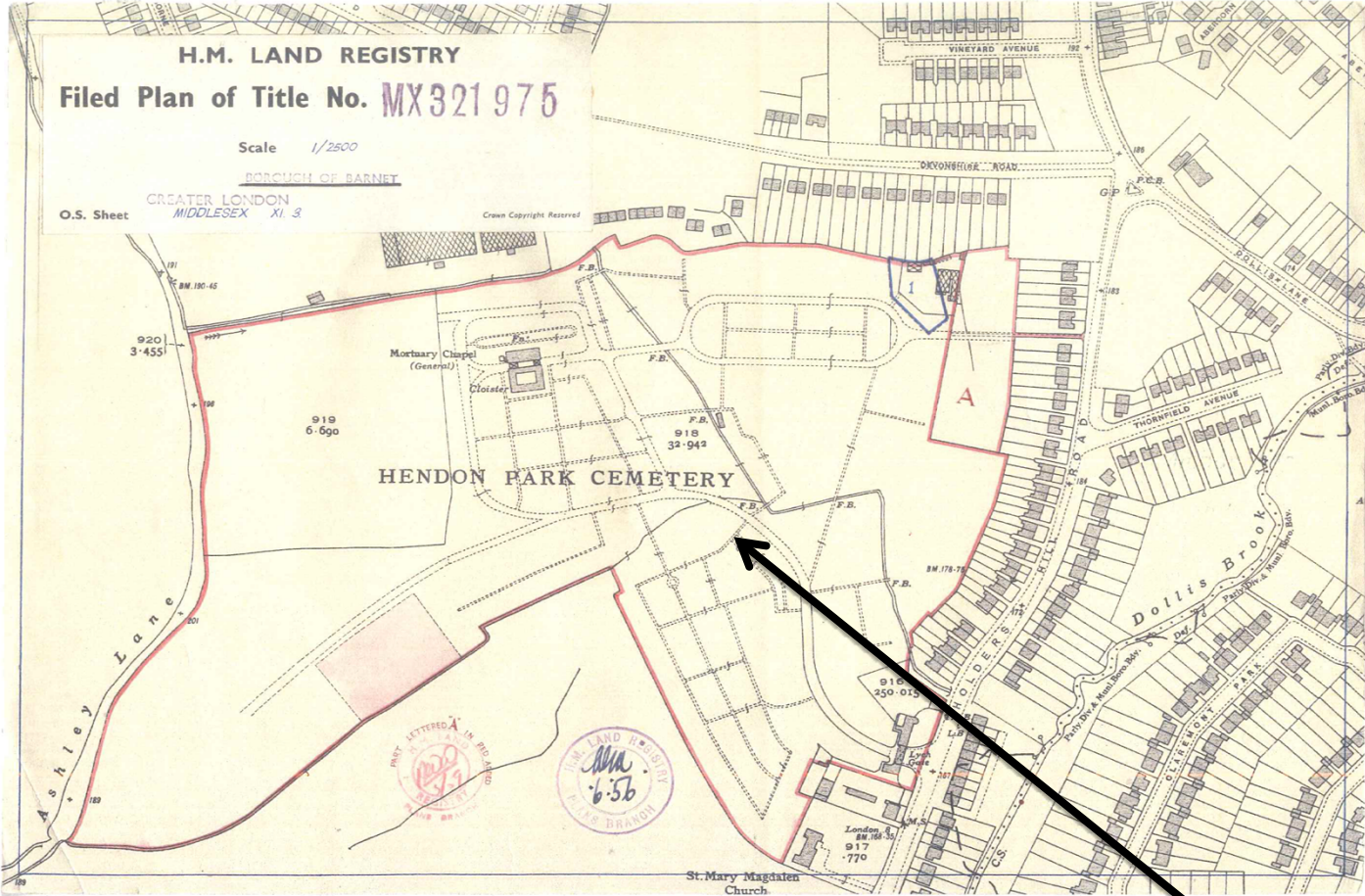
James House
27-35 London Road
Newbury RG14 1JL
T +44 (0)1635 232220
E newbury@suttongriffin.co.uk



Drawing Location Plan
Scale 1:1250 @A3
Date 18.2.14
Drawn SM

Drawing No.
3845 PL01A

Milesplit Cemetery (copied from Planning document)




This is a print of the view of the title plan obtained from Land Registry showing the state of the title plan on 12 October 2016 at 14:22:23. This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground.

This title is dealt with by Land Registry, Wales Office.

©Crown Copyright. Produced by Land Registry. Reproduction in whole or in part is prohibited without the prior written permission of Ordnance Survey. Licence Number 100026516.

Hendon Cemetery

This page is intentionally left blank

	<p>AGENDA ITEM 12</p> <p>Assets, Regeneration and Growth Committee</p> <p>27 November 2017</p>
<p>Title</p>	<p>Microsites Programme & Microsites Phase 1</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>Appendix 1 – Business Justification Case (Public) Appendix 2 – Crispin Road site plan Appendix 3 – Mayhill Road site plan Appendix 4 – Quinta Drive site plan Appendix 5 – Ryecroft Crescent site plan Appendix 6 – Reets Farm Close site plan</p>
<p>Officer Contact Details</p>	<p>Derek Rust, Deputy Chief Executive Officer Tel: 020 8359 4826 -derek.rust@barnethomes.org</p> <p>Nick Fletcher, Senior Project Manager Tel: 0208 359 2731 -nick.fletcher@barnethomes.org</p>

<h2>Summary</h2>	
<p>This report seeks approval from ARG committee to proceed with the Microsites Phase 1 project which will deliver 10 affordable rented homes across four sites, including 8 wheelchair accessible bungalows.</p> <p>The intention is to bring forward further phases of the ‘Microsites’ programme to deliver affordable and specialist housing on smaller scale infill sites across the borough.</p> <p>ARG committee approval is required for the transfer of land to Opendoor Homes from Barnet Council.</p>	

Recommendations

That the Assets, Regeneration and Growth Committee

- 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.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report makes recommendations based on the attached Business Justification Case for the transfer of four sites at Crispin Road, Mayhill Road, Quinta Drive, and Ryecroft Crescent to Opendoor Homes for the development of 10 houses for affordable rent, including eight which will be wheelchair accessible.
- 1.2 The land is owned by the London Borough of Barnet and a resolution including the financial terms of the disposal is required to transfer the land to Opendoor Homes, the preferred vehicle for the development of the sites.
- 1.3 It is proposed that the developments are to be funded through subsidy in the form of Section 106 commuted sums and Right to Buy receipts.

- 1.4 In December 2016, ARG approved the Full Business Case for the Development Pipeline Tranche 3 affordable housing programme. The programme is on track to deliver 320 homes, funded through a loan agreement between the London Borough of Barnet and Opendoor Homes.
- 1.5 There are however a number of smaller scale sites known as 'Microsites' which are ideally suited to deliver wheelchair accessible housing which meets a particular housing need and can help Barnet Council achieve a number of savings. The Business Justification Case sets out a strategy and business case for developing these schemes.

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 proposed Phase 1 of the Microsites programme contained in the Business Justification Case report will facilitate the delivery of new houses for affordable rent in the borough.
- 2.2 The delivery of new affordable rented houses 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 In addition to this, eight out of the ten homes in Phase 1 of the Microsites programme are to be wheelchair accessible bungalows which will help meet a particular housing need and achieve associated savings for the Social Care budget.
- 2.4 The Council owns various small garage sites and areas of unoccupied land, which are underutilised and in some cases attract anti-social behaviour and are a maintenance burden and therefore present good opportunities for development.
- 2.5 ARG have already approved the Full Business Case for Tranche 3 and the transfer of 20 sites to ODH, at its meeting on 12 December 2016. The transfer of a further four sites will bring forward the delivery of much needed affordable housing and go further to establishing an asset base for the wholly Council owned Registered Provider, Opendoor Homes.

3 OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 A number of alternative options including 'Do Nothing' and various disposal options including more commercial development of alternative tenure have been considered and are included in the Business Justification Case.
- 3.2 The preferred option is to transfer the sites to Opendoor Homes and utilise Section 106 commuted sums and Right to Buy receipts to deliver affordable rented accommodation which provides a number of economic benefits and revenue savings to the Council.

4 POST DECISION IMPLEMENTATION

- 4.1 Subject to ARG approval, the four sites at Crispin Road, Mayhill Road, Quinta Drive, and Ryecroft Crescent will be transferred to Opendoor Homes (ODH) for inclusion in the Microsites development programme.
- 4.2 Opendoor Homes will proceed with the development of 10 new affordable homes for rent on the four sites, 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 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.
- 5.1.3 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.
- 5.1.4 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.
- 5.1.5 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.
- 5.1.6 The Microsites development programme will be managed by Opendoor 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 funder and provider of land will receive quarterly financial and programme monitoring information and more regular exception reporting should this be necessary.
- 5.1.7 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 The total budget for the Microsites Phase 1 project is £2,189,999.00 which includes works, fees and contingency. The budget is to be made up of a combination of £1,973,999.36 in Section 106 commuted sums and £845,999.73 in Right to Buy receipts.

5.2.2 ODH will pay the Council a dividend of £4000 a year for each new home once they are completed for a period of 25 years. This revenue stream has a significant value to the Council with a net present value of £585K assuming a discount rate of 4% over 25 years.

5.2.3 There are also a number of savings including from both Temporary Accommodation and care costs associated with wheelchair housing which is set out in the Business Justification Case.

5.2.4 Procurement of the design and build contractors will follow an OJEU compliant process through a new Dynamic Purchasing System.

5.2.5 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.

5.3 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 Assets Regeneration and Growth Committee is responsible for asset management.

5.4.2 Council, Constitution, Article 10 Table A states that Assets Regeneration and Growth Committee is responsible for authorising all disposals of land for a Less Than Best transaction.

5.4.3 Site specific legal title matters for the sites included in the programme have been explored through joint working with LBB Customer & Support Group and HB Public Law. Devonshires Solicitors will report on title for Opendoor Homes.

5.4.4 Where land is subject to third party rights it may be prudent to appropriate the and for planning purposes to extinguish third party rights on any of the sites. Such appropriation must be undertaken prior to the transfer and before works under the planning permission commence. Section 122 of the Local Government Act 1972 empowers a local authority to appropriate land held by it from one statutory purpose to another if it considers that the land is no longer required for the purpose for which it is currently held. The approval of

the Secretary of State is required under s 19 of the Housing Act 1985 to the appropriation of land held in the Housing Revenue Account to other uses. If appropriated the Site cannot be subsequently transferred at undervalue without consent of the Secretary of State.

- 5.4.5 In order to dispose of land not held for planning purposes for the development and subsequent disposal it will be necessary to adopt 2 separate but linked processes as follows:
- a) to appropriate the land so that it is no longer held for its existing purposes, and is instead held for planning purposes (so section 203 Housing and Planning Act 2016 can be relied upon to clear the title to the land) and then;
 - b) a disposal of the land to the Opendoor Homes.
- 5.4.6 Council Constitution, Article 7.5 states that the Housing Committee is responsible for housing matters including housing strategy, homelessness, social housing and housing grants”.
- 5.4.7 The sites are designated 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 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 Chief officer 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 LGA 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.
- 5.4.8 Where any of the sites comprise 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.
- 5.4.9 Where 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 cannot be contained within the budget taking account of the contingency sums available

Mitigation – the budget includes a conservative contingency and risk allowance for works and fees, and value engineering can be undertaken with the selected contractor to bring the contract sum within budget.

- **Programme delay** – may have implications for the expenditure of Right to Buy receipts or Section 106 commuted sums.

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.

- **Contractor failure** – contractors become insolvent or are affected by wider economic uncertainty

Mitigation - The financial status of contractors will be scrutinised and suitable security will be put in place to cover the additional costs of contractors going into liquidation.

- **Unforeseen sites issues** – this could be a legal issue, or a physical issue related to the site which may render any one scheme unviable. In the event that an unforeseen issue arises, then the Reets Farm Close scheme which has planning permission for a 2-bed house can be used as a substitute for any one site which is affected.

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.

5.6.2 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 as a whole. Of those in temporary accommodation the main applicant is female in 65% of households.

5.6.3 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.

5.6.4 Eighty percent of the homes in Phase 1 of Microsites will be suitable for wheelchair users. 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 A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's Community.

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

- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
- Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
- Provide homes for people who are homeless and may be currently disadvantaged.

5.7 Consultation and Engagement

5.7.1 Public consultations have taken place before planning application submissions for each scheme. This has helped positively inform the design process.

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

6.1.1 Cabinet Resources Committee, 24 June 2013, 'Local Authority New Housing Programme'<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4>

6.1.2 Assets Regeneration and Growth Committee, 9 July 2014, Strategic Asset Management Plan
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4> .

- 6.1.3 Assets Regeneration and Growth Committee, 8th September 2014, Strategic Asset Management Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.1.4 Assets Regeneration and Growth Committee, 15 December 2014, Strategic Asset Management Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.2 Assets Regeneration and Growth Committee, 15 December 2014, Local Authority New Housing Programme (Barnet Homes)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.3 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>
- 6.4 Council, 20 October 2015, Report of Housing Committee – Housing Strategy and Commissioning Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>
- 6.5 Housing Committee, 19 October 2015, Housing Revenue Account (HRA) Business Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4>
- 6.6 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>
- 6.7 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>
- 6.8 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>

- 6.9 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.
- 6.10 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>
- 6.11 Assets, Regeneration and Growth Committee, 12 December 2016, Development Pipeline Tranche 3 - Affordable Housing Programme <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8640&Ver=4>

Nov 2017
THE BARNET GROUP

Microsites Programme: Phase 1 project (Public)

Business Justification Case (BJC)

Nov 2017

Author:	<i>Nick Fletcher</i>
Date:	<i>Nov 2017</i>
Service / Dept:	<i>Barnet Homes Development (New Build)</i>

Contents

1. Executive summary	
2. Introduction	
3. Strategic case	
4. Case for change	
5. Economic case	
6. Commercial case	
7. Financial case	
8. Management case	

Appendices:

none

1. EXECUTIVE SUMMARY

1.1 This document is the Business Justification Case for Phase 1 of the Microsites Programme, including the transfer to Opendoor Homes of sites from Barnet Council (LBB) for development. The sites are proposed 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.

- 1.2 This report sets out a strategy for developing affordable rented housing on smaller scale infill sites in the borough, and the rationale for Phase 1 which includes developing housing on four sites using subsidy in the form of Right to Buy receipts and Section 106 commuted sums to provide 10 affordable rented homes including eight wheelchair adapted bungalows.
- 1.3 It is anticipated that further phases of microsites projects will follow as schemes are identified, either through existing schemes that cannot be delivered in the Tranche 3 programme, or for future infill sites which are identified.
- 1.4 This report follows on from the Outline Business Case for the Tranche 3 development programme that was approved by Assets, Regeneration and Growth Committee. The principle of developing these four sites was approved as part of the Tranche 3 Business Case. The four sites proposed to be part of Microsites Phase 1 are as follows;
- Crispin Road garages, HA8 9EN (Hale Ward)
 - Quinta Drive garages, EN5 3BW (Underhill Ward)
 - Mayhill Road garages, EN5 2NP (Underhill Ward)
 - Ryecroft Crescent EN5 3BP (Underhill Ward)
- 1.5 Due to the nature and scale of the sites and their associated higher development costs, the schemes were not considered financially viable for the Tranche 3 programme taking into account the nature of the loan, repayment term and required cost parameters. However, given the savings in care costs of amending schemes to provide wheelchair adapted housing, along with subsidy funding from LB Barnet, the development of these sites is financially viable and offers significant economic and social benefits to the London Borough of Barnet and the Barnet Group.

Benefits to London Borough of Barnet:

- Development of a higher value asset through a wholly owned subsidiary of the council
- Creating an ongoing General Fund revenue stream
- Delivery of affordable housing
- Positive use of RTB receipts
- Positive use of Section 106 commuted sums
- Temporary Accommodation Cost Avoidance
- Bringing underutilised garages into more productive use

Benefits to The Barnet Group

- Increasing the asset base for Opendoor Homes

- An ongoing revenue stream supporting and creating a more resilient business plan for Opendoor Homes
- Recovery of abortive costs to date for Opendoor Homes
- Reducing maintenance burden of garages and hard standing areas which attract fly tipping and anti-social behaviour.

2. BACKGROUND

- 2.1 The term “Microsites” has been coined to describe smaller scale infill development sites/schemes.
- 2.2 Due to the site constraints, in some cases, only bungalows are feasible in planning terms, which in turn makes them ideal for wheelchair adapted housing which serves a particular need in the borough.
- 2.3 These sites are due to their characteristics, disproportionately more expensive to develop than typical schemes and are likely to need a greater level of subsidy to make them financially viable.
- 2.4 Four schemes are proposed to be included in Phase 1 of the “Microsites” Programme.
- 2.5 The original intention was to develop all of these sites within the Tranche 3 development programme, funded through the loan agreement with the London Borough of Barnet. However, after competitive tendering on three of the schemes, the build costs exceeded the threshold set within the approved parameters for Tranche 3 so an alternative funding strategy is required to make them financially viable.
- 2.6 To make the business case for Microsites Phase 1 project more viable, a greater level of wheelchair adapted accommodation has been provided because this provides greater economic benefits in the form of revenue savings. Non-material amendments to the Ryecroft Crescent and Quinta Drive schemes were submitted to the Planning Authority and subsequently approved while the Mayhill Road scheme design has been amended to include 4 homes which are wheelchair accessible. Phase 1 of Microsites will therefore provide 10 homes of which 8 are wheelchair accessible homes.
- 2.7 The accommodation schedule for the four schemes is set out below. All of the homes are two bedroom homes, and eight of the ten homes will be wheelchair accessible.

<p>Table 1: Accommodation schedule for the Microsites Programme (Phase 1)</p>
--

Scheme	2b3p WC	2b4p	Total
Crispin Road garages	0	2	2
Mayhill Road garages (subject to planning)	4	0	4
Quinta Drive garages	2	0	2
Ryecroft Crescent garages	2	0	2
			10

- 2.8 The ARG Committee report recommends that all necessary approvals in terms of land and funding are made for a contingency scheme at Reets Farm Close, which has planning permission for a 2-bed 4-person general needs detached house. This is to cover the event in which any of the above four priority schemes is not viable due to unforeseen site issues.

3. STRATEGIC CASE

- 3.1 This report seeks to secure approval to fund Phase 1 of the Microsites Programme, comprising the development of ten new homes, eight of which are wheelchair accessible on four different underutilised brownfield sites.
- 3.2 It is proposed that Phase 1 of the Microsites Programme is funded through subsidy in the form of Right to Buy receipts and Section 106 commuted sums that have been received through developer contributions for affordable housing on other sites in the borough.
- 3.3 The Strategic Case sets out the rationale, business needs and constraints for the development of new homes on HRA land.
- 3.4 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.
- 3.5 The cost of homelessness in Barnet: a snapshot of supply and demand in Barnet
- There has been a 42% increase in new homelessness applications between 2011/12 and 2016/17.
 - There was an overall 26% decrease in letting within Council stock from 2011/12 to 2016/17 and Barnet has below levels of social housing on average compared to other London boroughs.
 - There has been a significant increase (27%) in the number of households in temporary accommodation (numbers have increased

from 2,172 in April 2012 to their current level of 2,757 at the end of March 2017)

- Barnet has the 6th highest number of households in temporary accommodation in the country
- 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.
- Whilst it is positive that the regeneration schemes in Barnet are progressing in their development, this has an impact on available supply as 'non-secure' tenants placed in regeneration units as long term TA are decanted and require rehousing, either to alternative TA or social housing units. 828 households have been decanted since April 2012 and a further 383 decants are scheduled for the forthcoming two financial years.

3.6 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.

4. CASE FOR CHANGE

- 4.1 The case for change sets out present circumstances and reasons for taking advantage of them.
- 4.2 LBB has available Right to Buy receipts and commuted sums from Section 106 developer contributions which it can use to support the delivery of new affordable housing in the borough. These receipts/commuted sums must be spent by the Council on affordable housing within set timescales. Right to Buy receipts have to be returned to central government with interest if not spent within certain timescales.
- 4.3 The Council's Housing Strategy includes an objective of providing housing to support vulnerable people. Eight of the ten homes in Phase 1 of the Microsites Programme will be wheelchair accessible homes designed to meet the requirements of Building Regulations Part M4(3).

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.

- 4.4 The proposals included in this business case will facilitate the delivery of new homes, which will all be let at affordable rents, enabling those in housing need in the borough to be housed. The homes will be built to a high standard to protect Opendoor Homes' investment, and be energy efficient to reduce residents' fuel costs, as well as creating an improved environment in the neighbourhoods where they are located.
- 4.5 A higher proportion of wheelchair accessible homes can be delivered in Phase 1 of the Microsites Programme given that eight of the ten homes are bungalows/single storey houses so there would be no requirement for a through floor lift. The opportunity to provide more wheelchair accessible housing strengthens the business case as it meets particular needs of the borough, as set out in the Housing Strategy, and helps alleviate the social care budget pressures.

5. ECONOMIC CASE

- 5.1 The Economic case sets out the critical success factors for the decision, appraising various options and indicating which is preferred.
- 5.2 The following critical success factors have been established:
- Delivery of General Fund revenue benefits (including savings) to Barnet Council.
 - Delivery of completed affordable housing units.
 - Engaging smaller contractors to support SMEs.
 - Utilising Section 106 commuted sums and Right to Buy receipts for the delivery of affordable homes.
 - Contributing to the growth of Opendoor Homes as a Registered Provider to deliver more affordable housing in the future by increasing its asset base and revenue.
- 5.3 Opendoor Homes is the preferred vehicle for delivery as it meets all critical success factors:
- Opendoor Homes will procure 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 will be deployed to ensure robust project management and cost containment.
 - Barnet Homes has long experience of managing affordable housing and knows its customer base well.

5.4 When considering the case for Phase 1 of the Microsites Programme, several options were considered.

- **Do nothing:** Doing nothing would not realise the significant economic, financial and social benefits set out in this report. Considering the expenditure of fees to submit planning applications and obtain planning permissions, doing nothing would result in abortive fees.
- **Include the schemes within Tranche 3:** The schemes do not meet the performance targets/parameters required for Tranche 3 due to the loan arrangement and repayment date. The terms of the loan would have to be adjusted to include these schemes within the Tranche 3 programme which is not considered a viable option.
- **Disposal of the sites with planning:** Disposing of the sites would realise a residual land value. The sites could be auctioned or marketed to private developers and would attract a premium as three out of four have planning permission. The land value obtained from disposal could come back to the Housing Revenue Account. After development costs and developer profit have been netted off, the Council might be able to achieve in the region of £500-750K based on the current schemes.
- **Development of the sites for private sale or rent:** The delivery of the schemes could be managed by Barnet Council or The Barnet Group through a standard JCT Design & Build contract with a private sale specification. The Council or TBG could take on sales risk and completed units disposed of through an agent on the open market (or retain the asset and rent out at market rents). This would increase the level of return as developer profit and residual land value/return that would come back to the Council. However, selling homes on the private market or PRS would not fulfil the objectives of the housing strategy and not provide much needed affordable rented accommodation which has numerous economic and social benefits. It is considered that the wider economic benefits of delivering affordable housing have a greater value than disposal or delivering private rented tenure.
- **Develop the sites as Council assets, with the development process managed by Barnet Homes.** This option would enable the Council to have new housing assets and deliver numerous economic, financial and social benefits. However it would not enable the growth of Opendoor Homes which has been set up as a wholly owned subsidiary of Barnet Homes to provide affordable housing and grow into an established Registered Provider.
- **Develop the sites through Opendoor Homes, funded through the use of Council subsidy for specialised affordable housing:**

This is the preferred option because it provides numerous economic, financial and social benefits, and helps achieve objectives of the Housing Strategy while successfully utilising Right to Buy receipts and Section 106 commuted sums. It also enables growth of Opendoor Homes as a Registered Provider. The Net Present Value of the annual dividend payable to the Council would exceed the likely value it might achieve through disposal, and by providing affordable tenure that in turn enables numerous economic benefits and savings to be realised which have a value of a further £100K per annum.

- 5.5 The total revenue benefits for Barnet Council in pursuing Phase 1 of the Microsites Programme expected to be over £146K p.a. This includes a dividend paid from Opendoor Homes, savings from care costs as a result of additional wheelchair accessible homes, temporary accommodation cost avoidance, and also Council tax income.
- 5.1 Economic benefits for Phase 1 of the Microsites Programme, including income generated and savings made to the Council are set out in Table 2 below.
- 5.2 The total revenue benefit inclusive of savings to Barnet Council is £146,450 per annum.

Scheme	N.o. WC units	Total n.o. units	LBB Dividend per annum	Adult MTFS Savings per annum	Temporary Accommodation Cost Avoidance per annum	Assumed Council Tax Income	Total LBB Revenue Benefit Per Annum
Crispin Road	0	2	£8,000	£0.00	£6,800.00	£1,539.60	£16,339.60
Mayhill Road Garages	4	4	£16,000	£45,976.00	£0.00	£3,079.20	£65,055.20
Quinta Drive	2	2	£8,000	£22,988.00	£0.00	£1,539.60	£32,527.60
Ryecroft Crescent	2	2	£8,000	£22,988.00	£0.00	£1,539.60	£32,527.60
Total	8	10	£40,000	£91,952.00	£6,800.00	£7,698.00	£146,450.00

- 5.3 In the event that there are any unforeseen circumstances with the above four sites/schemes, the contingency scheme at Reets Farm

Close, a single 2-bed 4 person house would provide the following economic benefits;

- an annual dividend of £4000 to Barnet Council
- £3400 per annum in Temporary Accommodation cost avoidance
- £769.80 in Council tax revenue
- A total LBB revenue benefit of £8169.80 per annum.

6. COMMERCIAL CASE

Land

- 6.1 It is proposed that the land is transferred freehold (or long leasehold) from the London Borough of Barnet to Opendoor Homes at nil value, as per the terms of the Tranche 3 development agreement between the London Borough of Barnet and Opendoor Homes (TBG Open Door Ltd) however the proposed annual dividend per unit is higher at £4,000 reflecting a greater return for disposal of the land asset.

Procurement

- 6.2 Tendering exercises on three of the schemes has been undertaken however the tenders have technically expired given the lapse in time so a new procurement will need to be undertaken.
- 6.3 A Dynamic Purchasing System has been set up for low value residential construction contracts under £4m to enable small sized contractors to tender for the work. Smaller businesses are likely to be more competitive than larger contractors, both in terms of their margin for overheads and profits, and also preliminaries for construction works which includes site setup, security, health & safety requirements etc.
- 6.4 It is considered that there is sufficient market interest to deliver the construction contract for the Phase 1 project, and it is proposed that the four sites for which four separate schemes comprising of ten homes in total, are packaged together as a contract.
- 6.5 The contract will be procured through a single stage tendering exercise with the most economically advantageous tenderer being appointed to deliver the contract under a JCT Design & Build contract subject to due diligence undertaken by The Barnet Group.

Revenue

- 6.6 The Barnet Group will receive the rental income for the project and provide an annual dividend per unit per annum to the London Borough of Barnet. Details of the rental income is included in the exempt part of the report.

7. FINANCIAL CASE

- 7.1 The financial case indicates the budgetary, financial and affordability considerations of this approach.
- 7.1 Barnet Council has sufficient resources to deliver the project through subsidy in the form of Section 106 commuted sums and Right to Buy receipts. Based on budget estimates for the four schemes, it is currently anticipated that the total development costs of Microsites Phase 1 is £2.86m. It is proposed that this is funded by £860K of Right to Buy Receipts and £2m of Section 106 commuted sums. This will be spent during 2017-18, 2018-19 and 2019-20.
- 7.2 Financial appraisals for the four schemes in Microsites Phase 1 have been undertaken and each scheme is financially viable on the basis that it is funded through subsidy, generating a positive net present value and various revenue benefits and savings to the Council and The Barnet Group.
- 7.3 The financial appraisal is based on rents capped at the Local Housing Allowance levels to maximise revenue while enabling savings such as Temporary Accommodation cost avoidance.
- 7.4 Further information on the financial case is included in the exempt part of the report because they contain commercially sensitive information particularly due to ongoing procurement activity.

8. MANAGEMENT CASE

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

8.3 Programme delivery is reported at Project Board meetings attended by representatives from LBB and Barnet Homes. Barnet Council as provider of land and subsidy 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 subsidy comprising of the gifting of Section 106 commuted sums, Right to Buy receipts or the release of sites for Opendoor Homes to develop.

8.4 Reporting to the Council will include:

- Overall progress against programme
- Financial progress against programme, together with appraisals
 - Quarterly cost update
 - Cash flow including S106 and RTB contributions

The Barnet Group reporting

8.5 Available Right to Buy (RTB) proceeds to fund the programme are subject to two key constraints of RTB funding:

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

Gateway Review Process

8.6 The Phase 1 Microsites are at an advanced stage in the development process. Three of the four schemes have planning permission and the Mayhill Road Garages scheme planning application is currently being determined.

8.7 It is proposed that if the contract sum for the most economically advantageous tender is within the budget set out in this report, then authority is delegated to the Deputy Chief Executive of The Barnet Group to authorise award of the contract.

8.8 Should there be any increase above the proposed budget then it is proposed that authority is delegated to Cath Shaw to authorise any variation to the budget.

8.11 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 as a whole. 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 Phase 1 of the Microsites Programme as 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.

Eight of the ten houses will be wheelchair accessible homes.

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 in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Form part of Barnet’s Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
- Provide homes for people who are homeless and may be currently disadvantaged.
- Also reflect the Development Pipeline EQIA.

Record the information relevant to this document in this section

File path	
Reference	
Version	Version
Date created	
Status	

Document History

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

Date	Version	Reason for change	Changes made by
	1	First draft	
	2	Second draft	
	3	Third draft	

Distribution List:

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

Name	Role	
Derek Rust	Deputy CEO TBG	
Meera Bedi	Head of Development (New Build) (BH)	
Christine Coonan	Development Manager (BH)	
Jess Harris	Records Officer	

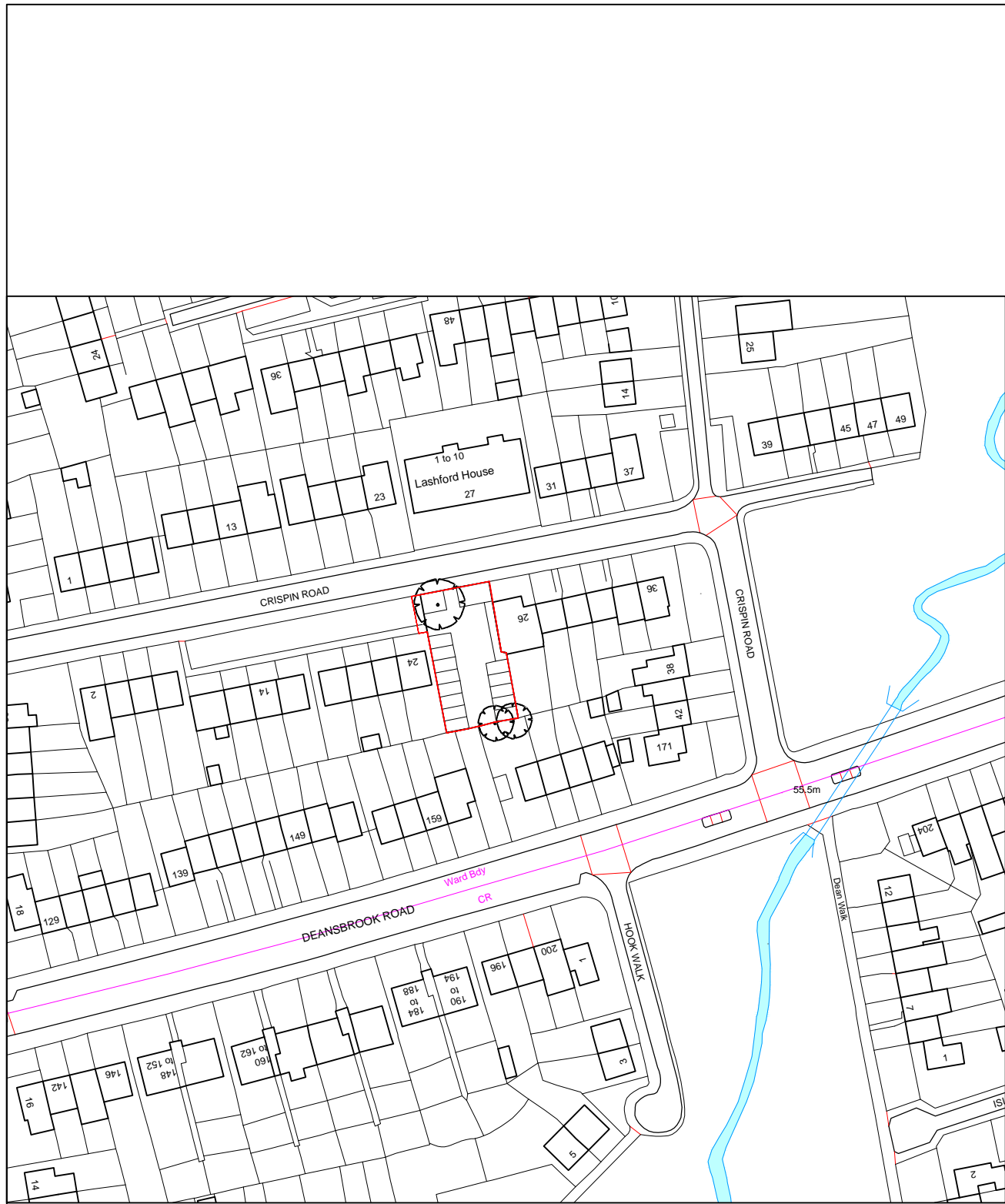
Lesley Holland Jessica Farmer Anisa Darr Neil Taylor	Equalities Policy Officer HB Public Law Resources Director LBB Strategic Lead, Development and Regeneration	
Huw Williams Cath Shaw	HB Public Law Interim Deputy Chief Executive Commissioning Director, Growth and Development LB Barnet	
Susan Curran	Regeneration & Development Commissioning Lead	
Paul Shipway	Head of Strategy and Performance (Housing)	
Conway Mulcahy	Head of Finance, Housing, Regeneration and Environment	
Nickie Morris	Head of Finance, Closing and Monitoring	
Patricia Phillopson Sheri Odoffin	Head of Finance Governance Officer	

Approvals:

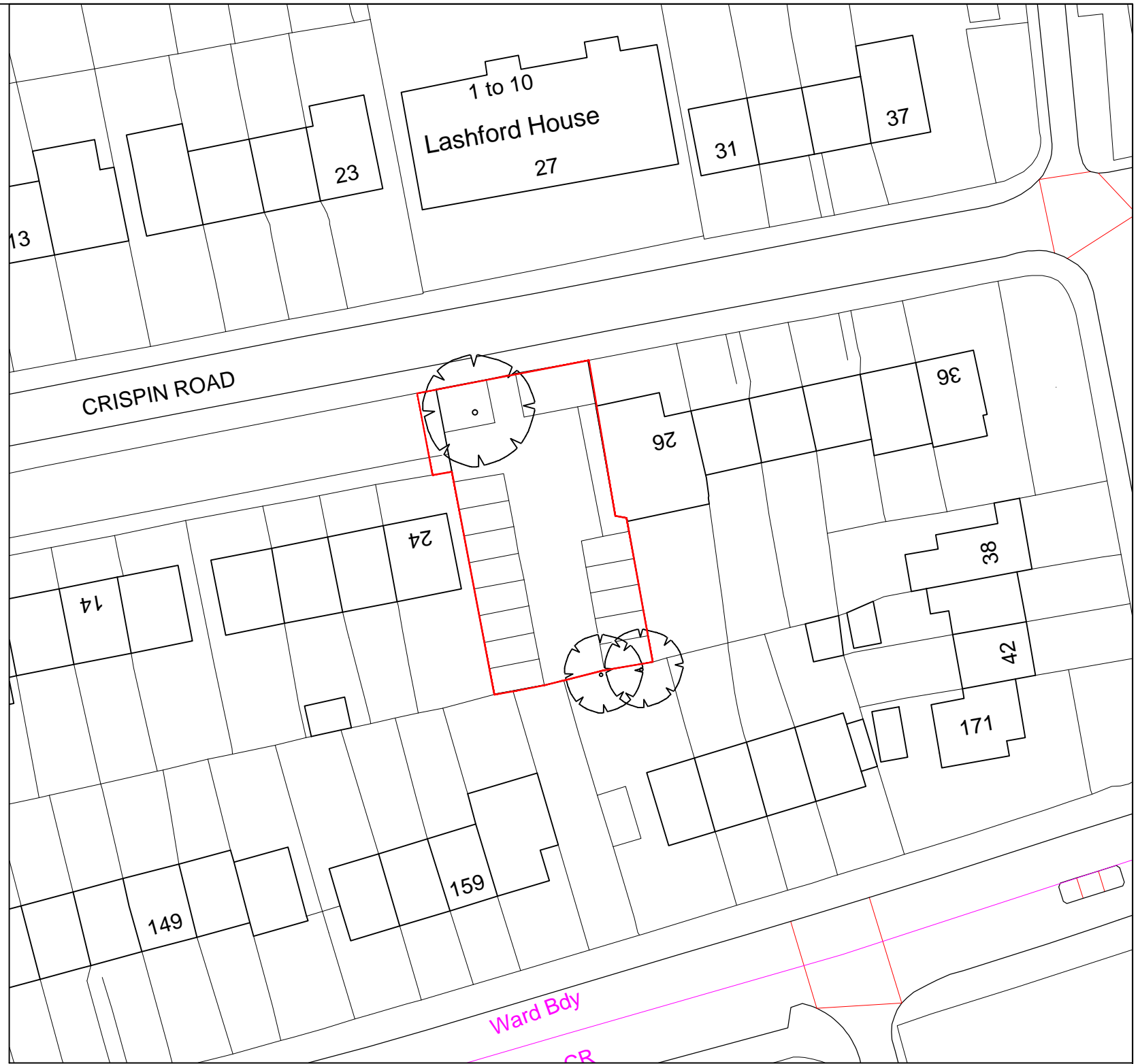
By signing this document, the signatories below are confirming that they have fully reviewed the Business Justification Case for the Microsites Phase 1 project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

Enter the names and roles of the people who need to sign this document in order to show agreement with the business case's proposal, with space for them to sign it



Existing Site Location Plan
1:1250



Existing Site Plan
1:500



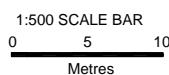
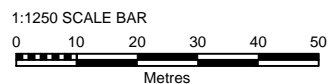
- 27.05.16 MPM Issue for planning

Notes:
Do not scale from drawings unless by agreement with HTA. Use figured dimensions only. Check all dimensions on site prior to commencing the works. Drawing to be read in conjunction with other relevant consultant information.

This drawing is the copyright of HTA Design LLP and must not be copied or reproduced in part, or in whole, without the express permission of HTA Design LLP.
Drawing to be read in conjunction with outline specification.

Legend

— Site Boundary



Existing Site Location Plan
drawing title Crispin Road

Barnet Homes Barnet Small Sites
client / project

PLANNING
status

A_BA2-S12-DR_0001
drawing number

1:1250 / 1:500
scale @ A3

HTA Design LLP
106-110 Kentish Town Road
London, NW1 9PX
020 7485 8555
www.hta.co.uk

LBB-SMP-200 PSM
project number originated by

HTA Design LLP
21 Slater's Steps
Edinburgh, EH8 8PB
0131 344 4742
www.hta.co.uk



This page is intentionally left blank



Notes

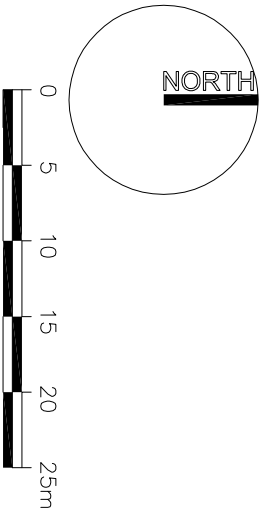
ALL DETAILS TO BE CHECKED AND APPROVED BY SPECIALIST CONTRACTOR AND INSTALLED IN STRICT ACCORDANCE WITH MANUFACTURERS DESIGN AND SPECIFICATION

Notes/revisions:

Rev	Date	Drwn	Chkd

FOR COMMENTS ONLY

Date: 01.08.2016	Client: Barnett Homes
Drawn: AA	Project: Mayhill Road Garages
Check:	Title: Existing Block Plan
Scale: 1 : 500 @ A3	Dwgno: J15-290 SK 12.010
	Revision:



This page is intentionally left blank



Notes

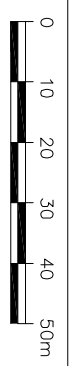
Notes/revisions:

Rev	Date	Dwn	Chkd
A	13.05.16	DG	
ISSUED FOR PLANNING			

Rev	Date	Dwn	Chkd
A	13.05.16	DG	
ISSUED FOR PLANNING			

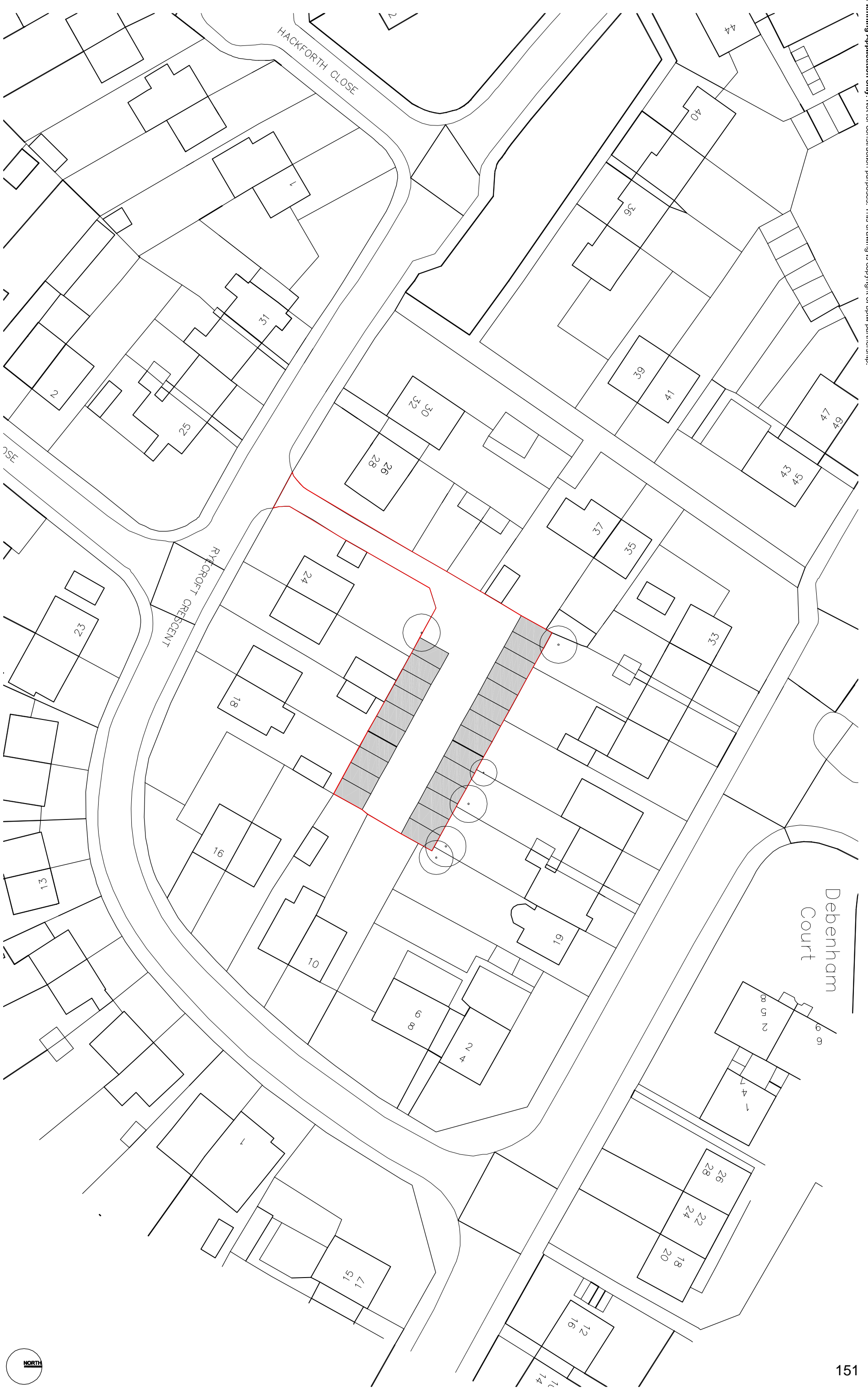
PLANNING ISSUE

Date:	MAY 2016	Client:	BARNET HOMES
Drawn:	DG	Project:	QUINTA DRIVES GARAGES
Check:		Title:	LOCATION PLAN
Scale:	1:1250 @ A3	Dwgno:	15-290 D 09 001
		Revisio:	A



bptwpartnership
 110-114 Norman Road,
 Greenwich, London SE10 9QU
 020 8293 5175 www.bptw.co.uk

This page is intentionally left blank



Notes

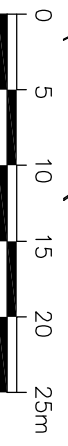
Notes/revisions:

Rev	Date	Dwn	Chkd
A	13.05.2016	DG	

Rev	Date	Dwn	Chkd
A	13.05.2016	DG	

PLANNING ISSUE

Date:	MAY 2016	Client:	BARNET HOMES
Drawn:	DG	Project:	RYECROFT CRESCENT
Check:		Title:	EXISTING BLOCK PLAN
Scale:	1:500 @ A3	Dwgno:	15-290 D 08 010
		Revisio:	A



bptwpartnership
 110-114 Norman Road,
 Greenwich, London SE10 9QU
 020 8293 5175 www.bptw.co.uk

This page is intentionally left blank



Existing Site Location Plan
1:1250



Existing Site Plan
1:500

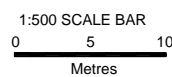
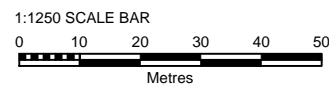


03.06.16 PSM Issue for planning

Notes:
Do not scale from drawings unless by agreement with HTA. Use figured dimensions only. Check all dimensions on site prior to commencing the works. Drawing to be read in conjunction with other relevant consultant information.

This drawing is the copyright of HTA Design LLP and must not be copied or reproduced in part, or in whole, without the express permission of HTA Design LLP.
Drawing to be read in conjunction with outline specification.

Legend
— Site Boundary



Existing Site Location Plan
drawing title Reets Farm Close

Barnet Homes Barnet Small Sites
client / project

PLANNING
status

A_BA2-S15-DR_0001
drawing number

1:1250 / 1:500
scale @ A3

HTA Design LLP
106-110 Kentish Town Road
London, NW1 9PX
020 7485 8555
www.hta.co.uk

LBB-SMP-200 PSM
project number originated by

HTA Design LLP
21 Slater's Steps
Edinburgh, EH8 8PB
0131 344 4742
www.hta.co.uk



This page is intentionally left blank



Assets, Regeneration and Growth Committee

27 November 2017

Title	Open Market Purchases of Affordable Housing
Report of	Councillor Daniel Thomas
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A – Outline Business Case: Acquisitions Programme (Phase 3)
Officer Contact Details	Nick Lowther, Head of Growth & New Initiatives, Barnet Homes. nick.lowther@barnethomes.org , 020 8359 6002

Summary

With a lack of housing supply, high private sector rent levels and the impact of welfare reforms, the last few years have been testing for all Local Authorities which have seen increased level of demand in terms of homeless applications and numbers in temporary accommodation are high which has placed pressure on already limited housing supply.

To help provide affordable housing solutions, Barnet Homes has developed and delivered a raft of solutions, including developing successful cost effective long-term temporary accommodation solutions. This proposal seeks to build upon the successes and framework established through the first two phases of the acquisitions programme to deliver a greater volume of affordable housing solutions utilising private investment.

Recommendations

1. That the Committee approve the outline business case for the Acquisitions Programme (Phase 3) in Appendix A
2. That the authorisation of leases of individual properties under the parameters set out in Appendix A be delegated to the Deputy Chief Executive Officer

1. WHY THIS REPORT IS NEEDED

- 1.1 Due to continuing high demand for housing and rising housing costs, the number of households in temporary accommodation has continued to remain high and currently stands at 2,675.
- 1.2 The cost of providing temporary accommodation for homeless applicants in London currently stands at approximately £3,400 per annum net for each new household placed in a 2 bedroomed property.
- 1.3 To help provide affordable housing solutions, Barnet Homes has developed and delivered a range of solutions, including developing successful cost effective long-term temporary accommodation solutions. The proposed scheme is part of a comprehensive set of mitigations designed to help address long-term General Fund budget pressures.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The utilisation of investment to acquire additional affordable accommodation will provide the opportunity to increase affordable housing supply relatively quickly at a lower long-term cost than other temporary accommodation alternatives.
- 2.2 The accommodation will be used as temporary housing, and Barnet Homes will work with households to help them secure more settled accommodation in the longer term.
- 2.3 Existing temporary accommodation rates mean that for each new household placed in 2-bed emergency temporary accommodation costs the Council approximately £2,400 net per annum. With bad debt provision and management costs factored in, this figure increases to approximately £3,400 net per annum, per household.
- 2.4 Whilst the market in London continues to be buoyant our experience to date has evidenced that there is a supply of units available on the open market that can be delivered at more affordable levels than temporary accommodation.
- 2.5 Delivery of the Open Market Purchases of Affordable Housing has a number of benefits, not least the ability to deliver revenue benefits against alternative temporary accommodation options, eradicate exposure to inflationary increases in the cost of providing accommodation, afford similar financial benefits to alternative General Fund borrowing options, and provide greater opportunity to reduce long-term General Fund costs.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 In developing the business case, other options were considered. These included utilising private investment to deliver affordable housing outside London. However, feedback and our analysis of options (see Appendix A) indicated that the option highlighted below (4.1) was preferable.

4. POST DECISION IMPLEMENTATION

- 4.1 The programme focuses on the acquisition of approximately 300 properties purchased from Q4 2017/18 onwards funded by private investment funds and leased to the London Borough of Barnet on a lease of 40 years, with assets reverting to the Council for £1 upon expiry of the lease term.
- 4.2 Units will be procured on the open market and purchases would be funded by a socially responsible investment fund, Cheyne Capital Management UK LLP
- 4.3 Barnet Homes will provide a full management service for properties purchased and units would be used to provide long-term temporary accommodation, let at 100% of the relevant Local Housing Allowance rate.
- 4.4 The rent payable to the fund would be set at 3.4% of the total capital outlay for the property per year. These figures would be CPI index linked.
- 4.5 The properties let through this model could also be let at open market rents and provide the Council the opportunity for a profit sharing arrangement by letting a proportion of the properties through the Barnet Group's subsidiary company, Bumblebee Lettings Ltd with the Council receiving 50% of the increased net revenue over and above the Local Housing Allowance rate.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This approach aligns with the London Borough of Barnet's Housing Strategy 2015-2025 that aims to increase the supply of affordable housing available to homeless households and encourage institutional investment in the private rented sector.
- 5.1.2 Properties acquired would be delivered at a lower cost over a 40 year period than existing methods of providing temporary accommodation, thus reducing pressure on the Council's General Fund.
- 5.1.3 Properties let through this method could be used for temporary accommodation for homeless household or have the potential to be used for

the provision of residential accommodation for key-workers at sub-market rents.

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

5.2.1 The project would be funded by private investment delivered by a socially responsible investment fund. The programme will deliver up to 300 units, all of which will be sourced in Greater London.

5.2.2 The table below summarises the overall position of the models proposed using average property purchase prices and rents expected to be delivered through the scheme.

Table 1 - Summary of cash flow impacts per unit

Activity / cumulative impact	Year 1 Revenue Cost	Year 10 Revenue Cost	Year 20 Revenue Cost	Year 30 Revenue Cost	Year 40 Revenue Cost
Existing TA	2,857	38,413	93,136	170,329	279,216
40 Year Lease (affordable)	1,054	9,727	5,946	(21,392)	(88,124)
40 Year Lease (market rent)	(351)	(11,850)	(46,737)	(117,955)	(246,583)

Should the Council acquire 300 units through the 40 year leasing model, the overall financial impact would likely deliver significant benefits. This strategy would also serve to balance risk with a mixture of long-term leases supplementing existing council acquired assets allowing the council greater flexibility, diversification of funding and increasing revenue potential.

Table 2 – Overall scheme summary

	40 year leasing model
Volume of units	300
Total Revenue surplus	26.4m
TA Cost Avoidance	83.8m
Financial Benefit Year 40	110.2m

Given the length of term of the arrangements that the Council would be required to commit to, stress testing the assumptions is important to gauge the financial impact where some of the assumptions are not realised. The table below indicates the potential impact per unit where some of the key assumptions vary.

Table 3 – Stress testing financial models

	40 Year Lease (Net Present Value)
Base Case	605,000
10% increase in average purchase price	615,000
10% reduction in average rent	546,000
5% CPI throughout lease term	(32,000)

5.3 Social Value

5.3.1 Having consideration to the Public Services (Social Value) Act 2012, there are no specific social values considerations arising from these policies. The 2012 Act does not apply to the proposed arrangements.

5.4 Legal and Constitutional References

5.4.1 The acquisition of properties utilising private investment falls within the remit of the Assets Regeneration and Growth Committee - Council Constitution, Article 7 – Committees, Forums, Working Groups and Partnerships “Responsibility for regeneration strategy and oversee major regeneration schemes, asset management ” and other matters. Section 120 of the Local Government Act 1972 gives the Council the power to acquire property whether situated inside or outside their area for the purposes of—

- (a) any of their functions under the 1972 or any other enactment, or
- (b) the benefit, improvement or development of their area.

5.4.2 This includes taking a lease of property. Acquiring the lease in order to provide temporary accommodation as envisaged here is authorised by this section. If the Council grants a sub tenancy which is a secure tenancy, the right to buy can potentially arise which would entitle the subtenant to buy the remainder of the 40 year lease. The scheme is designed to avoid the grant of secure tenancies.

5.5 Risk Management

5.5.1 There are a number of key risks associated with the delivery of this programme:

- There is a risk that the assumptions made in modelling are not accurate and that the financial benefits are not realised. Activity will be closely monitored to track financial benefits and early identification of risks. Where necessary, Barnet Homes will consider other lettings routes for properties acquired.
- There is a risk that there will be an insufficient volume of units available for purchase that deliver the required revenue benefits. The proposed target areas are sufficiently broad enough to help minimise any potential impact the programme will have on local market inflation. Where there are no properties available for purchase that meet the modelled average revenue outcome across the whole scheme, no additional units will be acquired.
- There is a risk that customers will refuse to accept properties in out-of-borough locations. However market research and analysis will be undertaken before selecting locations and purchasing properties to ensure that customers are likely to accept properties in these areas.
- There is a risk that legislation, and housing duties will change significantly over the term of the lease and Barnet Homes will have insufficient

numbers of suitable applicants to let properties to, increasing void times and impacting on affordability. Lettings capacity will be closely monitored and where necessary, Barnet Homes will consider other lettings routes for properties acquired.

- There is a risk that CPI indexed rents will not remain affordable for the duration of the lease term. Affordability of rents will be closely monitored over the duration of the lease term, and alternative lettings routes considered where individual properties become unaffordable.

5.6 Equalities and Diversity

5.6.1 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.

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

5.6.3 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 as a whole. Of those in temporary accommodation the main applicant is female in 65% of households.

5.6.4 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.

5.6.5 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.

5.7 Consultation and Engagement

5.7.1 As part of the communications plan for the delivery of the programme, Barnet Homes will engage with Local Authorities, informing them of the Councils intention to purchase properties in their districts.

5.8 Insight

5.8.1 A reduction in the supply of affordable housing, coupled with sustained levels of increased demand provides the rationale for this programme:

- There has been a 42% increase in new homelessness applications between 2011/12 and 2016/17.
- There was an overall 26% decrease in letting within Council stock from 2011/12 to 2016/17 and Barnet has below levels of social housing on average compared to other London boroughs.
- 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).
- Whilst it is positive that the regeneration schemes in Barnet are progressing in their development, this has an impact on available supply as 'non-secure' tenants placed in regeneration units as long term temporary accommodation (TA) are decanted and require rehousing, either to alternative TA or social housing units. Over 800 households have been decanted since April 2012 and a further 371 decants are scheduled for the forthcoming two financial years.

6. BACKGROUND PAPERS

6.1 The Housing Strategy 2015-2025

This page is intentionally left blank



Acquisitions Programme (Phase 3)

Business Case

**Outline Business Case (OBC):
Acquisitions Programme (Phase 3)**

Author:	<i>Nick Lowther</i>
Date:	<i>17 October 2017</i>
Service / Dept:	<i>Growth & Development, The Barnet Group</i>

Contents

Contents	2
1. Executive Summary	4
2. Introduction and Strategic Context	5
3. Rationale.....	6
4. Project Definition.....	6
5. Options	7
6. Expected Benefits.....	12
7. Risks	12
8. Financial Appraisal	12
9. Project Approach	14
10. Project Assurance	14
11. Dependencies.....	15
12. Approach to Consultation	16
Appendix A: Benefits Realisation	17
Appendix B: Financial model	18
Appendix C: Initial Risk Register	20
Document Control	22
Document History.....	22
Distribution List:.....	22
Approvals:	22

1. Executive Summary

This paper outlines a proposed third phase of the Acquisitions Programme, to build upon the successes of the first two phases.

In 2013, Barnet Homes' Housing Options service developed a menu of options to tackle the problem of the increasing cost of temporary accommodation, and this was presented to the Council's Delivery Unit Board (DUB). One of the options proposed was the acquisition of out-of-borough properties – but the Delivery Unit Board decided to explore alternate options at the time, the majority of which have subsequently been implemented.

In July 2016 the Council approved an outline business case for the delivery of new affordable homes outside of the borough (Phase 1), and this was extended to include properties within London in November 2016. This programme has seen the delivery of almost 50 new affordable homes for housing applicants. Building upon this success, the Council approved an additional phase of purchases (Phase 2) which saw the deployment of an additional 8m budget and plans to acquire an additional 50 affordable homes outside London. By the end of Q3 2017-18, The Barnet Group will have delivered almost 100 new affordable homes for Barnet's housing applicants in a little over a year.

	Locations	Budget	No of Units
General Fund (Phase 1)	Bedfordshire	5m	28
HRA (Phase 1)	Greater London	6.4m	21
General Fund (Phase 2)	Bedfordshire & Cambridgeshire	8m	45
Total		19.4m	94

The third phase will reflect learning and insights gained through the successful delivery of Phases 1 and 2, and deliver:

- A robust procurement process that has been developed and refined over time
- Expertise and organisational knowledge that has been acquired through the delivery of successful programmes to date
- Scalability that affords the capacity to deliver new affordable homes in volume

The proposed Phase 3 is part of a raft of actions and mitigations introduced by The Barnet Group, in partnership with the Council to help address homelessness and General Fund temporary accommodation budget pressures. Initiatives such as the development of new affordable homes, investing in homelessness prevention activities and additional private rented sector supply through the successful let2barnet brand are key elements to the Council's approach to managing homelessness demand. The delivery of a third phase of acquisitions is another key mitigation measure that complements the range of actions undertaken and plays an important role in helping manage General Fund homelessness budget pressure.

2. Introduction and Strategic Context

With a lack of affordable housing supply, high private sector rents and the impact of welfare reforms, the last few years have been a challenge for all Local Authorities with increasing homelessness demand and growing numbers in temporary accommodation which has placed pressure on already limited housing supply.

This picture has been replicated at a local level, with Barnet experiencing increased high levels of demand for affordable housing, with limited sources of affordable supply. Demand has been exacerbated by the buoyant private rental market in the borough which is increasingly unaffordable for those on lower incomes. Loss of private rental accommodation is one of the most common reasons for a homelessness application, with residents who might previously have made their own arrangements in the private rental sector approaching the local authority.

Supply & Demand in Barnet: A Snapshot

- There has been a 42% increase in new homelessness applications between 2011/12 and 2016/17.
- There was an overall 26% decrease in letting within Council stock from 2011/12 to 2016/17 and Barnet has below levels of social housing on average compared to other London boroughs.
- 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)
- Barnet has the 6th highest number of households in temporary accommodation in the country
- 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.
- Whilst it is positive that the regeneration schemes in Barnet are progressing in their development, this has an impact on available supply as ‘non-secure’ tenants placed in regeneration units as long term TA are decanted and require rehousing, either to alternative TA or social housing units. Over 800 households have been decanted since April 2012 and a further 371 decants are scheduled for the forthcoming two financial years.

This has posed a major challenge to Barnet Homes’ Housing Options Service – for example, trying to ensure that the limited supply of housing is provided to those with the greatest need, and that emergency and temporary accommodation is used effectively, whilst also attempting to identify new sources of housing supply. In addition, the cost of providing temporary accommodation has increased significantly. A key priority for Barnet Homes since 2013 has to been to strive to reduce the impact that the high cost of temporary accommodation has on the Council’s General Fund (GF).

To help provide affordable housing solutions, Barnet Homes has developed and delivered a range of solutions, including developing successful cost effective long-term temporary accommodation solutions. This proposal seeks to build upon the successes and framework established in the first two phases of our successful acquisition programmes to deliver a greater volume of affordable housing solutions.

3. Rationale

The opportunity to acquire additional affordable housing has been revisited in line with the London Borough of Barnet's Housing Strategy.

Utilisation of investment to acquire additional properties within London will provide the opportunity to further increase affordable housing supply relatively quickly at a lower cost than other temporary accommodation alternatives, as well as introducing a wider variety of financing options as an alternative to borrowing from the Public Works Loan Board (PWLB).

This program focuses on the acquisition of approximately 300 properties purchased from Q4 2017/18 onwards supported by private investment funds and leased to the London Borough of Barnet on a lease of 40 years, at the end of which assets will revert to the Council for £1.

This approach aligns with the London Borough of Barnet's *Housing Strategy 2015-2025* that aims to:

- Increase the supply of affordable housing available to homeless households (page 27)
- Encourage institutional investment in the private rented sector (page 20)

And with the Council's Corporate Plan:

- Where services are delivered efficiently to get value for money for the taxpayer

4. Project Definition

Project Objectives

The key objectives of this project are to:

- Increase Barnet Homes' housing supply, by procuring additional affordable housing
- Reduce the cost of temporary accommodation and subsequent pressure on the Council's General Fund

Project Deliverables & Outcomes

The key project deliverables are listed in the table below:

Deliverable	Details	Timeframe
Business Case (incorporating options analysis)	Undertake research analysis and identify options for acquisition of properties. Development of a business case that includes options analysis, preferred option, financial modelling, risk management etc.	September 2017
Presentation of recommendations	Presentation of options, and preferred approach to the London Borough of Barnet	October 2017
Approval	Approval (budget and approach)	November 2017
Implementation	Procurement of properties in accordance to the preferred approach	Q4 2017/18
Review	Review & benefits realisation	On-going

5. Options

Our learning and insight gained through the delivery of a successful acquisitions programme since Q3 2016/17 has proven invaluable and has helped formulate future scheme planning. Whilst the market in London continues to be buoyant our experience to date has evidenced that there is a supply of units to be acquired that can be delivered at more affordable levels than temporary accommodation alternatives.

In developing the business case, other options were considered. These included utilising private investment to deliver affordable housing outside of London. However, feedback from funding partners indicated that the options below were more favourable, with funding partners citing a preference to acquire assets in the capital. In response to the analysis and feedback received, the following approaches have been explored in more detail.

1. Continue to acquire properties outside London on licence from existing temporary accommodation providers

Existing temporary accommodation rates mean that for each new household placed in 2-bed emergency temporary accommodation costs the Council approximately £2,400 net per annum. With bad debt provision and management costs factored in, this figure increases to approximately £3,400 net per annum, per household. Where properties are sourced outside London, these costs reduce significantly, however it still represents a net cost per unit of almost £1,900 per annum at current prices.

This 'do nothing' position represents a potential net present value of cash flow of -£162k per unit over the next 40 years and would mean there is no positive financial impact to forecasted future General Fund budget pressures. Should inflationary increases in the cost of delivering alternative temporary accommodation options worsen, then this will further increase the pressure on the Council's General Fund. It is therefore not recommended.

2. Acquiring private sector properties from the open market in Greater London and leasing from investors for a minimum term of 40 years

The Barnet Group would source and deliver properties secured from the open market and purchases would be funded by a socially responsible investment fund. The Council would lease units from the fund with full repairing and insurance obligations for a period of 40 years.

Following extensive soft market testing and analysis of potential schemes with over 15 private funds has led to the selection of a preferred provider that offers both a competitive rate, and importantly, a significant level of flexibility in respect of commitment, deployment of capital and leasing terms.

The model developed with the identified provider involves rents payable to the fund set at 3.4% of the total outlay for the property per year and this figure would be CPI index linked. At the end of the 40 year lease term, the property would revert to the Council for £1.

Barnet Homes would provide a full management service for properties acquired and units would be used to provide long-term affordable accommodation, either at 100% of the relevant Local Housing Allowance rate, or let at open market rents where let through The Barnet Group's Private Lettings Agency.

The units would be let on assured shorthold tenancy agreements and there would be no tenure restrictions under the terms of the lease.

This model also offers the Council the opportunity for a profit sharing arrangement by letting a proportion of units through The Barnet Group's private lettings agency, Bumblebee Lettings Ltd. Properties let through this method would be let at sub-market rents, potentially used for keyworker housing, with the Council receiving 50% of the increased net revenue over and above the Local Housing Allowance rate.

Key benefits

There are several key benefits realised through this model:

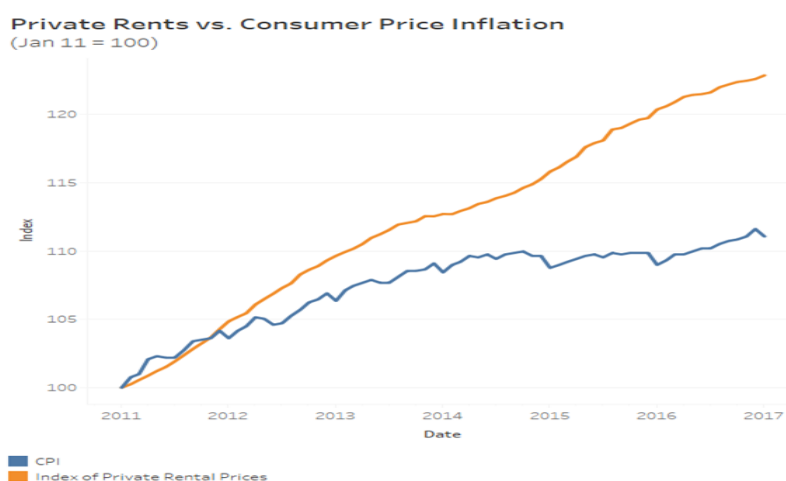
- Delivers at a net surplus of £88k per property over a 40 year period which is more favourable than existing methods of providing temporary accommodation which could potentially cost £279k per unit over a similar period.
- Delivers at the best operating cash flow cost of all options for the first 15 years.
- Deliverable at a better net present value of cash flow of £605k compared to existing methods of providing temporary accommodation where the comparable NPV is -£162k.
- Delivers a comparable NPV to a GF borrowing alternative over a 40 year period (£605k vs £600k through GF borrowing).
- Offers the Council the opportunity to achieve a net surplus of up to £247k per property over a 40 year period where properties are let through The Barnet Group's private lettings agency.
- No capital required to purchase the asset at the end of the lease term.
- Properties let through this method could be used for temporary accommodation for homeless households and then used as a stepping stone into the private rented sector, or used as the household's private sector offer from the outset.
- The model will help improve standards in the private sector, with the Barnet Group responsible for fully maintaining and repairing properties acquired.
- The model provides certainty of long-term temporary accommodation costs with future costs not subject to as yet unknown inflationary pressures.
- The model provides security of tenure to satisfy the boroughs long-term housing needs
- The Council has the flexibility to cease acquiring new properties at any time and explore alternative funding methods should they choose to.
- The model enables the Council to diversify funding sources and utilise alternative funding sources to traditional GF borrowing through the Public Works Loans Board (PWLb).

Disadvantages

There are however some disadvantages of delivery through this method:

- The Council will be required to enter into non-assignable FRI leases for a minimum 40 year period. Should affordable housing demand decline over this period then the Council will be required to find alternative lettings models for these units.
- The lease term is significantly longer than alternative options and there is a greater risk that assumptions will not be accurate throughout the duration of the agreement.
- Leases acquired will be on-balance sheet and may impact on future borrowing capacity.
- There is a long-term risk that rents do not remain affordable for both the Council and for tenants, with rents being CPI indexed throughout the life of the lease. To mitigate

against the risk of Local Housing Allowance rates not rising in line with inflation in the long-term, the Council can explore alternative lettings routes. As outlined in the graph below, private rental inflation in London has exceeded CPI for the past 5 years and letting units on the open market would likely ensure that units remain affordable.



3. The Council acquires private sector properties from the open market in Greater London, Bedfordshire or Cambridgeshire, funded through General Fund borrowing

The Barnet Group would source and deliver properties secured from the open market and purchases would be funded by the Council via General Fund PWLB borrowing at a rate of approximately 3%.

Barnet Homes would provide a full management service for properties acquired and units would be used to provide long-term affordable accommodation, at 100% of the relevant Local Housing Allowance rate. The units would be let on assured shorthold tenancy agreements.

Key benefits

There are several key benefits realised through this model:

- Delivers at a net surplus of £180k per property over a 40 year period that is more favourable than existing methods of providing temporary accommodation which could potentially cost £279k per unit over a similar period.
- Delivers a comparable NPV to the 40 leasing option over a 40 year period (600k vs 605k through 40 year lease model).
- Properties let through this method could be used for temporary accommodation for homeless households and then as a stepping stone into the private rented sector, or used as the household's private sector offer from the outset.
- The model affords the Council the opportunity to benefit from long-term house price inflation, acquiring assets that will appreciate over time.
- The model will help improve standards in the private sector, with the Barnet Group responsible for fully maintaining and repairing properties acquired.
- The model provides certainty of long-term temporary accommodation costs with future costs not subject to as yet unknown inflationary pressures.
- The model provides security of tenure to satisfy the Borough's long-term housing needs.

Disadvantages

There are however some disadvantages of delivery through this method:

- The operating cash flow is worse than private finance alternatives for the first 15 years due to the requirement to set aside monies for minimum revenue provision (MRP). This requirement can be managed through the use of annuities, however it cannot be delivered at a lower operating cost than option 2 for the first 15 years.
- The initial loan would not be fully repaid at the end of a 40 year term and the Council would have to refinance the loan (however this is offset against an asset that would be expected to appreciate by a greater amount over the term).
- The Council would be required to raise a significant amount of capital through GF borrowing via the Public Works Loans Board to finance the scheme, as opposed to alternative models where there is no immediate capital requirement.

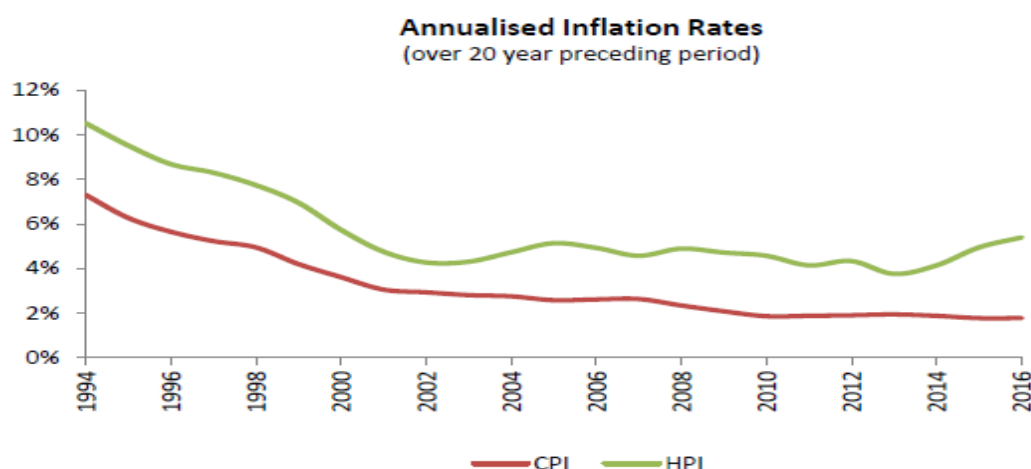
4. Acquiring private sector properties from the open market in Greater London and leasing from investors for a minimum term of 15 years

The Barnet Group would source and deliver properties secured from the open market and purchases would be funded by a socially responsible investment fund. The Council would lease units from the fund with full repairing and insurance obligations for a minimum period of 15 years.

The model developed with the identified provider involves rents payable to the fund set at 3.4% of the total outlay for the property per year and this figure would be CPI index linked.

At the end of the 15 year lease term, the Council would be obliged to purchase the property from the fund at the original market value of the property, index linked to CPI. If the Council chooses not to purchase the property from the fund at the end of the 15 year term, the Council would be required to extend the lease term for a further 5 years. The lease cannot be further extended beyond this point.

An illustration of HPI growth in versus CPI inflation over the past 22 years is provided below, showing an average annual HPI inflation rate of 8.95% versus CPI of 1.97% over the same period. In essence, the model allows the Council to benefit from anticipated continued growth in house values and reduced temporary accommodation costs.



Barnet Homes would provide a full management service for properties acquired and units would be used to provide long-term affordable accommodation, either at 100% of the relevant Local Housing Allowance rate, or let at open market rents where let through The Barnet Group's Private Lettings Agency.

The units would be let on assured shorthold tenancy agreements and there would be no tenure restrictions ¹under the terms of the lease.

This model also offers the Council the opportunity for a profit sharing arrangement by letting a proportion of units through The Barnet Group's private lettings agency, Bumblebee Lettings Ltd. Properties let through this method would be let at sub-market rents, potentially used for keyworker housing, with the Council receiving 50% of the increased net revenue over and above the Local Housing Allowance rate.

Key benefits

There are several key benefits realised through this model:

- Delivers at a net revenue cost of £18k per property over a 15 year period that is more favourable than existing methods of providing temporary accommodation which could potentially cost £63k per unit over a similar period.
- Delivers at the best operating cash flow cost of all options over the life of the lease.
- Deliverable at a better net present value of cash flow of £59k compared to existing methods of providing temporary accommodation where the comparable NPV is -£56k
- Offers the Council the opportunity to achieve a net surplus of £26k per property over a 15 year period where properties are let through The Barnet Group's private lettings agency.
- Properties let through this method could be used for temporary accommodation for homeless households and then used as a stepping stone into the private rented sector, or used as the household's private sector offer from the outset.
- The model will help improve standards in the private sector, with the Barnet Group responsible for fully maintaining and repairing properties acquired.
- The model provides certainty of long-term temporary accommodation costs with future costs not subject to as yet unknown inflationary pressures.
- The model provides security of tenure to satisfy the Borough's long-term housing needs
- The Council has the flexibility to cease acquiring new properties at any time and explore alternative funding methods should they choose to

Disadvantages

There are however some disadvantages of delivery through this method:

- The NPV of cash flow is lower than the GF borrowing alternative
- The Council would be obliged to raise capital upon expiry of the lease term to fund the acquisition of properties procured through this model.
- The Council will be required to enter into non-assignable FRI leases for a minimum 15 year period. Should affordable housing demand decline over this period then the Council will be required to find alternative lettings models for these units.
- Leases acquired will be on-balance sheet and may impact on future borrowing capacity.

¹ Subject to social covenants

- There is a long-term risk that rents do not remain affordable for both the Council and for tenants, with rents being CPI indexed throughout the life of the lease. To mitigate against the risk of Local Housing Allowance rates not rising in line with inflation in the long-term, the Council can explore alternative lettings routes.

A summary of the four options is provided below.

Activity	Current TA	Leasing (40 years)	GF borrowing	Leasing (15 years)
Potential future capital benefit?	None	Yes	Yes	Yes
Manages inflation in TA costs?	No	Yes	Yes	Yes
Asset owning?	No	Yes	Yes	Yes
Future borrowing implications?	No	Yes	Yes	Yes

Suggested approach

It is recommended that the option to acquire units on 40 year lease terms (2) is approved. This option has a number of benefits, not least the ability to:

- Deliver revenue benefits against alternative temporary accommodation options
- Eradicate exposure to inflationary increases in the cost of providing accommodation
- Provide similar financial benefits to alternative General Fund borrowing options
- Provide greater opportunity to stabilise or reduce long-term General Fund costs
- Diversify funding sources and reduce reliance on the Public Works Loans Board.

A further benefit derived through the delivery of option 2 is the potential for provision of residential accommodation for key-workers or open market rent. The higher revenue potential offered through letting to these customer groups would provide other key benefits such as providing an alternative lettings route should properties acquired through the scheme become unaffordable for housing applicants and less financially viable.

6. Expected Benefits

Please refer to **Appendix A** for a summary of expected benefits for this project.

7. Risks

Please refer to **Appendix B** for a summary of key risks and mitigating actions.

8. Financial Appraisal

The project would be funded by private investors. The programme would deliver approximately 300 units in Greater London.

The tables below summarise the overall position of the models proposed, using average property purchase prices and rents expected to be delivered through the scheme².

² Modelling was carried out on in-London purchases only, primarily for comparison purposes and to reflect the fact that fund preference for longer-term leasing models is predominantly for in-London acquisitions.

Table 1 - Summary of cash flow impacts per unit

Activity / cumulative impact	Year 1 Revenue Cost	Year 10 Revenue Cost	Year 20 Revenue Cost	Year 30 Revenue Cost	Year 40 Revenue Cost
Existing TA	(2,857)	(38,413)	(93,136)	(170,329)	(279,216)
Council purchasing (affordable)	(6,116)	(47,402)	(47,543)	19,080	180,405
40 Year Model (affordable)	(1,054)	(9,727)	(5,946)	21,392	88,124
40 Year Model (market rent)	351	11,850	46,737	117,955	246,583

Where the Council were to acquire 300 units on the 40 year leasing model, the overall financial impact would likely deliver significant benefits. This strategy would also serve to balance risk with a mixture of long-term leases supplementing council acquired assets already purchased, allowing the Council greater flexibility, diversification of funding and increasing revenue potential.

Table 2 – Overall scheme summary

	40 year leasing model
Volume of units	300
Total revenue cost	(26.4m)
TA cost avoidance	83.8m
Total financial benefit Year 40	110.2m

An illustration of the potential gross cost to the Council incurred per unit through the GF borrowing and 40 year leasing model is given below.

Table 3 – GF borrowing cost vs. 40 year leasing model cost per unit

	Gross rent/finance cost	Final Purchase Price	Total
GF borrowing	380,000	316,000	696,000
40 year lease term	725,000	1	725,000

Table 4 – Net Present Value of cash flow over 40 year period

	NPV
Existing TA	(162,000)
Council purchasing (affordable)	600,000
40 Year Model (affordable)	605,000

Stress-testing of the financial model

Given the length of term of the programme and arrangements that the Council would be required to commit to, stress testing the assumptions is important to gauge the financial impact where some of the assumptions are not realised. The table below indicates the potential impact per unit where some of the key assumptions vary.

Table 5 – Stress testing financial models

	40 Year Model Net Present Value
Base Case	605,000
10% increase in average purchase price	615,000
10% reduction in average rent	546,000
5% CPI throughout lease term	(32,000)

In summary, where there are variances in the assumptions, the model continues to realise benefits in comparison to alternative temporary accommodation options.

9. Project Approach

Please refer to **Appendix A** for the proposed project plan that includes key dates and milestones.

10. Project Assurance

The project structure is shown below:

Role	Name & Position	Comments
Project Sponsor	Paul Shipway (Strategic Housing Lead)	Representing Council interests
Project Manager	Nick Lowther (Head of Growth & New Initiatives)	Representing Barnet Homes interests
Project Board	Paul Shipway (Strategic Housing Lead)	Representing Council interests
	Derek Rust (Deputy Chief Executive Officer)	Representing Barnet Homes interests
	Kate Laffan (Assistant Director, Operations)	Representing Housing Options (housing supply)
	Russell Buchanan (Acquisitions Programme Manager)	Representing Acquisitions services
	Thomas Carroll (Major Works Project Manager)	Representing Property Services
Project Team	Nick Lowther (Head of Growth & New Initiatives)	Lead on the acquisition and delivery of properties
	Thomas Carroll (Major Works Project Manager)	Inform on investment levels needed to bring the homes acquired up to an agreed standard and maintained
	Russell Buchanan (Acquisitions Programme Manager)	Acquisition and the delivery of properties

The project board will meet monthly as required with the following responsibilities:

- Provision of overall guidance and direction ensuring project remains on track against time, cost and quality requirements
- Review and approval of project plan and any exception plans
- Support and oversight of risk management processes
- Approval of changes

- Resolving strategic and directional issues
- Liaison with and seeking of direction and decisions from politicians

Project Controls

The Project Manager will be expected to manage and re-profile timescales where key milestones are not impacted. Where key milestones will be impacted these instances will be reported to the Project Sponsor to agree next steps and the mitigating action to be taken.

- The Project Board will be responsible for sign-off of the business case (incorporating the options appraisal), before it is presented to the Council.
- The London Borough of Barnet (Council) will be responsible for approving the business case, proposed budget and approach for delivery.
- The project team will be responsible for engaging with Barnet Homes' managers and staff, and key stakeholders to ensure that all deliverables are developed in line with service requirements and that the required quality standards are met.

Quality Criteria & Approval Process

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Business Case (incorporating options analysis)	Options appraisal and financial appraisal , procurement strategy with recommendation	Project Manager	TBG Exec Team	Project Board
Presentation of recommendations	Report and presentation in accordance with LBB requirements	Project Manager	Project Board	Project Board
Approval	Minuted approval to proceed	London Borough of Barnet	N/A	London Borough of Barnet
Implementation	Procurement of out-of-borough properties and implementation of associated processes	Project Team	Project Manager	Project Board
Review	Assessment against benefits realisation criteria Lessons learned report	Project Manager	Project Team	Project Board

11. Dependencies

Assumptions

- Timely provision of any requested information and input from senior stakeholders.
- On-going political support for Barnet Homes to undertake acquisitions and for the on-going management of these properties.

- Ability to implement cost effective, quality management and maintenance arrangements for the acquired properties.

Constraints

- There is a lack of affordable housing supply in the areas that Barnet Homes is confident that customers will agree to move to.
- That there may be some resourcing implications for management of stock further outside of the borough.

Interfaces / Dependencies

- The London Borough of Barnet will need to approve the proposed approach, for the project objectives to be achieved
- There are other initiatives and projects underway that are also aimed at increasing affordable housing supply.

12. Approach to Consultation

A range of stakeholder consultation and engagement has occurred as part of the public engagement programme developed for the London Borough of Barnet's Housing Strategy.

A summary of these activities includes:

- The Council conducted a borough wide programme of resident engagement and consultation from 17 December 2014 to 11 February 2015. This was part of the Housing Committee Commissioning Plan. The programme included a series of themed workshops examining the competing pressures facing each committee and an online survey.
- A 12 week public consultation was undertaken between 6 January 2015 and 31 March 2015 on the Housing Strategy. The consultation included an online survey as well as presentations to the Housing Forum, Barnet Homes Performance and Advisory Group, and Barnet Landlords Forum.
- The Council also facilitated a focus group of eight Citizens Panel members from the owner-occupation, social and private rented sectors.

Appendix A: Benefits Realisation

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Financial	Temporary accommodation cost avoidance/revenue benefit	The Council	Up to £83.8m over 40 years	From Q4 2017/18	Paul Shipway, Strategic Housing Lead	Financial monitoring	
Financial	Increase of affordable housing stock and revenue from this stock	Barnet Council Tenants or Housing Applicants	Up to 300 units	from 18/19	Paul Shipway, Strategic Housing Lead	Performance monitoring	

Appendix B – Financial Model

1. Individual unit Income and Expenditure sheet (40 Year Leasing Model)

	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30	Year 35	Year 40
Income									
1 Rent	14,482	16,056	19,070	22,649	26,899	31,948	37,944	45,066	53,524
Total Income	14,482	16,056	19,070	22,649	26,899	31,948	37,944	45,066	53,524
Expenditure									
2 Management Cost	450	497	579	687	816	969	1,151	1,367	1,624
3 Routine Maintenance	800	883	1,029	1,222	1,451	1,723	2,047	2,431	2,887
4 Voids & Bad Debt Provision	434	482	572	679	807	958	1,138	1,352	1,606
5 Major Repairs	2,094	2,312	2,693	3,198	3,799	4,512	5,358	6,364	7,558
6 Service Charge & Ground Rent	1,000	1,104	1,249	1,413	1,599	1,809	2,046	2,315	2,620
7 Lease Rent	10,756	11,873	13,433	15,199	17,196	19,456	22,012	24,905	28,177
Total Expenditure	15,535	17,150	19,554	22,398	25,667	29,427	33,753	38,734	44,472
Charge/Credit to General Fund	(1,054)	(1,094)	(485)	250	1,232	2,521	4,191	6,332	9,052
Closing Balance	(1,054)	(6,120)	(9,727)	(10,034)	(5,946)	3,945	21,392	48,562	88,125

2. Financial modelling assumptions

	Council Purchasing	Long-term lease
Annual Rent Inflation (CPI plus 1%)	3.50%	3.50%
Void Loss and bad debt provision	3.00%	3.00%
Maintenance Costs	£800 per annum plus inflation	£800 per annum plus inflation
Housing Management Costs	£450 per annum	£450 per annum
Inflation (Base rate plus 1%)	2.50%	2.50%
Major Works	0.75% of purchase price	0.75% of purchase price
Service charge and ground rent	£1,000 per annum	£1,000 per annum
Refurbishment costs	£15,000	£15,000
Rental payment	3.00% loan interest rate	3.40% of total purchase cost
Acquisition fee	3.00% of purchase price	3.00% of purchase price
Net Present Value Discount Rate	3.00%	3.00%
House Price Inflation	5.00%	5.00%

Some of the above assumptions have been adjusted from Open Door modelling assumptions to reflect scheme conditions and market requirements:

- Major works allowances have been reduced to reflect the cost deliverable through insurance products available to the Council
- Soft market testing of yield requirements has indicated that a figure of 3.40% is required for the longer term arrangement
- An acquisition fee of 3% has been assumed within the capital cost to cover the cost of delivery
- Management costs, void loss and bad debt provision assumptions reflect the location and use of the units as temporary accommodation

Appendix C: Initial Risk Register

Ref	Risk type	Risk description	Risk Owner	Date raised	Initial assessment			Control actions	Consequences/ potential impact
					Probability	Impact	RAG		
001	Project management	There is a risk that there is insufficient resource to deliver the project within planned timescales and to meet the scale requirements for the fund	NL	Sep 17	Low	Medium		Project plans and resource planning to be developed to identify key milestones and capacity required to deliver.	Expected savings and investor expectations will not be achieved, and/or project activity will fall behind schedule.
003	Financial	There is a risk that the assumptions made in modelling are not accurate and that the financial benefits are not realised	NL	Sep 17	Medium	High		Closely monitor activity to track financial benefits and early identification of risks. There are a number of options the Council has, including alternative lettings routes	Rents charged will not be affordable and will impact on the financial viability of the scheme
004	Financial	There is a risk that there will be an insufficient volume of units available for purchase that deliver the required revenue benefits	NL	Sep 17	Low	High		The proposed target areas are sufficiently broad enough to help minimise any potential impact the programme will have on local market inflation. Where there are no properties available for purchase that meet the modelled average revenue outcome across the whole scheme, no additional units will be acquired.	Delivery of new acquisitions may not be met, if unable to purchase properties at the right price.
005	Reputation	There is a risk that customers will refuse to accept properties in out-of-borough locations	NL	Sep 17	Low	Medium		Undertake market research and analysis before selecting locations and purchasing properties to ensure that customers are likely to accept properties in these areas.	Political and media fall out from spending public money on properties that are sitting vacant.

Ref	Risk type	Risk description	Risk Owner	Date raised	Initial assessment			Control actions	Consequences/ potential impact
006	Financial	There is a risk that legislation, and housing duties will change significantly over the term of the lease and Barnet Homes will have insufficient numbers of suitable applicants to let properties to, increasing void times and impacting on affordability		Sep 17	Medium	Low		Lettings capacity will be closely monitored and where necessary, Barnet Homes will consider other lettings routes for properties acquired	The cost of delivering the scheme will increase
007	Financial	There is a risk that CPI indexed rents will not remain affordable for the duration of the lease term		Sep 17	Medium	Medium		Affordability of rents will be closely monitored over the duration of the lease term, and alternative lettings routes considered where individual properties become unaffordable	The cost of delivering the scheme will increase and the full benefits of the scheme may not be achieved

Document Control

File path	
Reference	
Version	1.4
Date created	17 October 2017
Status	Draft

Document History

Date	Version	Reason for change	Changes made by
17/10/17	1.0	Document creation	Nick Lowther
18/10/17	1.1	Revised following comments	Nick Lowther
23/10/17	1.2	Revised following comments	Nick Lowther
01/11/17	1.3	Revised following comments	Nick Lowther
03/11/17	1.4	Revised following comments	Nick Lowther

Distribution List:

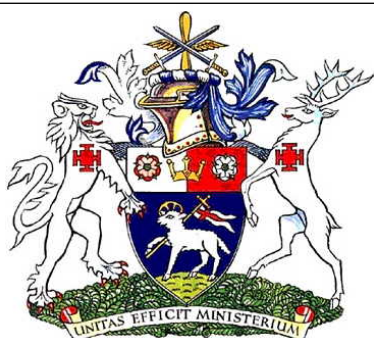
Name	Role	Date
Troy Henshall	CEO, The Barnet Group	17/10/17
Derek Rust	Deputy CEO, The Barnet Group	17/10/17
Mike Gerrard	Finance Director, The Barnet Group	17/10/17

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Business Case for the out-of-borough acquisitions project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

This page is intentionally left blank



Assets, Regeneration and Growth Committee

27 November 2017

Title	Barnet House Fire Safety Recommendations
Report of	Councillor Daniel Thomas
Ward	Totteridge and Whetstone
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – Recommended Action Plan
Officer Contact Details	Steve Dunevein -Director of Estates 0208 359 3919 - Steve.dunevein@barnet.gov.uk Chris Smith -Head of Estates 0208 359 2987 - Chris.smith@barnet.gov.uk

Summary

This report provides an update on the further investigations regarding fire safety at Barnet House, Whetstone, as agreed at the Assets, Regeneration and Growth Committee meeting on Monday 24 July 2017. The report outlines the findings and includes a recommended priority action plan for implementation.

Recommendations

The Asset, Regeneration and Growth Committee

- 1. acknowledges and notes the findings of the additional investigations undertaken at Barnet House.**
- 2. acknowledges and agrees the methodology and approach in developing a priority action plan.**
- 3. delegates authority to the Head of Estates, to implement the priority action plan.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 26 June 2017, a paper was submitted to Housing Committee that set out the fire safety arrangements that are already in place in residential tower blocks in the wake of the tragic events at Grenfell Tower.
- 1.2 In light of the Grenfell Tower fire, a key concern is to ensure that Barnet House, an 11 storey office block in Whetstone occupied by council services, complies with fire safety requirements. Barnet House has been over-clad in the late 1990's (circa 1998 – 1999 from the building records) but the cladding system used is different to that used on Grenfell Tower.
- 1.3 On 24 July 2017, a report was submitted to the Assets, Regeneration and Growth Committee to provide fire safety assurance for the Council's high rise operational buildings and leased out premises under flats, as these may also give rise to understandable concern. Gaining assurances that fire safety recommendations are being implemented by tenants in shops under flats is currently being dealt with by CSG Building Services and a programme of site visits is currently being implemented. This report provides a priority action plan for Barnet House, which has been informed by further investigations, namely:
 - A further update of the Barnet House Fire Risk Assessment (FRA) following Grenfell Tower;
 - A review of the Fire Strategy for the building;
 - An external visual inspection of the cladding;
 - An internal compartmentalisation survey.
- 1.4 The Council has now concluded the above-mentioned investigations and a summary of the recommendations for physical improvements to the building can be found in Appendix 1.
- 1.5 In developing the priority action plan, the Council must consider the required outcomes. As there is no clear definition on 'best practice' in this regard, to be consistent across all assets, options were considered (see Para 3), based largely on those developed by Barnet Homes for their Housing Partnership Board.
- 1.6 The projected future occupation of Barnet House is estimated at 12 to 16 months, at which time the offices at Colindale will be constructed and services will have been decanted accordingly. In light of this any recommended actions must be deliverable and have tangible benefits within these timescales. It is also worth noting that the Building owners are currently engaged with the Local Planning Authority to convert the building into residential units.
- 1.7 Having weighed up available options, it is recommended that a risk based approach be taken to the implementation of fire improvements. This means compliance (fire safety wise) with the current building regulations (Approved documents B volumes 1 and 2 as applicable) as far as is reasonably practicable to achieve an acceptable level of fire safety, whilst also

considering the impact on business continuity, the residual time in the building and alternative measures where full compliance cannot be achieved.

- 1.8 A detailed action plan is included at Appendix 1, much of which has already been completed. The below summary shows the remaining recommended actions to be undertaken, together with indicative costings and timescales, all of which are subject to further due diligence, following agreement to proceed:

Item	Description	Indicative Timescales	Indicative Cost
1	Implement recommendations of Fire Risk Assessment in line with priority timescales.	Underway	£5,000
2	Arrange meeting with Shaylor Construction to review perceived latent defects and agree corrective measures.	11 October 2017	£0
3	Cladding repairs - A number of penetrations and other issues with the cladding system were highlighted during the inspection. Works to ensure the polystyrene insulation is fully encapsulated are recommended.	2 months	£15,000
4	Confirm manufacturer of cladding system - The full risk profile of the cladding should be understood from liaison with the manufacture and further works as required can be considered at this time. Further to this, a thermal survey of the building to establish if fire barriers are in the correct location. To be followed by an invasive survey if the findings of the thermal survey are inconclusive.	2 months	£10,000
5	Seal compartment breaches - Compartmentation provides an integral part of the fire management of the building and as such all breaches should be rectified. This will also ensure that the stairs are surrounded by fire resisting construction as per the requirements of ADB2.	2 months	£30,000
6	Repair fire doors and replace any fire doors currently deemed beyond repair	2 months (underway)	£100,000
7	Install additional wireless automatic fire detection to give early warning to occupants and building users.	2 months	£55,000
8	Move the fire refuge areas into the stairwells.	2 months	£5,000
9	Improve fire integrity of external glazing to stairwells through either improved glazing or physical construction (first 1.8m around the boundary of the building)	1 month	£5,000
10	Implement additional fire marshalling/floorwalking to the building particularly areas of infrequent use.	Underway	

2. REASONS FOR RECOMMENDATIONS

- 2.1 To ensure the Council fulfils its obligations in respect of Health and Safety in the workplace and in public access buildings.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The below alternative options have been considered and disregarded:

3.1.1 **Statutory compliance with Building Regulations.** Full compliance with the current building regulations applicable to matters of fire safety (Approved documents B volumes 1 and 2 as applicable), together with other measures which would exceed the requirements of the building regulations. Although the current building regulations would reflect the features that should be included within a building if it were to be constructed today, there are a number of areas when full compliance is unlikely to be achievable due to physical and economic constraints. It is therefore unlikely that this option would be fully viable. In terms of risk mitigation, full compliance with the current Building Regulations and Regulatory Reform Fire Safety Order 2005 would minimise risk as far as is practicable. But, given the current construction and building infrastructure condition, this would potentially require a full decant of the building and significant refurbishment and remodelling works to achieve this benchmark. Also, taking into account the future occupation timescales, the current progress and spend on the new operational offices at Colindale, current non-availability of suitable decant facilities and likely cost implications, this option is deemed outside of the scope of what is 'reasonably practicable'.

3.1.2 **Reduce occupation levels.** Empty the upper floors of the building to reduce the impact, should a fire occur. This would be dependent on being able to identify alternative locations for staff at short-notice, which is highly unlikely to be possible. This option has therefore been discounted.

4. POST DECISION IMPLEMENTATION

4.1 All necessary works identified in the priority action plan to improve fire safety, will be carried out to Barnet House. In line with section 1.8 of this report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2015 – 2020 is based on the core principles of fairness, responsibility, and opportunity to make sure Barnet is a place:

- Of opportunity, where people can enhance 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 This report supports these core principles

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

5.2.1 Further investigations and remedial works will be instructed and

commissioned in accordance with the Council's Contract Procedure Rules, Appendix 1 Table A. The investigations will be funded from the repairs and maintenance budget, although it should be recognised this will introduce a budget pressure that will have to be managed.

5.3 Legal and Constitutional References

5.3.1 All proposals emerging from this report must be considered in terms of the Council's legal powers and obligations, including its Health & Safety obligations and overarching statutory duties such as the Public Sector Equality Duty.

5.3.2 The Council's Constitution, Article 7, Committees, Sub-Committees, Area Committees and Forums and the Local Strategic Partnership states the functions of the Assets, Regeneration and Growth Committee, include responsibility for asset management and to receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.

5.4 Risk Management

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

5.4.2 A more detailed risk log will be developed following production of the action plan.

5.5 Equalities and Diversity

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

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

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

5.5.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

5.5.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.

5.5.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

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

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

5.5.9 Prior to any works being undertaken a EQIA will be carried out and considered

5.6 **Consultation and Engagement**

5.7 There is ongoing engagement with Council Officers, the Local Authority Building Control Department, 3rd Party Consultants and Tenants of the building.

5.8 **Insight**

5.8.1 The Council has reviewed its operational buildings and leased premises in production of this report.

6. **Background Papers**

6.1 ARG Report - Fire safety in high rise operational buildings and shops under flats, dated 24 Jul 17. Link

<https://barnet.moderngov.co.uk/documents/b29725/FIRE%20SAFETY%20IN%20HIGH%20RISE%20OPERATIONAL%20BUILDINGS%20AND%20SHOPS%20UNDER%20FLATS%2024th-Jul-2017%2019.00%20Assets%20R.pdf?T=9>

Appendix 1 – Recommended Action Plan (rows are shown as shaded where tasks are complete)

Action immediately and complete within 5 days	1	Action within 2 weeks, complete within 3 months	2	Action within 4 weeks, complete within 6 months	3	To be implemented in a reasonable timescale where deemed 'reasonably practicable'	4
---	---	---	---	---	---	---	---

Category	Identified Hazard	Control Action recommended	Location	Priority
Fire protection measures	Approximately 15 years ago the concrete down-stands were clad in direct fix foam panels, covered with a fabric mesh which was then covered in a screed finish (composition unknown). Construction materials identified on the exterior of the building are considered to be worthy of further investigation.	<p>The construction material in the specified location should be checked to ensure that it would not adversely contribute to the spread of flame during a fire situation. It should be confirmed the system installed is the Stotherm Classic External Wall Insulation system. Then it's compliance to current regulations/requirements should be confirmed. This information can be used to establish whether the risk posed by the system is manageable.</p> <p>Due to the risks posed by the defects highlighted, which increase the risk above those inherent in the system, we strongly recommend employing a competent contractor to carry out repairs and alterations to the system to ensure all flammable materials are encapsulated by suitable fire resisting construction.</p> <p>All findings will then inform the exact requirement for further works to the exterior of the building.</p>	The outer face of the building	1

Category	Identified Hazard	Control Action recommended	Location	Priority
Fire protection measures	Although the cladding system only states horizontal fire breaks should be installed, it is recommended that further investigation take place to fully understand the risk.	Testing of vertical fire break locations, the findings of which should inform any fire strategy documentation. Findings may inform the requirement for further works to install fire breaks at suitable new locations.	The outer face of the building	1
Fire protection measures	Breaches in fire protection compartments within the building	Remediate using the contractor responsible for recent refurbishment works if liability can be confirmed	Interior of the building within voids and through walls	2
Source of Fuel	Furniture upholstery complies with current fire regulations	All upholstery coverings should conform to BS 5852 or DOE/PSA/FR3 specification as appropriate. Furnishings should be kept in a good state of repair and any exposed polyurethane foam should be recovered removed.	Ground floor reception, arm chair showing signs of internal foam filling on the arms.	2
Means of Escape	Fire doors indicated with required "Fire Door Keep Shut" signs	Provide "Fire Door Keep Shut" signs and site at eye level on both faces of the specified doors. The signs should comply with British Standard 5499: Part1: 1990, Specification for Fire Safety Signs.	EVAC chair cupboards in main stairway	2
Means of Escape	"Do not use in a fire" signs adjacent to all lifts	Provide a sign in accordance with the current regulations, to indicate that the lift should not be used in a fire situation and site adjacent to the specified lifts.	Signs not displayed adjacent to all lifts	2
Means of Escape	Correct "Fire Exit" Signs	Provide "Fire Exit" signs in accordance with the requirements of the Signs & Signals Regulations 1996 and site in the specified locations.	Sign on Reception exit door must be placed above the door or on the adjacent wall with a directional arrow	2
Means of Escape	Fire action signs adjacent to all fire alarm call points	Provide fire action signs in accordance with the requirements of British Standard 5499: Part 1: 1990, Specification for Fire Safety Signs and site in the specified locations.	A number of fire alarm call points throughout the building did not have Fire Action Notices.	2

Category	Identified Hazard	Control Action recommended	Location	Priority
Means of Escape	Cupboards/ ducts fitted with "Fire Door Keep Locked" signs must be kept locked shut.	Cupboards/ ducts fitted with "Fire Door Keep Locked" signs must be kept locked shut.	Storage cupboards for the EVAC chairs in the main stairway also store janitorial supplies, doors not locked shut. Fit with self-closers. Riser ducts on floors behind lifts, several found unlocked.	2
Means of Escape	Doors fitted with push-bar-to-open devices have the required signs	Provide "Push-Bar-To-Open" sign in accordance with British Standard 5499: Part 1: 1990, Specification for Fire Safety Signs, and site immediately above the push-bar opening device on the specified doors.	Sign required in basement car park exit	2
Means of Escape	"Fire Escape Keep Clear" signs on outer faces of fire exit doors	The specified doors should have sited on their outer face a "Fire Escape Keep Clear" sign in accordance with the Signs & Signals Regulations 1996.	Basement car park exit doors, and the two stairs from the 11 th and 2 nd floor (doors into the car park)	2
Means of Escape	Fire exits can be easily and immediately opened in the event of a fire	All doors forming part of an emergency route must be easily opened and available at all times whilst the premises are occupied, the specified doors should be fitted with suitable hardware to allow easy egress without the use of a key.	The two final exit doors from the 11 th and 2 nd floor (doors into the car park), the push bar mechanism traps your fingers on the large original handle on the door.	2
Means of Escape	Fire doors are to the required level of fire resistance	The specified doors should be replaced with doors to the required level of fire resistance.	Main stairway, 11 th floor utility room door (hole from removed lock,	2

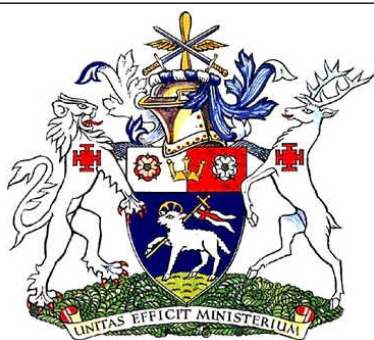
Category	Identified Hazard	Control Action recommended	Location	Priority
Means of Escape	Fire doors are to the required level of fire resistance, replace the missing screws to the hinges	7 th floor main stairway riser cupboard (screws missing) 6 th floor fire door adjacent to risers, missing screws to door hinges. 5 th floor Boots end (inner door) hinge pin worn, door not closing tight. 5 th floor door (B&Q end) worn hinge R/H door (inner door). 2 nd floor double doors to Annex(Planning) screws missing 5 th & 6 th floor (rear stairway) inner door loose hinges/pins, door not closing tight (door has dropped)	See notes on missing screws from hinges, worn hinges (Loose screws / worn hinge pins)	2

Category	Identified Hazard	Control Action recommended	Location	Priority
Means of Escape	Walls, doors, ceilings, floors, glazing etc. to required level of fire resistance	<p>6th floor door and panel above to EVAC chair cupboard are 30mm doors-replace with fire resisting doors (and self-closers).</p> <p>6th floor door (Boots end) broken fire door (part missing top edge where bolt is fitted).</p> <p>5th floor door (B&Q end) broken fire door (part missing top edge where bolt is fitted).</p> <p>4th floor main stairway B&Q end hole in door covered with soft metal plate (not fire resisting).</p> <p>3rd floor main stairway B&Q end broken fire door (top corner).</p> <p>2nd floor single door to Duty Planning glass is not fire resisting (self-closer also required)</p> <p>1st floor double doors to annex, hole in door and self-closer not working (Oil leaked out).</p> <p>1st floor main stairway (boots end) broken fire door, intumescent strip missing. Tea room door wedged open and glass not fire resisting.</p> <p>5th floor rear stairway, hole from removed lock to be filled.</p> <p>3rd floor rear stairway, hole above the inner door.</p> <p>2nd floor rear stairway broken fire door (top of door)</p> <p>1st floor rear stairway hole in lobby wall.</p> <p>Annex stairway 2nd floor, hole in wall above the fire door.</p> <p>1st floor annex stairway inner doors holes from locks need to be filled with fire resisting material.</p>	The specified areas should be upgraded to the required level, half hour fire resistance.	2

Category	Identified Hazard	Control Action recommended	Location	Priority
Means of Escape	Fire doors fitted with Intumescent strips & smoke seals. Smoke seals and intumescent strips may not be required if the door stops are 25mm x 25mm, glued and screwed at 225mm	The specified doors should be fitted with intumescent strips and cold smoke seals, which may be fitted to the door or doorframe.	Lift motor room door, broken door stops (25mmx25mm). 6 th floor (rear stairway) strips missing, hinge side. 1st floor annex stairway inner doors strips missing	2
Means of Escape	Gaps between or around fire doors to recommended standards	The specified doors should receive attention to ensure that the gaps between the doors and the door and frame do not exceed 3mm, or so that the cold smoke seal effectively seals the gap. Any gap between the bottom of the door and the floor should be as small as possible.	2 nd floor double doors to Annex(Planning) excessive gaps (both sets of doors) 1st floor annex stairway inner doors, excessive gaps between door edges (Both sets of doors).	2
Means of Escape	Electronic locks fitted to doors have adjacent to them a release button or break glass emergency button and are fitted with a fail safe device which will deactivate the lock if there is a failure of the mains electric supply	The specified doors which are fitted with electronic locks must have adjacent to them a release button and an emergency break glass button, which when activated will release the electronic lock and render the door operative. Alternatively, the electronic lock must be fitted with a fail-safe device, which will deactivate the lock if there is a failure of the mains electric supply. The electronic lock should be linked to the fire alarm system and when the fire alarm activates the door should release.	Ground floor reception door (next to revolving door) confirmation required that the door opens on the fire alarm (a sliding door)	2

Category	Identified Hazard	Control Action recommended	Location	Priority
Means of Escape	Where there are inner rooms they have vision panels provided to the required standards or detection to the outer area	The doors to the specified rooms should be fitted with a vision panel, which must be of sufficient size to allow the occupants of the inner room to be aware of changing circumstances within the outer access room. Alternatively an automatic fire detector should be provided in the outer room adjacent to the door of the inner room.	Additional AFD required on the 1 st floor Annex corridor (committee rooms would be unaware of fire developing in the corridor).	3
Means of Escape	All fire resistant and self-closing doors open and close correctly	The specified doors are to receive attention to ensure that they open and close correctly. Positive self-closing devices should be fitted if required.	4 th main stairway, utility door broken self-closer	2
Hazards Introduced by Contractors	Fire stopping to required standards	The opening in the specified areas for the passage of the service pipes or cables must be adequately sealed with fire resisting material in order to minimize the danger of the spread of heat, smoke and fumes.	11 th floor main stairway from roof plant (pipes). 5 th floor Boots end fire stopping to pipe in lobby area. Riser in Annex, adjacent main stairway holes in walls and excessive use of 'pink' foam	2
Hazards Introduced by Contractors	Integrity of fire compartments maintained	A Compartmentation Inspection has been carried out by Joseph Campbell, Chartered Building Surveyor at Capita, on behalf of Barnet Council (report dated 27/07/2017). The recommendations of that report must be implemented in full, in conjunction with the recommendations of this report	Defects in compartmentation identified in the Compartmentation Inspection must be rectified.	2
Means of Fighting Fire	Hose Reels	Not all hose reels have signs for 'Do Not Use-Decommissioned' attached-	The hose reels located on the back stairway lobby/ annex stairway	2

This page is intentionally left blank



Assets, Regeneration and Growth Committee

27 November 2017

Title	Regeneration Strategy
Report of	Councillor Daniel Thomas
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Neil Taylor, Director Development and Regeneration, neil.taylor@barnet.gov.uk , 0208 359 7474 Susan Curran, Commissioning Lead, Regeneration and Development, susan.curran@barnet.gov.uk , 0208 353 3608

Summary

As a number of the large regeneration schemes across the Borough move through planning permission and into their construction phases, it is time to consider where the next regeneration areas will be. A refresh of the Local Plan and revised housing delivery targets under the London Plan bring a new imperative to find innovative ways of delivering new homes and new communities whilst maintaining those qualities and attributes that make Barnet a sustainable and attractive place to live.

The purpose of this report is to seek approval to initiate a new regeneration strategy document for the Borough that will guide and influence the work of the regeneration team over the next decade. The document will provide the strategic back drop to inform future decision making over where the Borough will be able to direct future investment, regeneration intervention and form strategic partnerships. It is expected that work will start immediately with the collection of evidence from the Local Plan, economic development and the Barnet Observatory together with the commissioning of new evidence and analysis to inform decision making. It is expected that the first draft of the strategy will be available in July 2018.

Recommendations

That the Asset, Regeneration and Growth Committee:

- 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.**

1. WHY THIS REPORT IS NEEDED

1.1 Background

1.1.1 Barnet is currently engaged in a refresh of the Local Plan incorporating the revision of housing delivery numbers and new challenges around transport, sustainability and wellbeing. The Borough will need to respond to those new challenges as it did to the challenges presented by the previous Local Plan. The London Borough of Barnet has one of the largest regeneration programmes in London delivering new mixed tenure developments across the Borough both directly, through the Barnet Group, and via a series of strategic development partnerships. Projects at Dollis Valley, West Hendon, Grahame Park and Colindale are delivering new homes whilst projects at Brent Cross, Granville Road will be starting on site in the near future, and a masterplanning exercise is currently underway for a scheme at Upper and Lower Fosters.

1.1.2 All of this regeneration activity, involving the Council, and the wider Colindale regeneration has been a decade in the planning and will be delivering homes for the next decade, in some cases more. To help maintain that production pipeline of new homes into the late 2020s and beyond we need to start targeting our regeneration effort now. The previous Regeneration Strategy was approved by Cabinet on 14th September 2011 and now needs a significant refresh to bring it up to date and to inform regeneration activity over the next 10 years.

1.2 What the Regeneration Strategy will achieve

1.2.1 The Regeneration Strategy will pull together some of the evidence base of the emerging Local Plan, parts of the draft London Plan and economic study work previously commissioned and will seek to use that evidence to identify where new homes and business will emerge over the next 20 years. New evidence around quality of place, people movements, and sustainability will be commissioned help inform how best to deliver new homes and new communities whilst maintaining those qualities and attributes that make Barnet a sustainable and attractive place to live. And finally the Regeneration Strategy will seek to differentiate those areas where the market will bring forward regeneration schemes and those areas where the Council will need to intervene in order to ensure great place making.

1.2.2 Once the Regeneration Strategy is adopted it will guide the work of the regeneration team, the strategic planning team (in relation to supplementary

planning documents and master planning) and the work of the wider Barnet Group in the identification of new sites for affordable housing developments.

1.3 Costs

- 1.3.1 It is anticipated that the Regeneration Strategy will be delivered by the Growth and Development commissioning team however there will be a need to commission further evidence and analysis work. We estimate the cost at circa £50,000 spread over financial years 2017/18 and 2018/19. Approval to commit £50,000 to fund third party support for the development of the evidence base will be sought through a summary delegated powers report.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendation is based on the need to manage regeneration in the Borough in a way that accommodates population growth and maintains the unique qualities that make Barnet a great place to live, work, learn and play. To achieve that, over the next 20 years, we need to begin work now and the strategy will evidence where we should direct our work to maximum effect.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The council could allow the private sector to drive development; however historically the private sector has developed the easier sites with the biggest values leaving the more difficult areas to decline indefinitely. The more difficult areas are where the council should focus its energy therefore this is not a recommended strategy.
- 3.2 The council could rely on the Local Plan and associated policies to control development however without more targeted supplementary planning documents it will be very difficult to ensure great place making therefore that strategy is not recommended.

4. POST DECISION IMPLEMENTATION

- 4.1 Once approval has been given for the production of a Regeneration Strategy and the budget has been identified, work will start on collating the evidence that is already available and commissioning any new evidence and analysis required. It is anticipated that the first draft of strategy will be available in July 2018.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015 – 2020 is based on the core principles of fairness, responsibility, and opportunity to make sure Barnet is a place:

- Of opportunity, where people can enhance 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 Corporate Plan also sets out the five corporate priorities which are summarised below:

- Delivering quality services
- Responsible growth, regeneration and investment
- Building resilience in residents and managing demand
- Transforming local services
- Promoting community engagement, facilitating independence and building community capacity

Although most directly relevant to the second of these priorities, future regeneration should also explicitly and significantly impact on the other four.

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

Finance and value for money

5.2.1 As set out in 1.3 above it is anticipated that additional evidence and analysis work will be commissioned to inform the development of the strategy. The estimated cost of this work is £50,000 and will be funded from the funded from the Community Infrastructure Levy administration income. The strategy will inform future housing delivery with the potential to bring both revenue and capital benefits to the council.

Procurement

5.2.2 Existing procurement rules will be followed in the tendering and selection of third party support. As set out in 1.2.1 the required third party support will be determined following an analysis of the evidence which is already being collected to support other policy and strategy work such as the London Plan.

Staffing

5.2.3 It is anticipated that the Regeneration Strategy will be delivered by the Growth and Development Team within the Commissioning Group.

IT and Sustainability

5.2.4 There are no anticipated implications in relation to IT or sustainability.

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**

The Council's Constitution Article 7.5 Responsibility for Functions, states that the Assets, Regeneration and Growth Committee is responsible for the

regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement.

5.5 Risk Management

5.5.1 The existing Regeneration Strategy was approved by Cabinet in 2011. This strategy sets out the existing regeneration programme which is now underway. Without a new strategy in place there is no agreed strategic direction for future regeneration and development.

5.6 Equalities and Diversity

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

5.6.2 The Public Sector Equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

a) Tackle prejudice

b) Promote understanding.

5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

5.6.7 An Equalities Impact Assessment will be undertaken to assess the impacts of the Regeneration Strategy.

5.7 **Consultation and Engagement**


5.7.1 Consultation with key stakeholders will be undertaken to support and inform the development of the draft strategy. There will also be public consultation on the draft strategy, once developed. Feedback from this will inform the final version of the strategy.

5.8 **Insight**

5.8.1 None in the context of this report.

6. **BACKGROUND PAPERS**

6.1 Cabinet, 14th September 2011, Item 7,
<https://barnetintranet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=322&DF=14%2f09%2f2011&Ver=2>

	<p>Assets, Regeneration and Growth Committee</p> <p>27 November 2017</p>
<p style="text-align: center;">Title</p>	<p>Entrepreneurial Barnet - Annual Update and Forward Plan</p>
<p style="text-align: center;">Report of</p>	<p>Councillor Daniel Thomas</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix 1 - Burnt Oak Town Centre Strategy Appendix 2 - Finchley Central Town Centre Strategy</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Rachel Williamson, Strategic Lead - Entrepreneurial Barnet and Welfare Reform, Growth & Development Rachel.Williamson@Barnet.gov.uk , 020 8359 7298</p>

Summary

This report provides an update on progress towards delivering the 2017 programme of activity for Entrepreneurial Barnet, which the Committee first approved in 2014 and has considered annually thereafter. It sets out progress against each of Entrepreneurial Barnet's five theme areas, including describing key activities that have been completed so far and areas where further activity will be undertaken in 2018. It also sets out a forward plan of decisions to be made in the year ahead.

Recommendations

That the Assets, Regeneration and Growth committee:

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 an Appendices to this report.
3. note the forward work plan set out in paragraph 8 and identify any additional items that it would like to be incorporated into it or to return to a future meeting

1. WHY THIS REPORT IS NEEDED

- 1.1. This report sets out progress to date and planned future activities associated with Entrepreneurial Barnet, which is the borough's cross-public sector approach to becoming the best place in London to be a small business, boosting incomes and well-being for Barnet residents. The Committee agreed to receive an annual progress report when it approved Entrepreneurial Barnet on 15 December 2014 and this paper represents the third such update, the previous one being considered at its meeting on 12 December 2016.
- 1.2. Entrepreneurial Barnet is divided into five theme areas, each with a set of actions and outcomes: A. Getting the basics right, B. A great place to live, work and invest, C. Skilled employees and entrepreneurs, D. Improving access to markets and E. Facilitating business growth.
- 1.3. This update is divided into two broad sections. The first provides an overview of progress against each of the five theme areas set out above. The Town Centre Strategies for Burnt Oak and Finchley Central are included as appendices as they have been completed in 2017. For the first time we have also included case studies from businesses that have benefitted from the activities undertaken this year. The second section of the report presents a forward plan detailing key activities and decisions anticipated or planned in 2018.
- 1.4. Entrepreneurial Barnet brings together a range of different activities. Some of these are new and reflect the opportunities for better coordination across the public sector now that Entrepreneurial Barnet is in place e.g. in relation to celebrating entrepreneurialism, or closer working to create apprenticeships. Others reflect areas of existing activity that were previously occurring within individual services but have a wider value to the Barnet economy and businesses.

2. PROGRESS OF ENTREPRENEURIAL BARNET IN 2017

- 2.1. This section provides an update on progress delivering Entrepreneurial Barnet over the past year. It outlines progress on individual projects and what is being done to ensure ongoing and outstanding projects are delivered.

3. THEME A: Getting the basics right

- 3.1. This theme relates to the way businesses interact with the council and public services on a day to day basis, including how businesses find information about core council services like planning and environmental health. The theme also covers our regular engagement with major developers about how their schemes will deliver jobs and apprenticeships as part of their Section 106 obligations. Finally, this theme increasingly recognises how technology can make life easier for business and reduce costs through a joined up council "back office".

3.2. Business case study- Supporting local food businesses

The London Borough of Barnet has over 2,500 food premises ranging from corner shops to food manufacturers. The Environmental Health team works with local food business owners to ensure they achieve and maintain compliance with food safety law and best practice. Wherever possible, the team provides up front advice and support to businesses to help them meet their responsibilities rather than waiting for them to fall foul of regulation.

In January 2017, one of our Environmental Health Officers (EHO) undertook a food hygiene visit at a restaurant in N14. This was a first visit to a new business that had been registered by the owner. The restaurant had been completely refurbished and the kitchen was in good condition. The EHO gave the restaurant a clean bill of health but also made suggestions as to how the owner could make further improvements, such as reducing contamination risks and advising on food allergies and intolerances.

Re also provides training for food handlers and food business operators and promotes the Healthier Catering Commitment, which publicly recognises and rewards catering businesses who demonstrate a commitment to provide healthier food choices and healthier cooking techniques.

3.3. Progress over the past year

Aim	Description	Update
Businesses find it easier to contact and complete transactions with the council	Offer a good level of customer services to businesses and improve business transactions with the council	<ul style="list-style-type: none"> • Re have developed a business offer including offering small business support and a range of traded services including planning, pest control, licensing and building control. • The council's procurement team have implemented simplified Contract Procedure Rules
Business engagement	Continued partnership working with local business networks to ensure the council understands the top issues and barriers to growth for local businesses	<ul style="list-style-type: none"> • Ongoing relationship with the Federation of Small Businesses and attendance by our Small Business Champion at their networking events. • Event held with North London Chamber of Commerce in May 2017 on the opportunities arising from Brent Cross. • Work with WOHL enterprise hub and other London-wide workspace providers to understand the models available in Barnet and elsewhere. • Streamlined communications with businesses, providing them with relevant information and updates on

Aim	Description	Update
		council and partner activities that will benefit them on a regular basis.

4. THEME B: A great place to live, work and invest

4.1. This theme is about making Barnet a place where people want to live and work, and businesses want to invest, through improving town centres and making the most of the economic opportunities presented by regeneration in the borough.

4.2. Business case study- Aspens Florists, Burnt Oak

Joanne Jones has been the owner of Aspens Florists in Burnt Oak since 2014, when she took over the business from a retiring couple. Joanna wanted to modernise the shop and offer new stock to help re-orientate her business to better cater to new as well as existing customers in what is an up-and-coming area.

The council's Burnt Oak Town Centre Project has invested in Burnt Oak to promote the high street as a great place to live, work and shop. As part of this process, retail experts Retail Revival, helped Aspens improve the store presentation and use of social media and marketing tools. Aspens have also benefitted from the council's shop front improvement programme in Burnt Oak that is funded by the GLA's High Street Fund. With the help of We Made That (Architects) and Bolt and Heeks (Contractor), Aspens underwent several improvements, including a new colour scheme, fascia, awning and exterior lighting to create more clean and modern feel.

Joanne and the rest of the Aspens team are very pleased with the support received and the shop front improvements, and as a result have become more involved with other local high street initiatives.

4.3. Progress over the past year

Aim	Description	Update
A Local Plan that supports local businesses and entrepreneurs	Focus on developing a refreshed "Local Plan" for Barnet that has a greater focus on employment and education space, particularly within town centres.	<ul style="list-style-type: none"> • Work on the evidence base for the Local Plan is ongoing and the new Local Plan is expected in December 2019. The evidence base includes reports that focus on employment space and town centre floor space. • The Burnt Oak Town Centre Strategy has been referenced in GLA report 'High Streets for All' that recognises the role of high streets in delivering economic, social and environmental benefits to Londoners and also nominated as good practice in the

Aim	Description	Update
		<p>New London Architecture Insight Study 'London's Towns: Shaping the Polycentric City'.</p>
Town Centre Offer expansion	<p>Building on its initial success, we will expand the types of guidance available to local groups such as town teams in the Town Centre Offer.</p>	<ul style="list-style-type: none"> • Re have continued to support Town Teams to take a greater leadership role in their local neighbourhoods currently supporting five active Town Teams. • The Town Centre Offer guidance available on the council's website has been improved and refreshed. This will be supported by a brief paper leaflet which will be used to signpost businesses to the webpages. • The Barnet Together crowdfunding platform is being promoted to Town Teams as a way for them to raise funds locally for improvements; crowdfunding has already been used to support projects in Mill Hill, Chipping Barnet and North Finchley.
Using technology to support growth	<p>We will continue to develop our "smart cities" approach to use technology to improve town centres and local growth, particularly in relation to making parking easier and improving access by businesses and residents to high speed broadband.</p>	<ul style="list-style-type: none"> • Project Lightning is delivering fast broadband to 40000 households in Barnet • The Smart Parking trial continues in Temple Fortune. This uses sensors to provide data on parking bay usage alongside an app to help motorists find a parking space. • This year the council has been piloting electric pool cars for colleagues in Re, Barnet Homes and Family Services. Two cars are available for staff during business hours and are then available to the public in the evening.
Town Centre strategies	<p>Drafting of a Town Centre Strategy for Finchley Central</p>	<ul style="list-style-type: none"> • The Finchley Central Strategy was developed with residents and local

Aim	Description	Update
	<p>that recognises the future growth potential of the local area.</p> <p>Delivery of the Burnt Oak High Street improvements.</p> <p>Consultation on a North Finchley Town Centre Framework Draft Supplementary Planning Document.</p>	<p>businesses over the course of 2017 and is included as an appendix.</p> <ul style="list-style-type: none"> • A number of high street improvements have been undertaken in Burnt Oak and a bid has been submitted to GLA Liveable Neighbourhoods Fund for further works. • Work has also begun on a Town Centre Strategy for Golders Green which will be taken to ARG in 2018. • The North Finchley SPD is currently out to consultation.
Town Centres and Transport Infrastructure	<p>We will work with TfL and the GLA to ensure that planned investments in town centres are undertaken in a way that benefits Barnet businesses and residents.</p>	<ul style="list-style-type: none"> • Golders Green- plans to develop this site are on hold following a consultation earlier this year. Planning colleagues have requested TfL to significantly revise their plans and are now awaiting a response from TfL. • TfL have worked with the council on plans to develop housing and better access to town centres on underused land at Finchley Central and High Barnet and have bid for £14.3m from the CLG Housing Infrastructure Fund. • High level discussions have been held with TfL on plans for Edgware. It is expected that these will be developed further in the next year.

5. THEME C: Skilled Employees and Entrepreneurs

- 5.1. This theme focuses on developing skills and employment support, recognising that having a workforce with the right skills, behaviours and a sense of entrepreneurialism is essential to unlocking economic growth.
- 5.2. Many of the Barnet schemes have now been running for some time. Across our active employment schemes we have delivered 1300 jobs. Property developers make provision to train and support Barnet residents through their section 106 obligations. This funding is used to coordinate skills and employment support in Dollis Valley, Stonegrove, Grahame Park and West Hendon. We also work alongside JobCentre Plus in multi-agency teams who support people affected by welfare reforms, care leavers, Barnet families, residents of Burnt Oak and Childs Hill. More broadly, through Re the council plays an important facilitation role by bringing together employment and skills organisations from across the borough to network, share information and develop new partnership opportunities.

- 5.3. Other areas of the skills and employment landscape are changing. Local skills providers react quickly to changing employer needs- for example, this year Barnet and Southgate College have set up specialist centres in assistive technology and dental technology and Middlesex University has developed a range of degree level apprenticeships. In response to changing needs within the construction industry, Re has also worked with developer St George, their sub-contractor Conneely and Barnet and Southgate College to establish a Dry Lining Academy which will provide training and qualifications in this niche industry.
- 5.4. Sub-regions are preparing for devolution of elements of skills and employment budgets- for example, the West London Alliance has commissioned a provider of the 'Health and Work Programme' and a draft Skills Commissioning Strategy has been produced to inform skills devolution. Further and Higher Education providers are also responding to changes in apprenticeship funding, Community Learning and reform of technical education (expected to be implemented from 2020). The council will use the triennial economic insight report to explore the nature of the challenge presented by the increase in the number of low paid jobs in 2018.
- 5.5. Business case study- Charles Tyrwhitt, retailer at Brent Cross
Business in Barnet often report that it can be difficult to fill vacancies and recruit individuals with the right skills. The award winning Brent Cross Retail Job Shop was launched by Barnet Council in partnership with Job Centre Plus in October 2014 and helps recruit local people to vacancies in businesses at Brent Cross Shopping Centre. As of October 2017, the Retail Job Shop has recruited 270 staff to Brent Cross shopping centre.

The Retail Job Shop helped recruit retail staff for the opening of Charles Tyrwhitt, a quality menswear retailer. Charles Tyrwhitt Head Office said 'Brent Cross Retail Job shop team were outstanding in the staff recruitment for our business. They arranged group sessions for potential candidates who were then screened before a member of management interviewed them in the final stages of the recruitment process. This method we found was very efficient, and productive with choosing the right candidate for the right job in our businesses.'

Barnet Council and Job Centre Plus are looking to grow this model as part of future development in Brent Cross by Hammerson to make sure local people benefit from local job opportunities.

5.6. Progress over the past year

Aim	Description	Update
Apprenticeship Levy	Large employers make good use of their levy and smaller businesses benefit from the co-investment model	<ul style="list-style-type: none"> • The council is working closely with partners to monitor and promote good use of the apprenticeship levy by the public sector. Partners have pledged to make 100 apprenticeship opportunities available in 2017/18 • Middlesex University will be holding a number of levy events for businesses in conjunction with NatWest in late autumn/ early 2018.

Aim	Description	Update
		<ul style="list-style-type: none"> Re/ CSG will cover the Apprenticeship Levy at their Business Breakfast in January 2018.
Mental health and employment trailblazer	An externally funded programme to support people with common mental illness back to work using an evidence based programme	<ul style="list-style-type: none"> The Mental Health and Employment trailblazer launched in early 2017. This project continues to accept referrals and report to a national steering group which includes NHS and DWP.
Social investment in health and work	Additional investment into employment support for those with health barriers to employment	<ul style="list-style-type: none"> Barnet is part of a successful WLA Social Investment Bond bid for an employment programme for people with alcohol and substance misuse issues.
Support for working people to get a better paid job	The Skills Escalator supports people who are on a low wage with Information, Advice and Guidance and access to a training budget	<ul style="list-style-type: none"> The Barnet Skills Escalator launched in January 2017. So far 54 residents have been supported and offered information, advice and training including ESOL, languages, electrical, catering, banking, and nursing equivalency.
West London Skills commissioning function	GLA and sub-regional partnerships are making preparations for skills devolution.	<ul style="list-style-type: none"> Barnet with its sub-region, the West London Alliance have agreed joint principles for how the Mayor and boroughs will establish a coherent, locally relevant and deliverable skills strategy for London. WLA have established a Skills and Employment Board with employers and providers working together with boroughs and the GLA to provide leadership of the agenda. Employer representatives include Heathrow. Both Barnet and Southgate College and Middlesex University represent skills providers on the board.
Encouraging Entrepreneurship	Activities to promote entrepreneurship and help local people to set up businesses	<ul style="list-style-type: none"> Re, Barnet and Southgate College, Metropolitan Housing Association and Barnet Homes are working with the Hammerson for the second year running to offer a two week Pop Up Business School in Brent Cross to help local people get their businesses off the ground; over 100 people registered to attend this year.

6. THEME D: Access to Markets

- 6.1. This theme relates to supporting businesses and voluntary sector organisations to access public sector contracts and procurement activity, and generally to engage with the local supply chain.
- 6.2. Many of the activities in this area have now been running for some time. The Entrepreneurial Barnet partners arrange a wide ranging programme of events for businesses. The council alone has engaged 450 businesses through its own events this year. This includes giving information and training about how to access council contracts through the Procurement Portal.
- 6.3. Business case study- Mackin groundworks, family business from Burnt Oak
In May 2016 RE hosted *Building for Growth*, a ‘meet the buyer’ event to encourage major construction employers and developers to work with local suppliers and construction SMEs. The event was well attended by 48 local businesses. Redrow presented a range of opportunities for local businesses to access to the Colindale Gardens supply chain. The Redrow development at Colindale will construct 3,000 homes and a new park.

Brothers Michael and John Mackin, who are residents of Burnt Oak, attended on behalf of their family business, a groundworks company called Mackin. Since the event Mackin have gained two further contracts with Redrow, grown the company turnover and also gained a higher profile, enabling them to take on more staff. Mackin are also working to launch an Apprenticeship Academy with Barnet & Southgate College.

Michael Mackin found that the event helped their business in numerous ways:

‘We found the event useful and informative. It enabled us to be more aware of the potential revenue streams within our local area and identified key people from the relevant organisations. It reaffirmed the commitment which the developers have made to resource locally and provided a useful platform from which we were able to send communications directly to the relevant senior management.’

6.4. Progress over the past year

Aim	Description	Update
Business Directory	Development of the Barnet Business Directory	<ul style="list-style-type: none"> Burrows will start contracting businesses in early December. The first product will be the online directory but a paper directory will be available later in 2018.
Meet the Buyer events	Encouragement to major construction employers and developers to work with local suppliers and construction SMEs	<ul style="list-style-type: none"> 3 events have taken place this year. As a result of these networking events local businesses have secured work with developers- for example the case study at 6.3.

7. THEME E: Business Growth

7.1. This theme is about making sure that businesses and entrepreneurs who are looking to either establish themselves or grow have access to the information, advice and networks they need to do this.

7.2. Business case study- Student Light wins the Entrepreneurial Barnet competition in 2017

Barnet is home to many aspiring entrepreneurs looking for support to get their ideas off the ground, including how to develop a business plan, advice from businesses that've faced similar issues and making the perfect pitch. Barnet is also home to a huge number of professionals and business people with a lot to give back.

The annual Entrepreneurial Barnet competition, run by Middlesex University, Barnet and Southgate College and Re, invites entrepreneurs to pitch their business ideas to an expert panel in hope of securing a £2,000 cash prize and ongoing mentoring to grow their business. Middlesex University student Andre Thompson won the March 2017 Entrepreneurial Barnet competition, after he successfully pitched his Student Light idea to the competition judges. Student Light is an app and web platform aimed at students facing mental health issues. It connects students with opportunities in their local community with the aim of reducing suicide amongst young people and increasing uptake of local support. Upon winning, Andre Thompson said 'I really hope that this business can make a difference, and this money will pay for start-up costs including software and licences.' Andre has also had the opportunity to promote his app to local practitioners which was very positively received.

7.3. Progress over the past year

Aim	Description	Update
Workspace for businesses	Delivery of workspace in some of Barnet's libraries	<ul style="list-style-type: none"> The estates team have completed soft market testing to understand the models for workspace and how successful these have been elsewhere. A number of providers have visited a range of library sites. The first sites will be open for local entrepreneurs in February 2018.
Council Offices in Colindale	Creation of small business space in part of the ground floor of the councils new offices in Colindale, once it is completed in 2018.	<ul style="list-style-type: none"> This longer term plan is being built into plans for the Colindale office. The trials in the libraries above will inform how this develops.
Business Competition 2017	This will be the third year that this competition, delivered in partnership with Hammerson, Middlesex University and Barnet and Southgate College, has taken place.	<ul style="list-style-type: none"> The Entrepreneurial Barnet competition has launched and has received 34 entrants so far. There will be events at Brent Cross, Middlesex University and Barnet and Southgate College to encourage applications and offer support on business models, finance and making a pitch. The final will be held on March 1 2018.

8. FORWARD PLAN OF ACTIVITY FOR 2018

Theme	Title	Description	Timescale
A	Businesses finding it easy to transact with the council	Business Satisfaction Survey undertaken to better understand business priorities.	May 2018
A	Business engagement	Completion of the Economic Insight report that is commissioned by Re every three years. This will initiate a six month review of the Entrepreneurial Barnet workplan to address any arising business issues. Continued partnership working with local business networks to ensure the council understands the top issues and barriers to growth for local businesses.	May 2018 On-going
A	Business engagement	Continued streamlining of communications with local businesses to ensure that the council is offering joined up support and signposting businesses to relevant information.	On-going
A	Engagement with developers	Joint work with developers to ensure construction schemes deliver jobs and apprenticeships as part of their Section 106 obligations.	On-going
B	A Local Plan that supports local businesses and entrepreneurs	Develop a refreshed “Local Plan” for Barnet that has a greater focus on employment and education space, particularly within town centres.	Delivery of Local Plan by December 2019
B	Town Centre Offer expansion	We will continue to support Town Teams in the 7 main town centres to take a leadership role in their local neighbourhood as well as provide information to smaller centres.	On-going
B	Using technology to support growth	As part of the council’s next wave of transformation we will ensure “smart cities” approaches to use technology are part of our plans to improve town centres and local growth.	On-going
B	Town Centre Strategies in our 7 main town centres	Completion of a Town Centre Strategy for Golders Green and Edgware. Support to work in North Finchley	Golders Green, March 2017 Edgware, Summer 2018 North Finchley, on-

Theme	Title	Description	Timescale
		Town Centre.	going and throughout 2018
B	Town Centres and Transport Infrastructure	Ongoing work with TfL and the GLA to ensure that planned investments in town centres are undertaken in a way that benefits Barnet businesses and residents.	On-going
C	Local people benefit from jobs in regeneration sites	Work with partners to implement employment and skills obligations across Brent Cross developments- the station, shopping centre and south and ensure there are joined up pathways into jobs for Barnet's priority groups. This also applies to Barnet's major regeneration schemes, including Grahame Park and West Hendon.	On-going, starting in 2018
C	Pathways to apprenticeships	Work with partners to create pathways that enable young people to take up apprenticeships and ensure they have the employability skills that employers are looking for.	On-going
C	Apprenticeship Levy	Large employers make good use of their levy and smaller businesses benefit from the co-investment model.	From April 2017
C	Support for Universal Credit claimants	Universal Credit Full Service will roll out in Barnet in 2018. Many partners are involved in supporting residents to manage this change and increase their digital and financial management skills.	From February 2018
C	Social investment in health and work	Implementation of the project offering employment support for those with alcohol and substance misuse issues to find employment.	September 2018
C	West London Skills Commissioning	Publication of a West London Skills Commissioning Strategy.	January 2018
D	Business Directory	Completion of Barnet Business Directory and magazine.	March 2018
D	Inward Investment	Work with West London Alliance to develop a model of Inward Investment which will include an employer steering group and high quality website.	Spring 2018
E	Business Support	Development and delivery of a business support approach (e.g. mentoring) to complement the network of workspaces across the borough.	September 2018
E	Business workspace in council offices	Following completion of the workspace trial in libraries we will create small business space in part	November 2018

Theme	Title	Description	Timescale
	in Colindale	of the ground floor of the council's new offices in Colindale, once it is completed in 2018.	
E	Business Competition 2017	This will be the fourth year that this competition, delivered in partnership with Middlesex University and Barnet & Southgate College, has taken place.	December 2018

9. REASONS FOR RECOMMENDATIONS

- 9.1. Entrepreneurial Barnet is focused on delivering a range of activities that will make the borough the best place in London to be a small business. This annual update reflects progress made in year three of the five year life of Entrepreneurial Barnet. It is appropriate to recommend that the progress to date is noted and proposals in the Forward Plan are agreed and implemented. Entrepreneurial Barnet partners have been consulted on what they would like to see in the annual forward plan.

10. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 10.1. The purpose of this annual update is to enable the Committee to review progress and to consider the forward plan. The alternative is not to give an annual update which would weaken the ability of the Committee to track progress and ensure the Entrepreneurial Barnet strategy is delivered along the lines it agreed in December 2014.

11. POST DECISION IMPLEMENTATION

- 11.1. Should the Committee approve the proposals, work will commence to deliver the objectives within the forward plan and the individual areas of activity within each theme. Partnership work is essential in achieving the objectives set out in Entrepreneurial Barnet and work will continue with Middlesex University, Barnet and Southgate College, the Department for Work and Pensions and Barnet Homes.

12. IMPLICATIONS OF DECISION

12.1. Corporate Priorities and Performance

- 12.1.1. The implementation of Entrepreneurial Barnet directly supports the delivery of the Corporate Plan 2016-2021, particularly the following priority areas:
- There will be a broad offer of skills and employment programmes for all ages
 - Residents will see a responsible approach to regeneration, with thousands of new homes built and job opportunities created
 - Barnet's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill

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

12.2.1. Specific areas within Entrepreneurial Barnet that have financial implications (e.g. business hubs) will be brought to the Assets, Regeneration and Growth Committee on a case by case basis. The current work programme is being managed within existing council resources. The programme also attracts a range of external funding including Crowdfunding, government funding and developer funding.

12.3. **Social Value**

12.3.1. The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

12.3.2. The Entrepreneurial Barnet strategy contributes social value through improving people's experience of public space and town centres, creating jobs and supporting residents into employment, improving education, promoting health and wellbeing, and ensuring local businesses are able to engage with the council and secure and sustain council contracts. The council has developed some resources that suggest how businesses can support their local community-
<https://www.barnet.gov.uk/citizen-home/business/business-responsibility.html>

12.4. **Legal and Constitutional References**

12.4.1. There are no specific legal issues associated with this annual update. The proposals are in line with the Localism Act (2011), and particularly the General Power of Competence given to local authorities.

12.4.2. Council Constitution, Article 7.5 Responsibility for Functions, states that Assets, Regeneration and Growth Committee-is responsible for asset management, employment strategy, business support and engagement.

12.4.3. Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising all acquisition or disposal of land for over £500k; no acquisition or disposal is recommended for approval as part of this report.

12.5. **Risk Management**

12.5.1. There is a risk that if the forward plan is not approved then the vision of Entrepreneurial Barnet will not be realised and the range of benefits as envisaged by the economic strategy e.g. higher business satisfaction with the council and the borough as a place to do business, or lower employment will not come to fruition.

12.6. **Equalities and Diversity**

12.6.1. An Equality Impact Assessment was undertaken on Entrepreneurial Barnet as a part of its development in 2014, and the result was that a slight positive impact was identified from the analysis. Individual projects commissioned within the framework of Entrepreneurial Barnet will be equality impact assessed on a case-by-case basis.

12.7. Consultation and Engagement

12.7.1. No consultation or engagement was required as part of this decision and future consultation and engagement will take place for individual projects as required e.g. in relation to town centres improvements.

12.8. Insight

12.8.1. Insight data has been used to inform the update on progress to date and to identify areas for improvement. Some key updates on information shared previously is included below-

12.8.2. Labour Market Insights

- Latest figures (Jul 2016 – Jun 2017) show that 4.9% of Barnet's economically active population is unemployed. Barnet has currently the 9th lowest unemployment rate out of 32 London boroughs (excluding City of London). Source: *Nomis Economically active - Unemployed (Model Based)*.
- This level of unemployment marks a 0.3% reduction in unemployment in Barnet when compared to the corresponding period in years previous (Jul 2015 – Jun 2016). Source: *Nomis Economically active - Unemployed (Model Based)*.
- While there has been a minor reduction in unemployment, recent analysis by Trust for London has highlighted that Barnet has seen a 5% increase in the proportion of employed residents with low pay (paid below London Living Wage) from 2013-2016. 1 in 4 people living in Barnet are low paid and 27% of jobs in the borough pay below the London Living Wage. Source: <https://www.trustforlondon.org.uk/data/boroughs/barnet/>

12.8.3. Business Growth and Composition

- The 2016 Entrepreneurial Barnet Annual Update provided insight into business birth, death and growth rates in Barnet. This data is taken from the ONS Business Demography dataset. The latest update of this dataset will be published on November 21st 2017. Source <https://www.ons.gov.uk/releases/businessdemographyuk2016>
- Sage and Nesta's recent *The State of Small Business* report and analysis (based primarily on ONS Inter-Departmental Business Register data) has identified 21,920 (SMEs) small and medium-sized enterprises in Barnet. Of this total count, 94.1% are micro enterprises (0-9 employees), 5.1 are small enterprises (10-49 employees) and 0.9% are medium enterprises (50-250 employees). Source: <http://stateofsmallbiz.com/barnet>
- In 2018 the triennial Economic Insight report will be completed by Re. This will consider, amongst other areas, the nature of the low wage economy in Barnet. Following this analysis it will be appropriate to initiate a six month review of the Entrepreneurial Barnet workplan to address any arising business issues.

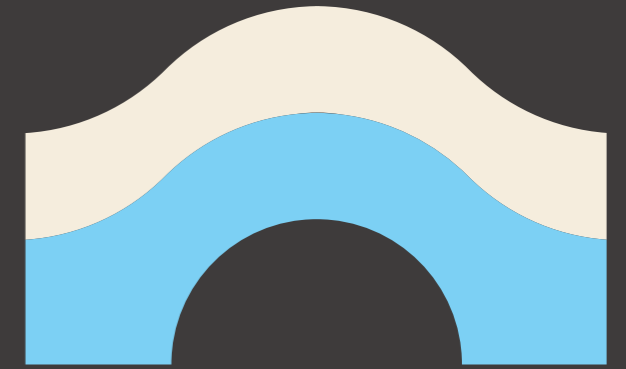
13. BACKGROUND PAPERS

13.1. Assets, Regeneration and Growth Committee Report, 15 December 2014: <http://barnet.moderngov.co.uk/documents/s19842/Entrepreneurial%20Barnet%20Report%20-%20Publish.pdf>

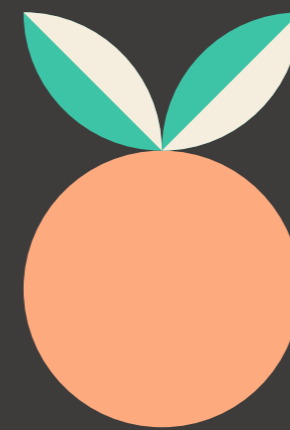
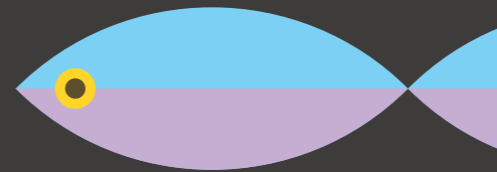
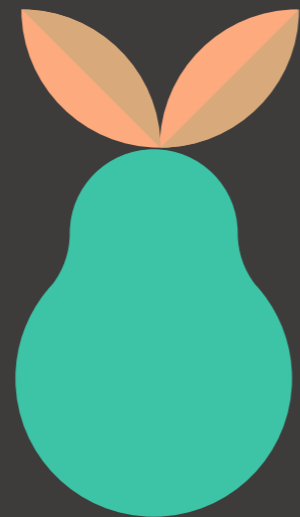
- 13.2. Assets, Regeneration and Growth Committee town centres Report, 16 March 2015:
<https://barnet.moderngov.co.uk/documents/s21967/Town%20Centres%20in%20Barnet.pdf>
- 13.3. Assets, Regeneration and Growth Committee Entrepreneurial Barnet Annual Update, 30 November 2015:
<https://barnet.moderngov.co.uk/documents/s27635/Entrepreneurial%20Barnet%20Annual%20Update.pdf>
- 13.4. Assets, Regeneration and Growth Committee Entrepreneurial Barnet Annual Update , 12 December 2016:
<https://barnet.moderngov.co.uk/documents/s36560/Entrepreneurial%20Barnet%20Annual%20Update%2012%20December%202016%20FINAL%20CLEARED2.pdf>
- 13.5. Entrepreneurial Barnet page on the council's website:
<https://www.barnet.gov.uk/citizen-home/business/Entrepreneurial-Barnet.html>



BURNT
OAK
LOOKING
FORWARD



A place-based
approach to
Burnt Oak
town centre.
February 2017



CONTENTS

1.0 Executive Summary p3

2.0 Introduction p5

About the project
About the design team
About Burnt Oak
About the methodology

3.0 Appraisal p6

Summary of appraisal findings
Local demographic
Business consultation
Town centre survey
Observational analysis
Community engagement & feedback

4.0 Town Centre Vision p11

Guiding principles
Burnt Oak 'Hot Spots'
Hot Spot 1: Community Cluster
Hot Spot 2: Station Arrival
Hot Spot 3: Watling Avenue Parades
Hot Spot 4: Burnt Oak Broadway
Physical development opportunities
Place-based commissioning actions
Business Action Plan
Onwards Town Centre Approach

5.0 Next steps p26

6.0 Appendices p29

Consultation feedback
GLA design review feedback
Health impact assesment
Development sites in detail
Watling Avenue car park site
Observational analysis
Business consultation
Town centre survey
Landmark audit
Burnt Oak in context
Town centre boundary
Conservation areas and listed buildings
Community and leisure
Land use
Reported crime



Aims for the Burnt Oak Town Centre Approach

The London Borough of Barnet appointed a design team to deliver a Town Centre Approach for Burnt Oak town centre in November 2015. The council have secured funding from the GLA's High Street Fund to deliver a number of short term proposals, which form a key part of the overall, longer-term plan.

The main aims of the project are to:

- establish a distinct identity for Burnt Oak which celebrates its unique character and assets both historically and in present time
- form a business action plan that will strengthen existing economic assets whilst also diversifying its economic base
- develop a set of design proposals that will transform the streetscape of the town centre, making it a pleasant place to visit and dwell for both residents and businesses
- develop an understanding on how potential development sites could be intensified and encourage growth for the area that is sensitive to its historic context
- establish the phasing and resources needed to deliver improvements to the area, which will be implemented over short, medium and long term timescales.

Burnt Oak Town Centre Now

Burnt Oak town centre is situated across three boroughs Barnet, Brent and Harrow. The town centre has retained its characterful buildings and landmarks, however many are in a poor state. The shop parades have architectural value but the shops units are in need of improvement and tend to have disorderly displays on the street.

The Burnt Oak ward is relatively poor compared with its surrounding towns Mill Hill, Hendon and Edgware. In recent times Burnt Oak has had a transient population consisting of diverse migrant groups. The businesses in the town centre have a tendency to respond to new populations coming in by changing their produce to suit. The town centre contains a range of community assets that are fully operative including the Library and Love Burnt Oak.

Urban Appraisal

The design team carried out a number of technical studies and on-site appraisals to identify the issues and opportunities within Burnt Oak town centre. This evidence base provided key information about local demographics, community assets and local policy which affects current and future development of the area. In-depth observations revealed how people currently use the town centre including pedestrian, cycle and vehicular movement, along with other social activity on the street.

Research/Survey Findings

A number of surveys provided the team with a useful insight into local people's opinion of Burnt Oak town centre. A shopper's survey revealed that people generally have a negative opinion of the town centre, will visit often but only for a short amount of time for convenience shopping. A consultation survey with the local businesses revealed that over 30% of businesses have been in the area for over 10 years and the majority are independent.

Place Based Commissioning

There are a number of 'place-based' actions within

Burnt Oak town centre, that have been, or are to be undertaken by various council departments:

- Providing business support such as food hygiene audits, visual merchandising and trade waste audit.
- Community support including the introduction of neighbourhood planning and Burnt Oak Opportunity Support Team (BOOST) offering job support
- Improved waste management including an environmental audit in the Silkstream area and litter picking carried out by Community Pay Back participants.
- Supporting health and wellbeing by introducing Community Health Champions and consideration of investment into local parks.

Short- Term: High Street Fund Proposals

The Town Centre Approach identifies four 'hotspots' within the town centre which will be the focus of public realm enhancements, supported by the GLA High Street Fund. The focus upon four key areas aims to maximise the transformative impact with the available budget.



Hotspot 1: Community Cluster

The northern end of the town centre contains a cluster of community assets including Burnt Oak Library, Love Burnt Oak, the International Gospel Church, medical

centre and the entrance to Watling Park. Currently the junction that connects these assets is cluttered with guard railings and traffic-dominated. The public realm surrounding these landmarks is poor and currently offers little to the street. The Town Centre Approach aims to enhance and celebrate community assets by improving their identity and accessibility. This will be achieved by improving the forecourts of key buildings such as Burnt Oak library, along with the addition of planting and street furniture, including a community noticeboard.



Hotspot 2: Station Arrival

The public realm outside Burnt Oak Station is cluttered and dominated by the bus stops and an untidy kiosk. The station building itself is charming and deserves to have a complementary and rationalised forecourt. The railway bridge walls are currently blank apart from a small tiled motif. This offers an opportunity for distinctive gateway artwork.

The Town Centre Approach will address the cluttered area outside Burnt Oak station and celebrate the charming station building. The consolidation of street furniture alongwith a new kiosk will create a clear and tidy forecourt entrance to the station. An investigation into a direct crossing into the station and the relocation of bus stops will begin to address ease of pedestrian movement.



Hotspot 3: Watling Avenue

The buildings along the high street have retained their original character, however the shop units can appear cluttered and untidy. The street itself is traffic-dominated and the footways are also cluttered with disorderly posts and amenities.

The Town Centre Approach aims to support businesses along Watling Avenue through visual branding and marketing workshops, along with a select number of light-touch shopfront improvements. This will be complemented with the decluttering of the streetscape as well as the addition of street furniture and planting placed in key locations along the high street.



Hotspot 4: Burnt Oak Broadway

Burnt Oak Broadway is even more dominated by traffic and parked cars, yet contains a vibrant set of shops. People use the service road as a footway as the existing pavement is too narrow in places owing to extensive shop displays.

The Town Centre Approach proposes an opportunity to trial the relocation of Watling Market and new healthy food stalls on Burnt Oak Broadway.

Long Term: Onwards Town Centre Approach

The Burnt Oak Town Centre Approach also includes long term proposals which have the potential to be implemented once funding has been secured. This includes the following interventions:

- Improvements to the highways to help ease pedestrian, cycling and vehicular movement. Proposals include: the introduction of the crossing at Burnt Oak station; the reconfiguration of Stag Lane/Burnt Oak Broadway junction; a raised junction by the community cluster; and upgrades to cycling links throughout.
- Building upgrades to help restore locally listed buildings such as Silkstream Parade and other landmarks within the town centre, as well as reactivating vacant properties.
- Public realm enhancements to improve the quality of the street environment and create spaces for people to spend time. Interventions include: decluttering and rationalising the streetscape throughout the town centre, whilst introducing softer informal planting and street furniture; area wide wayfinding in co-ordination with new development in Colindale; and enhancements to Watling Park.
- Identification of forthcoming development sites including: the former Watling Market car park site; and the current Tesco site located on Burnt Oak Broadway.

Business Action Plan

The proposals for the Burnt Oak Town Centre Approach are accompanied by a Business Action Plan to support local enterprise. To launch the business support programme all businesses were invited to attend a two-hour event, alongside the 'Burnt Oak - Looking Forward' exhibition.

The design team are supporting the set-up of a business network which they will continue to support during the High Street Fund project. During the project, the aim is to create a structure to enable businesses to sustain a monthly meeting network in the long term.

As part of a programme of business training, independent businesses will be invited to engage in workshops and conversations about marketing, brand identity, food hygiene and visual display. There will be small grants allocated towards delivering improvements to a number of independent businesses who are fully engaged with the project. This support will be delivered in synergy with the shop front improvement interventions along Watling Avenue.

A handyman team comprising local tradespeople will be assembled to improve the appearance of businesses in the hot spot areas by removing external business clutter, including stray cables, signage and redundant fixtures and fittings.

Businesses will be introduced to the benefits of the employment project BOOST. Businesses will be signposted to the BOOST project, and the apprenticeship scheme will be promoted at every opportunity.

Community Engagement

The Burnt Oak Town Centre Approach initially responded to local feedback gathered from a survey led by the Burnt Oak Residents Association (BORA), a consultation led by Love Burnt Oak at the Burnt Oak Multicultural Parade and Festival 2015.

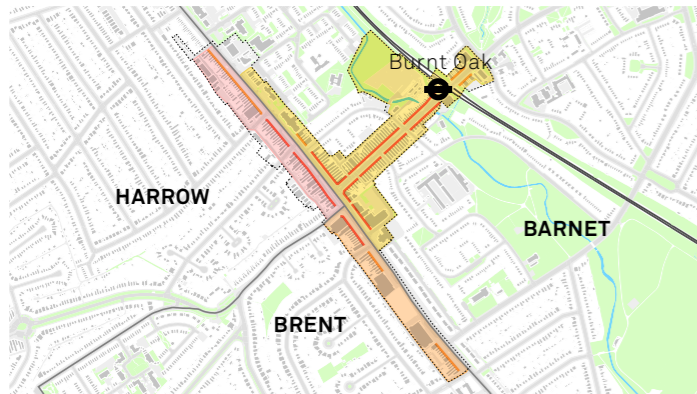
In February 2016, the 'Burnt Oak Looking Forward' exhibition was held as a focus for community



feedback on the emerging Town Centre Approach proposals. Over 100 people attended the exhibition over the course of the weekend. The Town Centre Approach proposals respond to, and incorporate this feedback.

A series of monthly Business Traders meetings were held between March and June 2016 in partnership with Retail Revival, engaging with local shopowners and giving them a platform to raise issues about the area. In August 2016, a 'Family Fruit Fun Day' was held on Watling Avenue - which included a number of free fruit-themed craft activities, including face painting, a smoothie-making bicycle and a high street treasure hunt trail with inflatable fruit.

About the project



Burnt Oak town centre boundary

Entrepreneurial Barnet is the London Borough of Barnet's approach to ensuring that the borough is a great place to live, work and invest. As part of the Entrepreneurial Barnet approach, the council adopts a place-based commissioning approach towards town centres. The London Borough of Barnet wish to deliver a **Town Centre Approach** and improvements for Burnt Oak town centre, in consultation with neighbouring local authorities. LB Barnet secured funding through the GLA's High Street Fund to support delivery of short term proposals and development of a long term approach.

Aims and objectives

The main aims of the project are to:

- establish a distinct identity for Burnt Oak which celebrates its unique character and assets both historically and in present time
- form a business action plan that will strengthen existing economic assets whilst also diversifying its economic base
- develop a set of design proposals that will transform the streetscape of the town centre, making it a pleasant place to visit and dwell for both residents and businesses
- develop an understanding on how potential development sites could be intensified and encourage growth for the area that is sensitive to its historic context
- establish the phasing and resources needed to deliver improvements to the area, which will be implemented over short, medium and long term timescales.

About Burnt Oak



View north up Watling Avenue

Burnt Oak town centre is situated across three boroughs which include: Barnet, Brent and Harrow. The town centre evolved in the 1930's following the extension of the Northern Line to Edgware, and the subsequent development of the Watling Estate. This residential development is now a conservation area and adds significant character to Burnt Oak. The development of the main shop parades followed demands from the households of the Watling Estate.

Burnt Oak today

Burnt Oak has a unique topography that defines both the town centre and the surrounding residential areas and green spaces. The town centre has retained its characterful buildings and landmarks, however many are in a poor state. The shop parades have architectural value but the shops units are in need of improvement and tend to have disorderly displays on the street.

In recent times Burnt Oak has had a transient population consisting of diverse migrant groups. The businesses in the town centre have a tendency to respond to new populations coming in by changing their produce to suit.

The town centre contains a range of community assets such as Burnt Oak Library and Love Burnt Oak that are fully operative.

About the methodology

Urban appraisal

The methodology for developing proposals within the Burnt Oak Town Centre Approach was to gather a comprehensive evidence base which combined meaningful and ongoing community engagement, with a thorough analysis of both the users, and the current environment of the town centre. This included the following:

- An appraisal of the town centre, investigating its historical development, alongwith what is there on the ground today, and local planning policies affecting its current and future development
- A study of the local demographic using Census data
- On site observational analysis of how people use the town centre ie. their movement and social interaction
- Gathering opinions of both local residents and business owners through in depth surveys and consultation events and workshops

Place-based commissioning

Barnet Council are approaching the regeneration of their town centres by implementing a number of 'place based' actions. This process involves a collaboration between various council departments, local community groups and organisations who aim to address a number of issues which are specific to each town centre. The proposals within the Burnt Oak Town Centre Approach have been developed in a joint working approach, and work alongside the place-based actions, which cover a range of issues such as: the health and well being; community and business support; and waste management.

Development of proposals

In response to the evidence base, the team identified four 'hotspot' areas to focus public realm enhancements supported by the High Street Fund. This focus aims to maximise the transformative impact of the funding available. These proposals support and prepare for the interventions set out in the onwads Town Centre Approach.

A business action plan has been drawn up in response to early business consultation and current standards within the town centre.

About the design team

The team is led by architecture and urbanism practice, We Made That, supported by Retail Revival and Maddison Graphic.

We Made That

Established in 2006, We Made That is a young, energetic architecture studio delivering projects in the public realm. All our work is public and we aim to make imaginative and considered contributions to the built environment through socially engaged design processes. The relationship between local communities, development and creative practice is a particular focus of our work and we believe that - handled correctly - it can lead to enriched, exciting and engaging environments.

Retail Revival

Retail Revival Ltd was formed in 2009 to help towns deal with social and economic issues including empty shops and low footfall. Their client base is extensive and their work remit is diverse, activities include:

- Business engagement, training, mentoring and support
- Consultation, need identification and private sector engagement
- Economic development
- Development of business networks
- Marketing and promotions
- Town centre management projects and event delivery

Maddison Graphic

Maddison Graphic is a UK based studio formed in 2006 by brothers Alfie and Edward Maddison. The studio design for print, screen, and the environment. Emphasising efficiency and clarity, their work employs a wide range of design disciplines and processes to craft original and tailored projects.

3.0 APPRAISAL

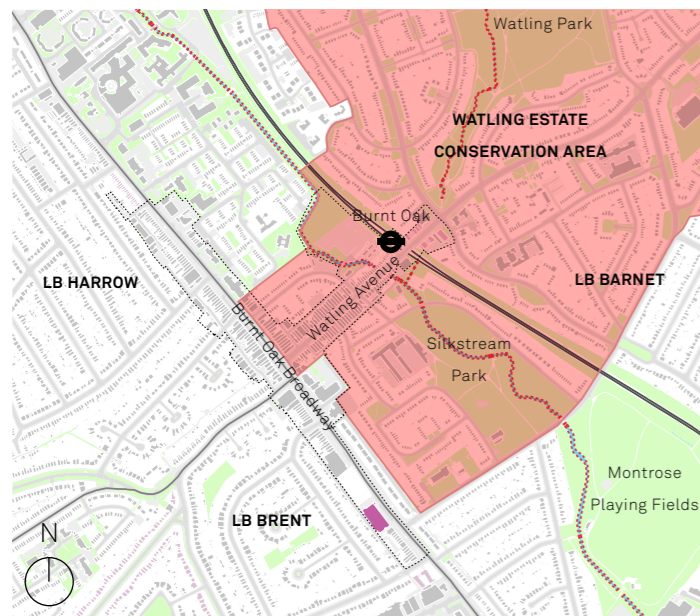
An in-depth urban appraisal provided the team with a comprehensive evidence base to develop proposals from. The process investigated the historic development of Burnt Oak, the current offer and activity within the town centre, and local policy which affects current and future development. Below are the key research findings from this appraisal.

Town centre boundary

Burnt Oak town centre crosses over three borough boundaries with each borough providing their own town centre boundary. The Town Centre Approach area incorporates all three borough's town centre boundary areas. The document has been created using a place-based commissioning approach in consultation with the neighbouring local authorities to outline a vision for the town centre and ambitions for the area.

Conservation and listed buildings

A significant part of Burnt Oak's centre sits within the Watling Estate Conservation Area. The only listed building within the boundary and surrounding area is



Conservation Area & Listed Buildings



Historic view of Watling Avenue shopping parade

a Grade II listed building, previously used for Mecca Bingo on Burnt Oak Broadway. It was originally built as a cinema in 1936 and currently sits vacant. The Silkstream Parade, a small row of shops located next to the library are locally listed, as is the International Gospel Church.

Despite the Silkstream River being a site of borough importance for nature conservation, its overall ecological status has been classified as moderate and needs to improve to "good" by 2027. The chemical and biological quality of the Silk Stream also declined to poor by 2006.

Historic development

Historically, Burnt Oak was farmland and home to the Hendon Union Workhouse along with a few village amenities. The name first appears at 'Burnt Oak Farm' which is presented on maps from the 1800's. Another historic landmark highlighted on these maps, which still remains today, is The Bald Faced Stag. The building itself has been redeveloped.

The Watling Estate was completed in 1931 following the extension of the Northern Line to Burnt Oak in 1924. The main shopping parade along Watling Avenue was developed shortly after families had moved into the estate, in response to a desperate need for local shopping facilities.

Community & leisure provision

The appraisal unveiled a wealth of community and leisure facilities in Burnt Oak which are sited within the town centre and just beyond its boundary. However the current public perception is that there is not enough provision in this area.

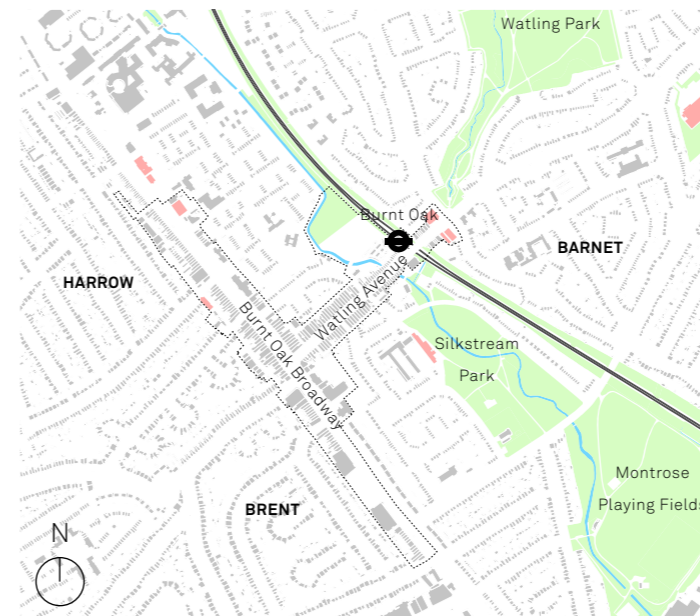
There are a large number of community groups and organisations operating locally, of which a number have bases within the town centre. These include Love Burnt Oak, the International Gospel Church, Sangam Association of Asian Women & COMMUNITY Barnet and BOOST.

Land use

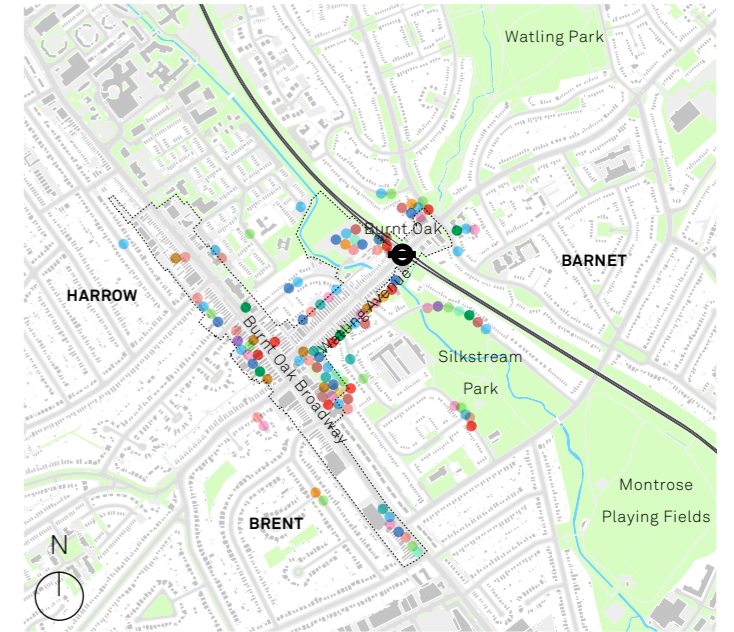
A map of the current land use in Burnt Oak revealed a relative lack of diversity in the town centre offer. There is a strong predominance of A1 retail units over other A-type use classes such as cafés and eating establishments.

Vacancy & empty property

On-site mapping in November 2015 revealed 17



Community & Leisure Provision



Reported crime
(6 month period up to September 2015)

vacant properties from a total 292 properties within the study area boundary. This equates to just under 6% vacancy, below the current London average of 8.7%. However, there are a number of high-profile vacant sites which have a negative impact on the character of the town centre, including the Grade II Listed former-Mecca Bingo hall, the Bald Faced Stag pub and The Lansdowne pub, which was destroyed by fire in December 2014.

As set of data from the LB Barnet's Empty Properties team highlighted 16 unoccupied residential properties in the town centre, 6 of which are empty and the remaining 10 being second homes.

Reported crime

The team collected statistics about the occurrence of local crime for both a period of 6 months from the metropolitan police online database. Once the data was mapped it became clear that the geographical focus of crime was located in the back alleys behind the high street, and the area around Tesco.

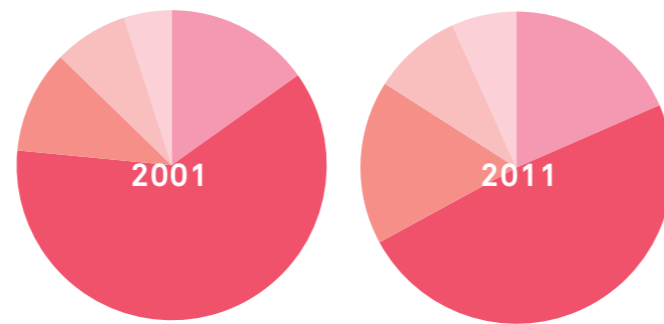
LOCAL
DEMOGRAPHIC

Economic activity

The comparison between the Census ward data in 2001 and 2011 highlights the diverse and transient nature of the population within Burnt Oak as well as the decline of full time employment. Other statistics revealed that Burnt Oak has a predominantly young population, with 70% of residents under the age of 44 (in comparison with 58% nationally).

The percentage of unemployed individuals in Burnt Oak has remained above average compared with the rest of LB Barnet.

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

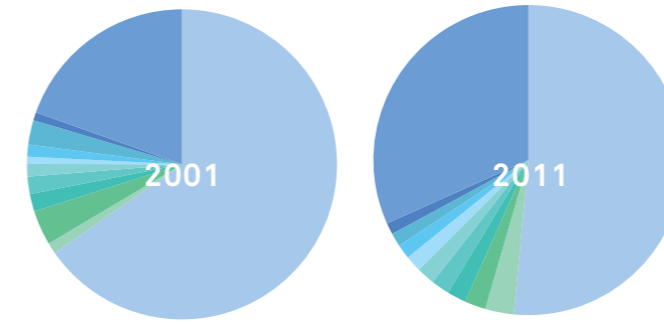


- KEY
Census 2001
People aged 16-74 who are economically active
- Employees Part Time
 - Employees Full-Time
 - Self-Employed
 - Unemployed
 - Full-Time Student

Country of birth

The Census data reveals there is a diverse population within Burnt Oak.

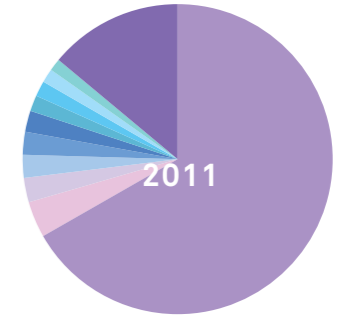
Between 2001 and 2011 there was an increase in populations originating from India and the Philippines. Both the Romanian and Polish populations have also seen a significant increase.



- KEY
Census 2001
- England
 - Scotland
 - Ireland
 - Nigeria
 - Kenya
 - Somalia
 - Iran
 - Hong Kong
 - India
 - Sri Lanka
 - Other
- KEY
Census 2011
- England
 - India
 - Ireland
 - Somalia
 - Philippines
 - Nigeria
 - Ghana
 - Sri Lanka
 - Kenya
 - Iran
 - Other

Main language

The majority of the population state English as their main language but there are also a diverse range of other languages spoken in the area, Romanian being the second largest.



- KEY
Census 2011
- English
 - Romanian
 - Polish
 - Gujarati
 - Persian/Farsi
 - Nepalese
 - Somali
 - Arabic
 - Portuguese
 - Pashto
 - Other

Business consultation

Of the 260 businesses in the area, 200 businesses in Burnt Oak were invited to participate in a business survey in August/September 2015.

The following conclusions were made from the survey:

- The majority of participating businesses are expecting turnover to increase or remain stable in the next 12 months.
- A large portion of businesses are independent and are micro in size, employing 5 or fewer full time employees
- Most have been trading in Burnt Oak for over 10 years, 11 have been trading in town for 1-5 years and just 2 have been trading less than 1 year.

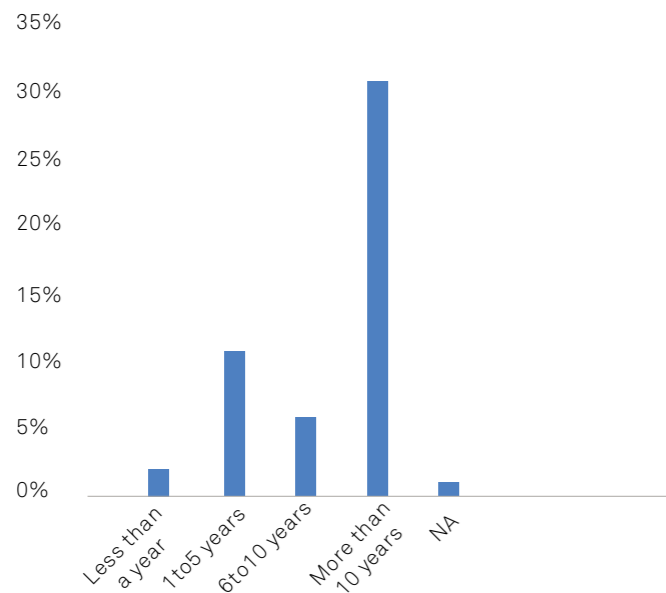


Fig. 3 Length of time businesses have been trading in Burnt Oak

- Businesses in Burnt Oak seem capable of diversifying their services to meet the ever-changing needs of the local demographic. However, a number of businesses do run the risk of alienating some cultures owing to language barriers and cultural differences affecting trading methods.

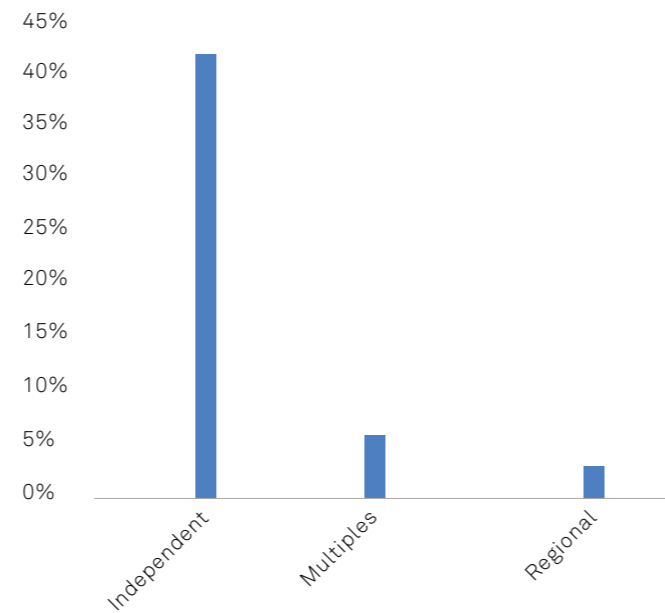


Fig. 1 Classification of businesses interviewed

- Businesses need marketing support to help them diversify and expand their product ranges to close the gaps in provision and prevent shopper migration to other towns.
- The appearance of neglected businesses and the public realm is providing a negative perception of Burnt Oak and effecting business growth.
- Local authority powers do not appear to be implemented to control business hygiene, health and safety, pavement-display methods, advertising, parking enforcement and fly tipping. Respondents felt there was a lack of business regulation which enabled new businesses to 'do what they want, when they want'.
- The majority of businesses fill vacant staff positions informally using word of mouth or posters in shop windows. Some businesses find it difficult to find the right staff, mainly owing to applicants lacking the skills required.

Town centre survey

A shopper's survey was designed by Retail Revival and Barnet Council to understand the views and shopping habits of visitors to Burnt Oak High Street. Below summarises the views of the first 100 people that agreed to participate in the survey.

- The majority of people interviewed for this survey were using Burnt Oak for convenience shopping, work or for another reason that included taking children to school or catching public transport out of the town. They were frequent visitors, spending less than two hours and £20 in the town per visit.

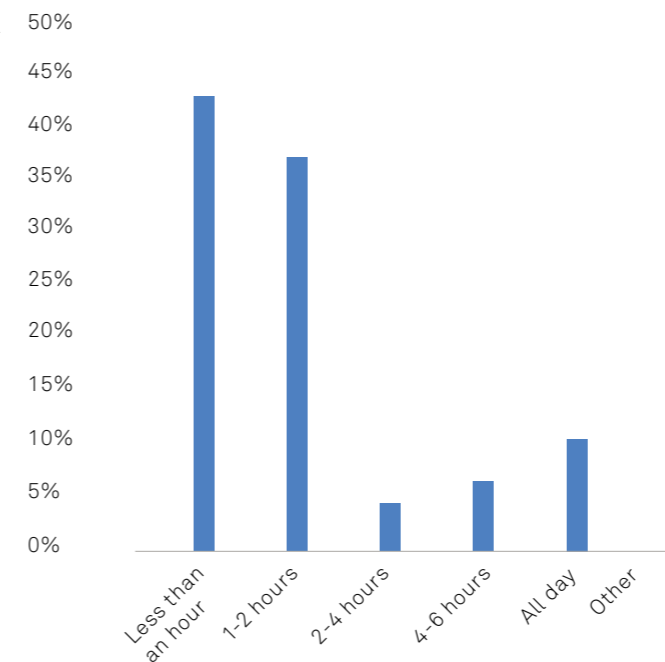


Fig. 7 How long did you spend in the town centre today?

- The majority of respondents were not spending long in the town centre, most were visiting Burnt Oak for less than an hour (43%).

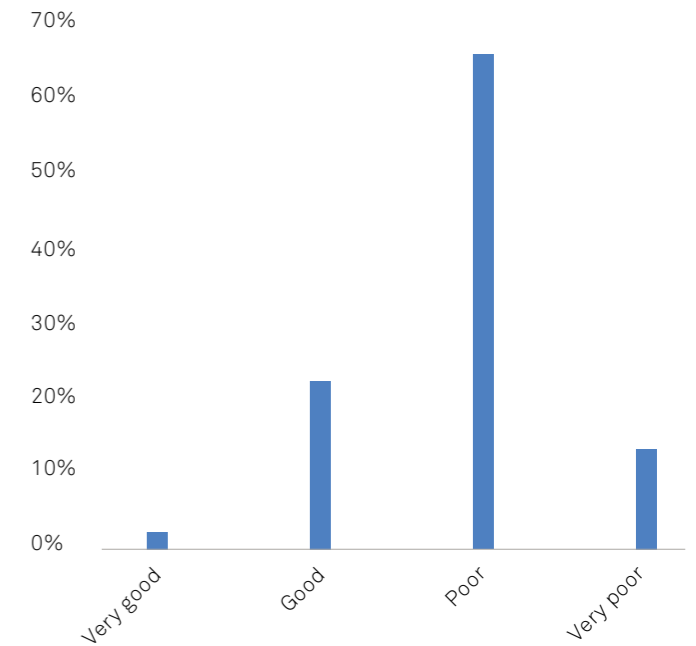


Fig. 9 How do you rate the cleanliness of the town centre?

- The majority of respondents lived in Burnt Oak, they had used public transport or walked to town. They enjoyed the ease of walking around the town and the transport links.
- 79% of respondents felt that the cleanliness of Burnt Oak was poor or very poor. In particular people disliked the cages on the shop fronts, goods spilling onto the pavements from shops, litter, urine in the streets and in the gateway to the market place, and spit on the pavements.
- Many people were disparaging about the market and the leisure and cultural activities, particularly those for children and younger adults.
- There was a desire for the area to become cleaner, safer, more family orientated with a greater variety of shopping, entertainment and cultural facilities.

OBSERVATIONAL ANALYSIS

The adjacent set of images provide an insight into how people currently use Burnt Oak town centre, alongwith potential issues caused by their environment and other users.

The study revealed that a number of issues including extensive displays on shop forecourts, high amount of traffic, parking and street clutter create a poor environment for pedestrians using the high street. A number of times pedestrians are seen trying to informally cross the traffic dominated road, or walking in the road owing to narrow footways.

At times people will stop briefly to chat, but the lack of street furniture means people do not spend a large amount of time on the high street.

Another key observation was the number of cyclists choosing to ride on the pavement rather than the road, particularly around Burnt Oak station.



Large groups of people gather outside Burnt Oak station to catch the bus



Pedestrians tend to struggle whilst walking through Market Lane owing to a lack of pavement, and a number of cars travelling through a narrow space



Products displayed along the forecourts can make the footway narrow at times in this area



A number of cyclists are seen mounting the pavement around by the Silkstream Parade



People often stand in the carriageway waiting to cross the road at the junction between Watling Avenue and Barnfield Road



A number of pedestrians informally cross the road to reach the station and the bus stop



Along Burnt Oak Broadway pedestrians choose to walk along both the central median and the quieter road in between where there is more space

COMMUNITY ENGAGEMENT & FEEDBACK

The Burnt Oak Town Centre Approach has been developed using local feedback gathered from a survey led by the Burnt Oak Residents Association (BORA) and consultation led by Love Burnt Oak at the Burnt Oak Multicultural Parade and Festival 2015. A summary of some of the comments received is included on the drawing opposite.

The 'Burnt Oak Looking Forward' exhibition was held as a focus for community feedback on the emerging Town Centre Approach proposals. The exhibition also acted as a showcase for a series of portraits of business owners and operators ('Portraits of the High Street') from photographer, Shelley McPhee.

Over 100 people attended the exhibition over the course of the weekend. A record of all feedback is included as an appendix to this document. The final Town Centre Approach proposals respond to and incorporate this feedback.

A series of monthly Business Traders meetings were held between March and June 2016 in partnership with Retail Revival, engaging with local shopowners and giving them a platform to raise issues about the area.

In August 2016, a 'Family Fruit Fun Day' was held on Watling Avenue - which included a number of free fruit-themed craft activities, including face painting, a smoothie-making bicycle and a high street treasure hunt trail with inflatable fruit. The event was attended by over 100 visitors on the day.



4.0 TOWN CENTRE VISION

Guiding principles

The following 'Guiding Principles' have been developed on the basis of the Burnt Oak area appraisal and comments from previous consultation. These principles have been used to guide the development of the town centre proposals on the following page.



Celebrate forgotten heritage

Burnt Oak has a number of heritage assets, although many are in disrepair. The Town Centre Approach will support Burnt Oak's distinctive built character through building upgrades and refreshed public realm at the entrances to these assets.



Vibrant, not messy

Recognise how Burnt Oak's vibrant international offer significantly contributes to the town centre's identity, whilst also addressing issues such as visual clutter and lack of clarity of business offer. The Town Centre Approach will seek to support difference, whilst promoting 'visual good manners'.



Don't forget the back of house

The high street suffers from poor quality environment on side streets and rear alleys. Where possible this should be addressed through new development and ongoing management.



Enhance leafy links

The close proximity of Silkstream Park and Watling Park are a major asset to Burnt Oak, although links to them are in poor condition. Enhanced junctions and signage will act as way finding and improve the pedestrian experience.



Influencing development

There are a number of development sites in and around Burnt Oak. The Town Centre Approach will seek to influence them to maximise benefit to the wider town centre.



Improve walking & dwelling

The cluttered streetscape creates a poor environment for pedestrians and fails to provide places to stop and sit. Proposals will seek opportunities to increase 'dwell time' in Burnt Oak with seating, whilst also improving the pedestrian experience.



Co-ordinate across boroughs

Burnt Oak town centre sits across three boroughs which adds complexity to interventions and management. The team will co-ordinate with all three boroughs and local stakeholders to ensure a Town Centre Approach.



Promote community provision

In the context of growth in the wider area, Burnt Oak's wealth of existing community assets stand to become increasingly important. Increasing the profile of the area's existing assets, whilst strengthening local networks will address poor perception of the current offer.

BURNT OAK

'HOT SPOTS'

- Community Cluster**
 - 1.1 Open up and enhance forecourts of community assets
 - 1.2 Graphic installation and new community noticeboard to blank wall of Burnt Oak Library
 - 1.3 Upgrade frontage of Love Burnt Oak building in co-ordination with new fencing to church perimeter
 - 1.4 Open up library green and introduce new planting
 - 1.5 Declutter the junction to enhance pedestrian experience
 - 1.6 Improve gateway into Watling Park by introducing new signage
 - 1.7 Improve access to church basement where community activities are held

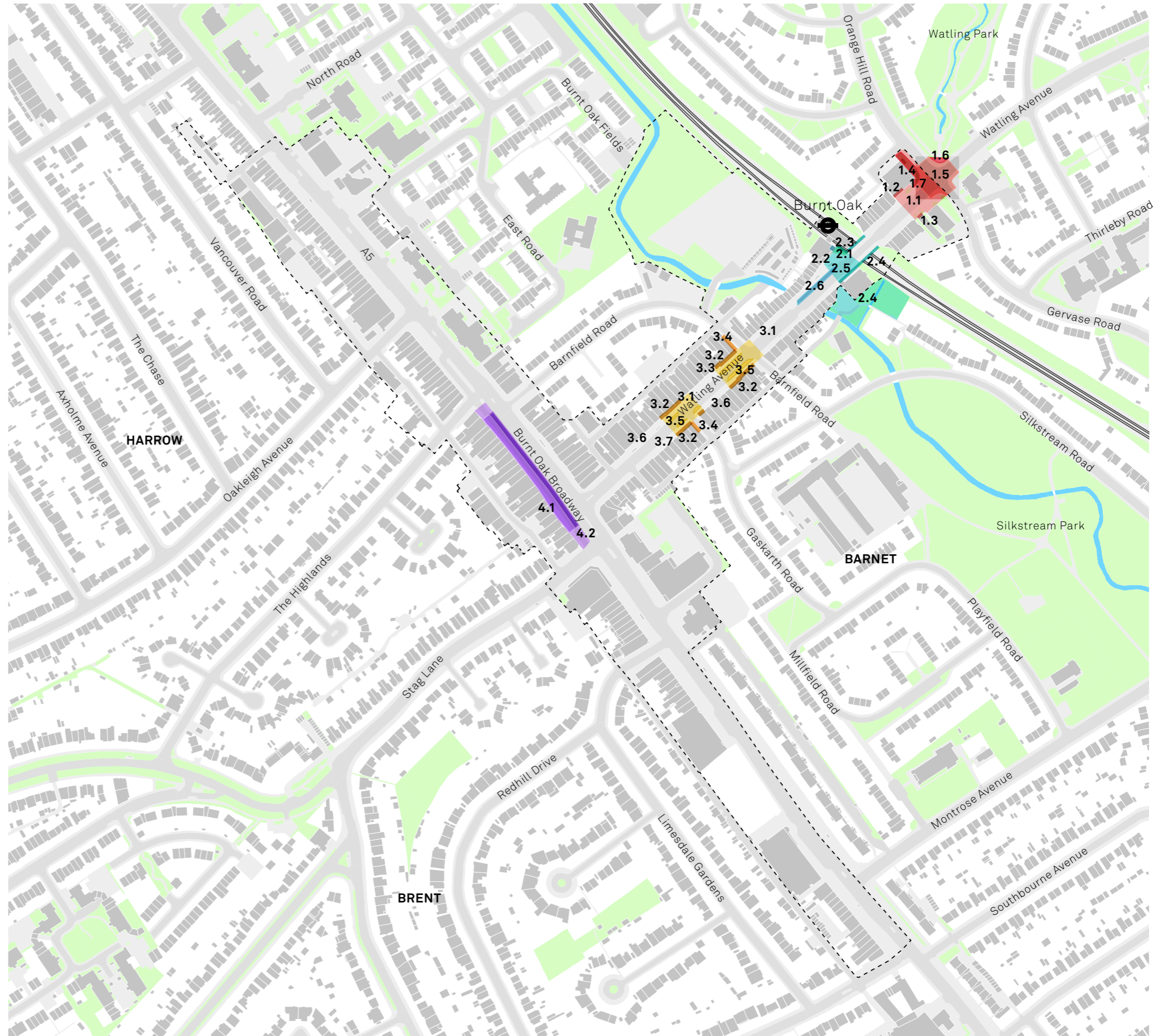
- Station Arrival**
 - 2.1 Introduce replacement kiosk structure
 - 2.2 Reclaim public space and rationalise furniture
 - 2.3 Graphic installation 'Burnt Oak' along the railway bridge walls
 - 2.4 Green space to be closed and cleared
 - 2.5 Investigate relocated crossing near station and amended bus stop configuration
 - 2.6 Upgrades to station retail unit facades

- Watling Avenue**
 - 3.1 Commence implementation of 20mph zone in town centre
 - 3.2 Light touch shopfront improvements including new awnings and fascias
 - 3.3 Shop design guide led and owned by local business group
 - 3.4 Graphic installation on flank wall of shops
 - 3.5 Public realm enhancements including new civic furniture and planting
 - 3.6 Decluttering along the whole of Watling Avenue
 - 3.7 Introduce handyman team comprising of local tradespeople

- Burnt Oak Broadway**
 - 4.1 Trial of partial closure of service road to enable wider footway and space for activity
 - 4.2 Opportunity to test the relocation of Watling Market

- Burnt Oak Town Centre Approach study area

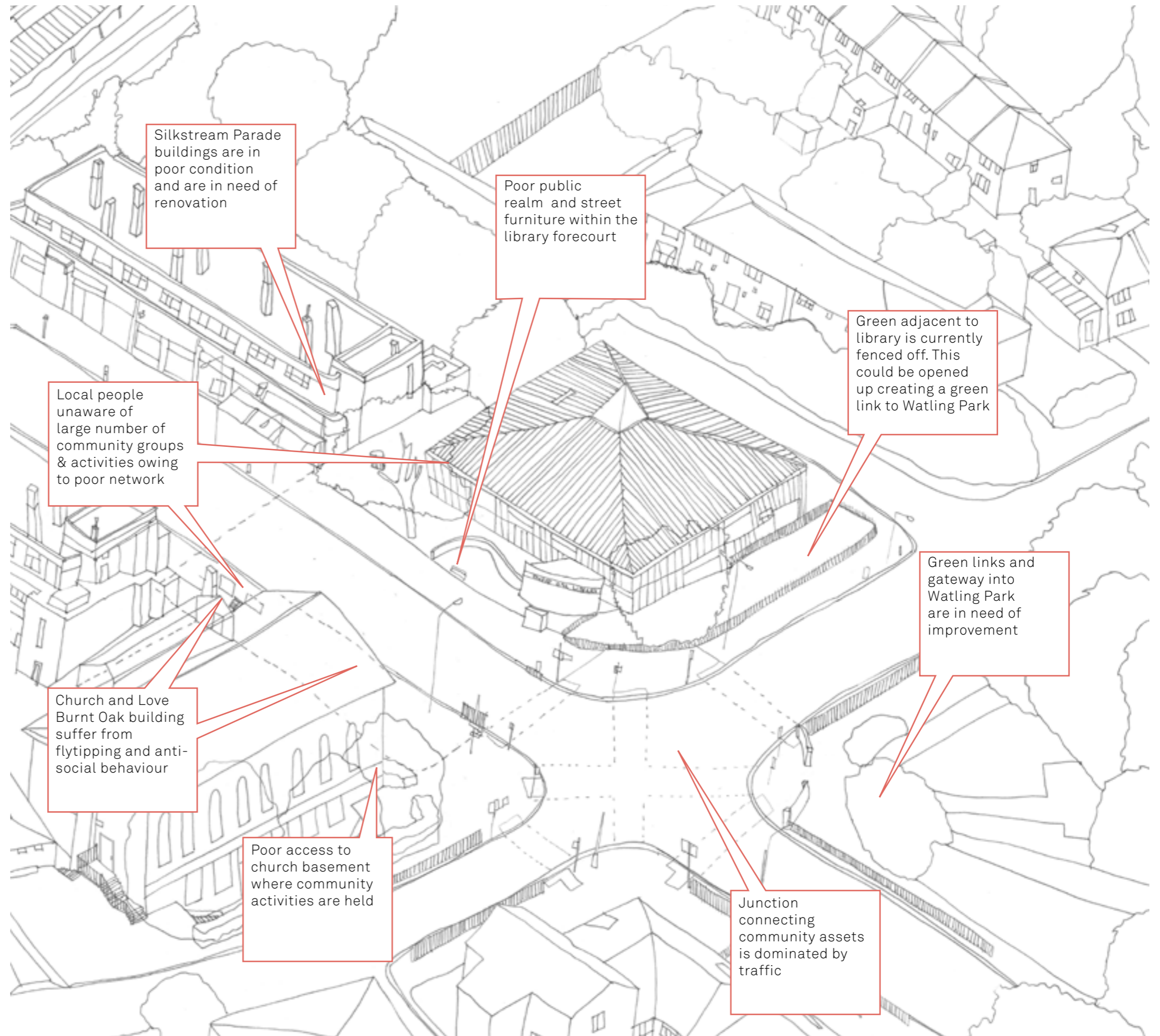
- N 0 100m



HOT SPOT 1:
COMMUNITY
CLUSTER

Existing condition

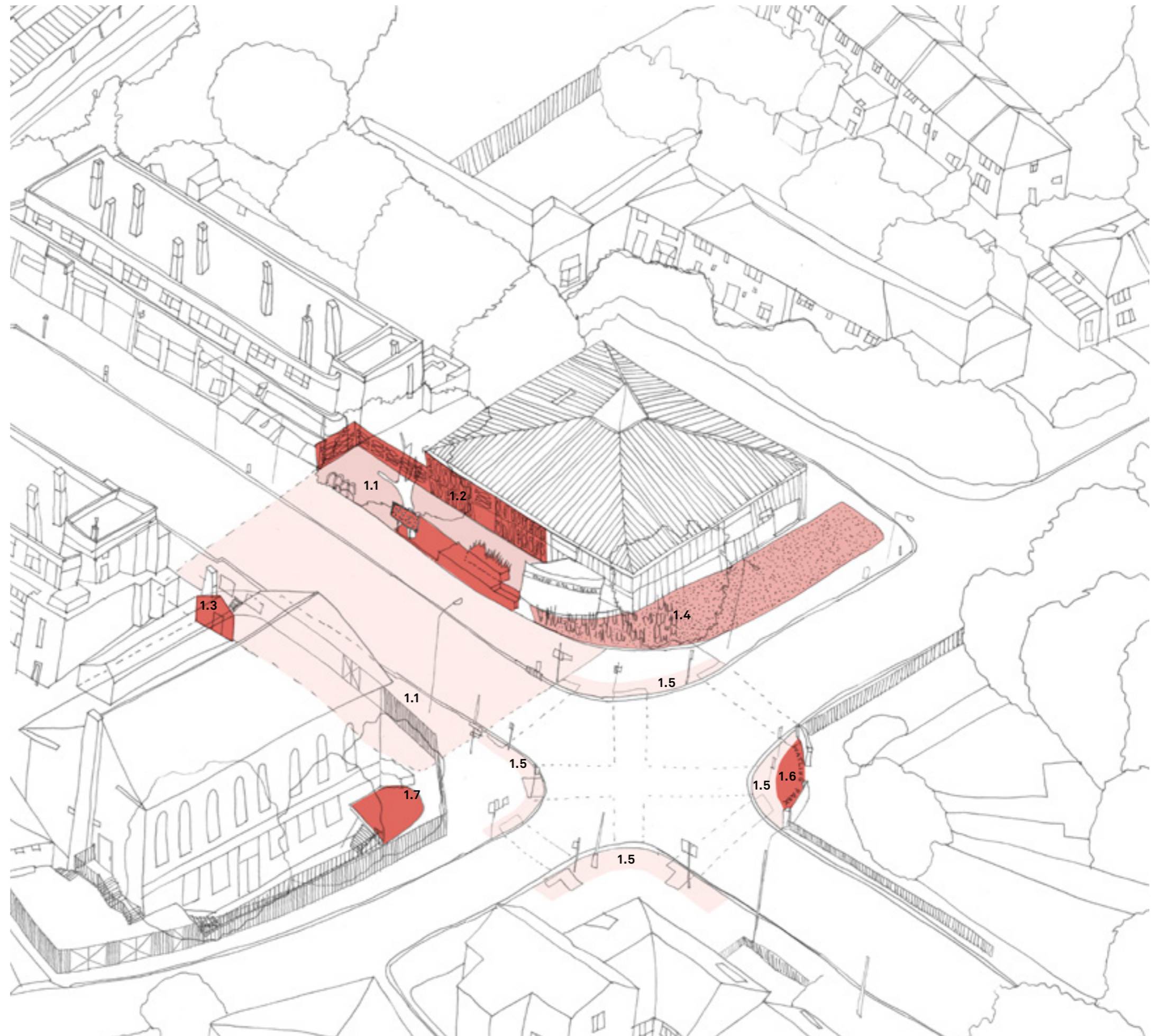
The northern end of the town centre contains a cluster of community assets including Burnt Oak Library, Love Burnt Oak, the International Gospel Church and a doctors surgery, along with the entrance to Watling Park. Currently the junction that connects these assets is cluttered with guard railings and dominated by traffic. The public realm surrounding these landmarks is poor and currently offers little to the street.



HOT SPOT 1:
COMMUNITY
CLUSTER

Proposed interventions

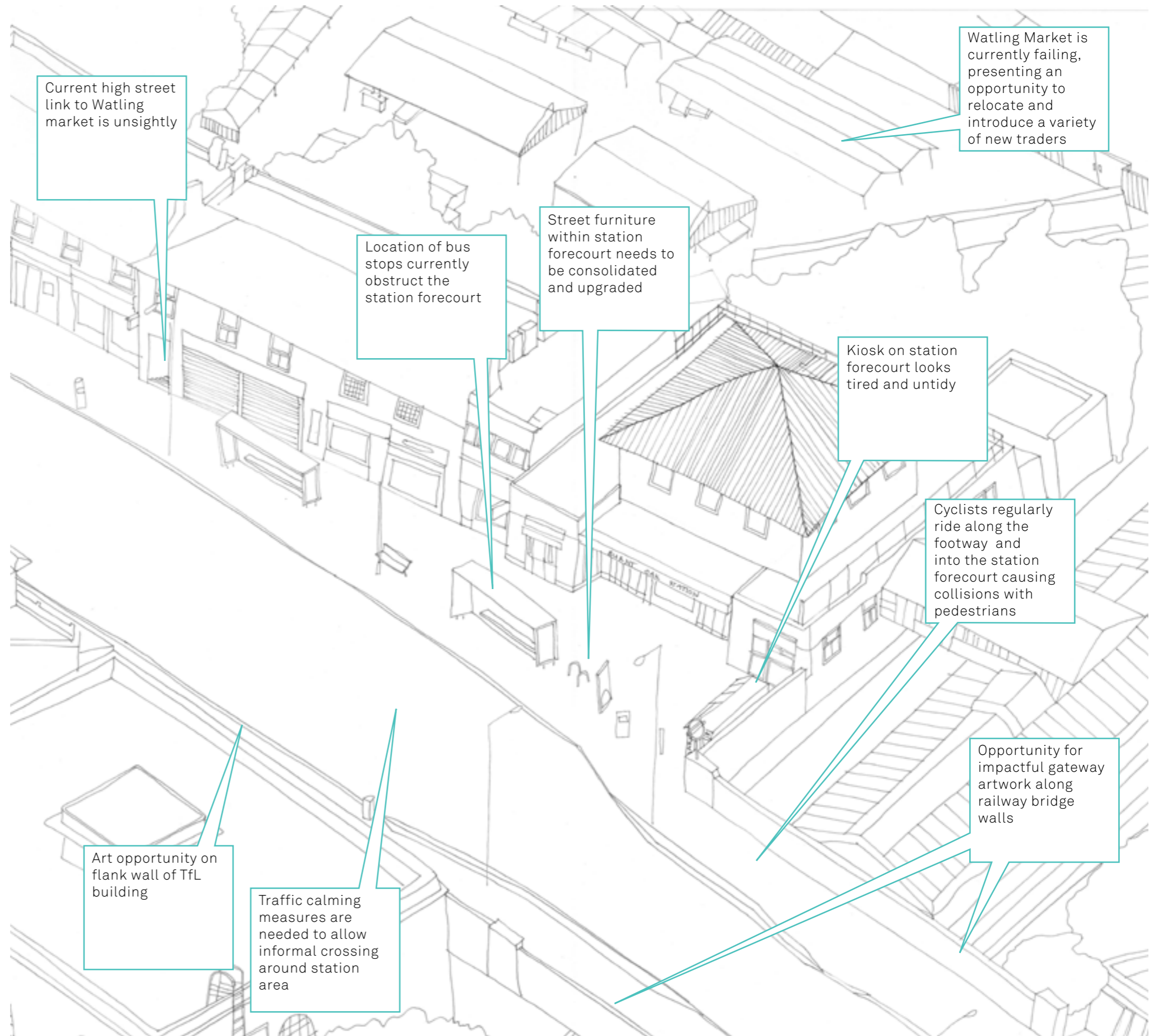
- 1.1 Open up and enhance forecourts of community assets
- 1.2 Graphic installation and new community noticeboard to blank wall of Burnt Oak Library
- 1.3 Upgrade frontage of Love Burnt Oak building in coordination with new fencing to church perimeter
- 1.4 Open up library green and introduce new planting
- 1.5 Declutter the junction to enhance pedestrian experience
- 1.6 Improve gateway into Watling Park by introducing new signage
- 1.7 Improve access to church basement where community activities are held



HOT SPOT 2:
STATION ARRIVAL

Existing condition

The public realm outside Burnt Oak Station is cluttered and dominated by the bus stops and an untidy kiosk. The station building itself is charming and deserves to have a complementary and rationalised forecourt. The railway bridge walls are currently blank apart from a small community motif. This offers an opportunity for distinctive gateway artwork.



Current high street link to Watling market is unsightly

Watling Market is currently failing, presenting an opportunity to relocate and introduce a variety of new traders

Location of bus stops currently obstruct the station forecourt

Street furniture within station forecourt needs to be consolidated and upgraded

Kiosk on station forecourt looks tired and untidy

Cyclists regularly ride along the footway and into the station forecourt causing collisions with pedestrians

Opportunity for impactful gateway artwork along railway bridge walls

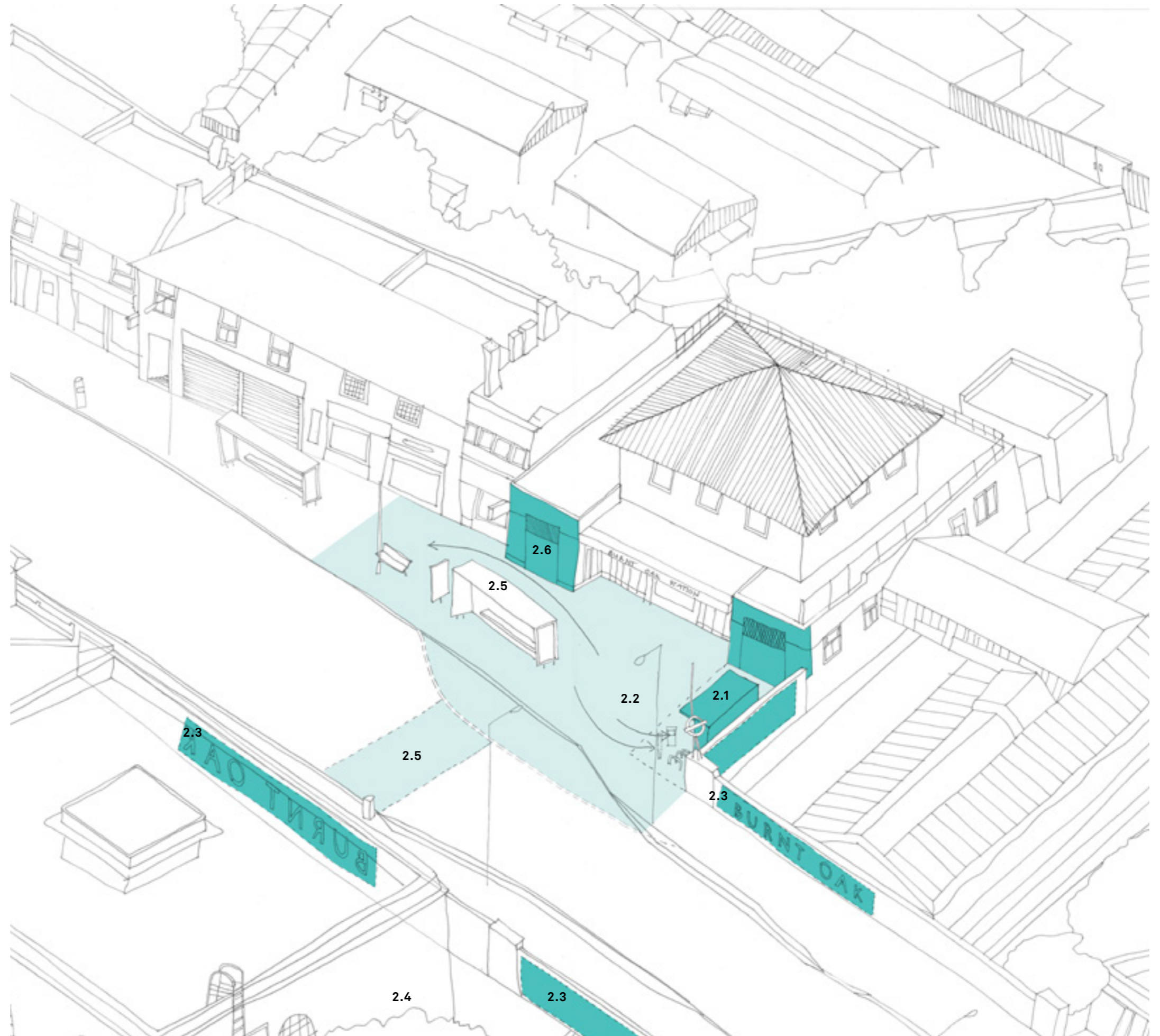
Art opportunity on flank wall of TfL building

Traffic calming measures are needed to allow informal crossing around station area

HOT SPOT 2:
STATION ARRIVAL

Proposed interventions

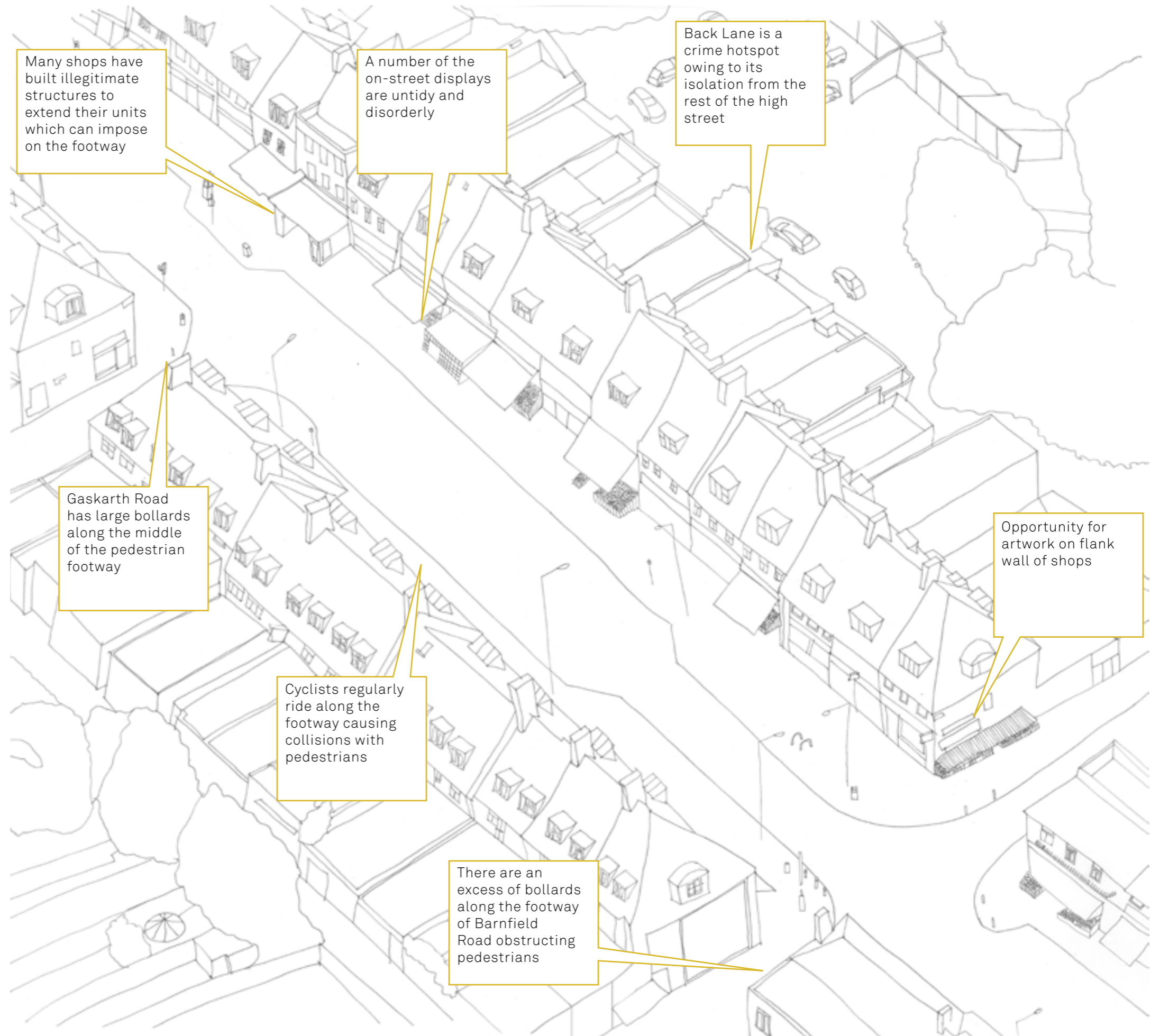
- 2.1 Introduce replacement kiosk structure
- 2.2 Reclaim public space and rationalise furniture
- 2.3 Graphic installation 'Burnt Oak' along railway bridge walls
- 2.4 Green space to be closed and cleared
- 2.5 Investigate relocated crossing near station and amended bus stop configuration
- 2.6 Upgrades to station retail unit facades



HOT SPOT 3:
WATLING AVENUE
PARADES

Existing condition

The buildings along the high street have retained their original character, however the shop units can appear cluttered and untidy, The street itself is dominated by traffic and the footways are also cluttered with disorderly posts and amenities.



HOT SPOT 3:
WATLING AVENUE
PARADES

Proposed interventions

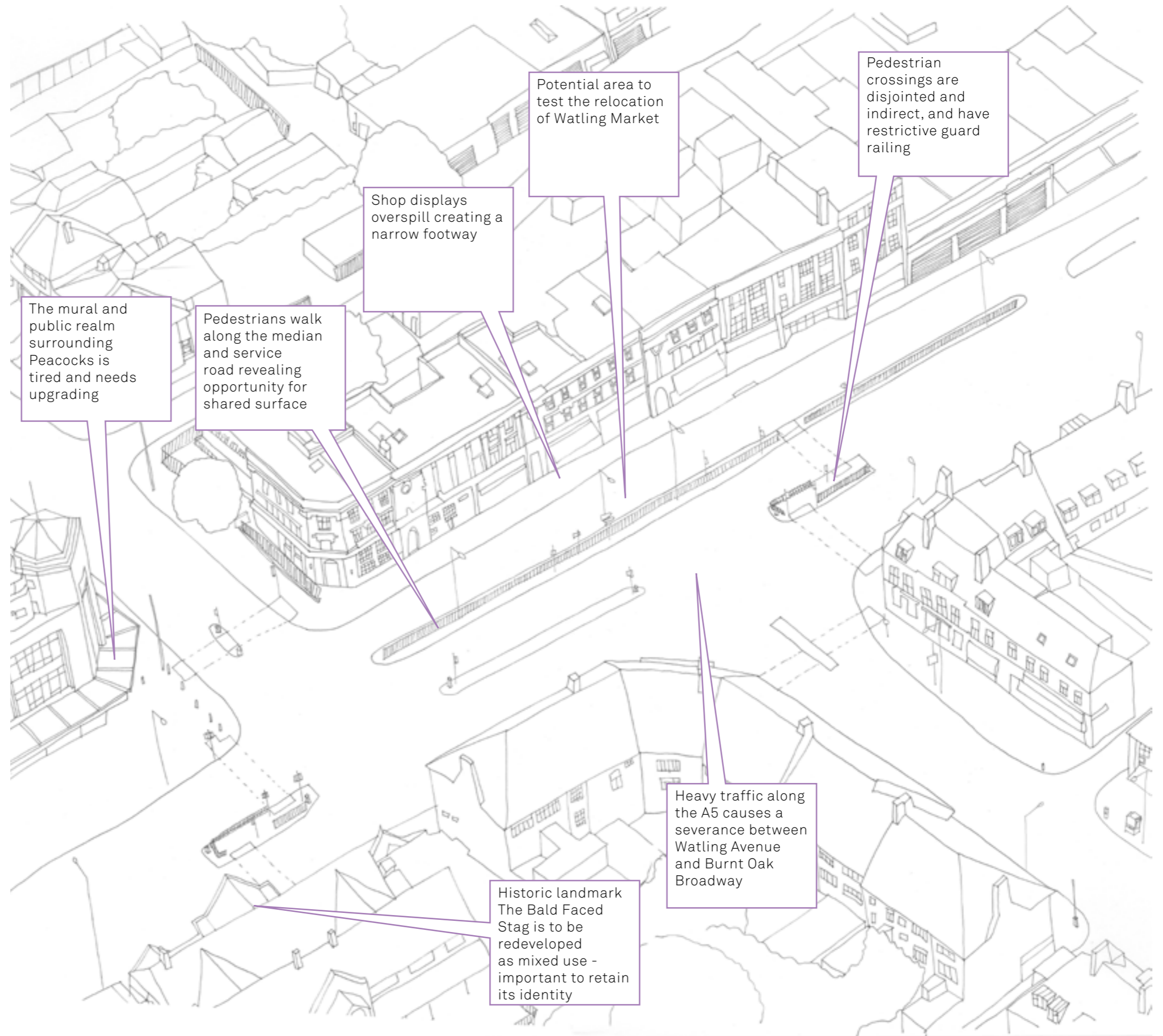
- 3.1 Commence implementation of 20mph zone in town centre
- 3.2 Light touch shopfront improvements including new awnings and fascias
- 3.3 Shop design guide led and owned by local business group
- 3.4 Graphic installation on flank wall of shops
- 3.5 Public realm enhancements including new civic furniture and planting
- 3.6 Decluttering along the whole of Watling Avenue
- 3.7 Introduce handyman team comprising of local tradespeople



HOT SPOT 4:
BURNT OAK BROADWAY

Existing condition

Burnt Oak Broadway is even more dominated by traffic and parked cars, yet contains a vibrant set of shops. People use the service road as a footway as the existing pavement is too narrow in places.

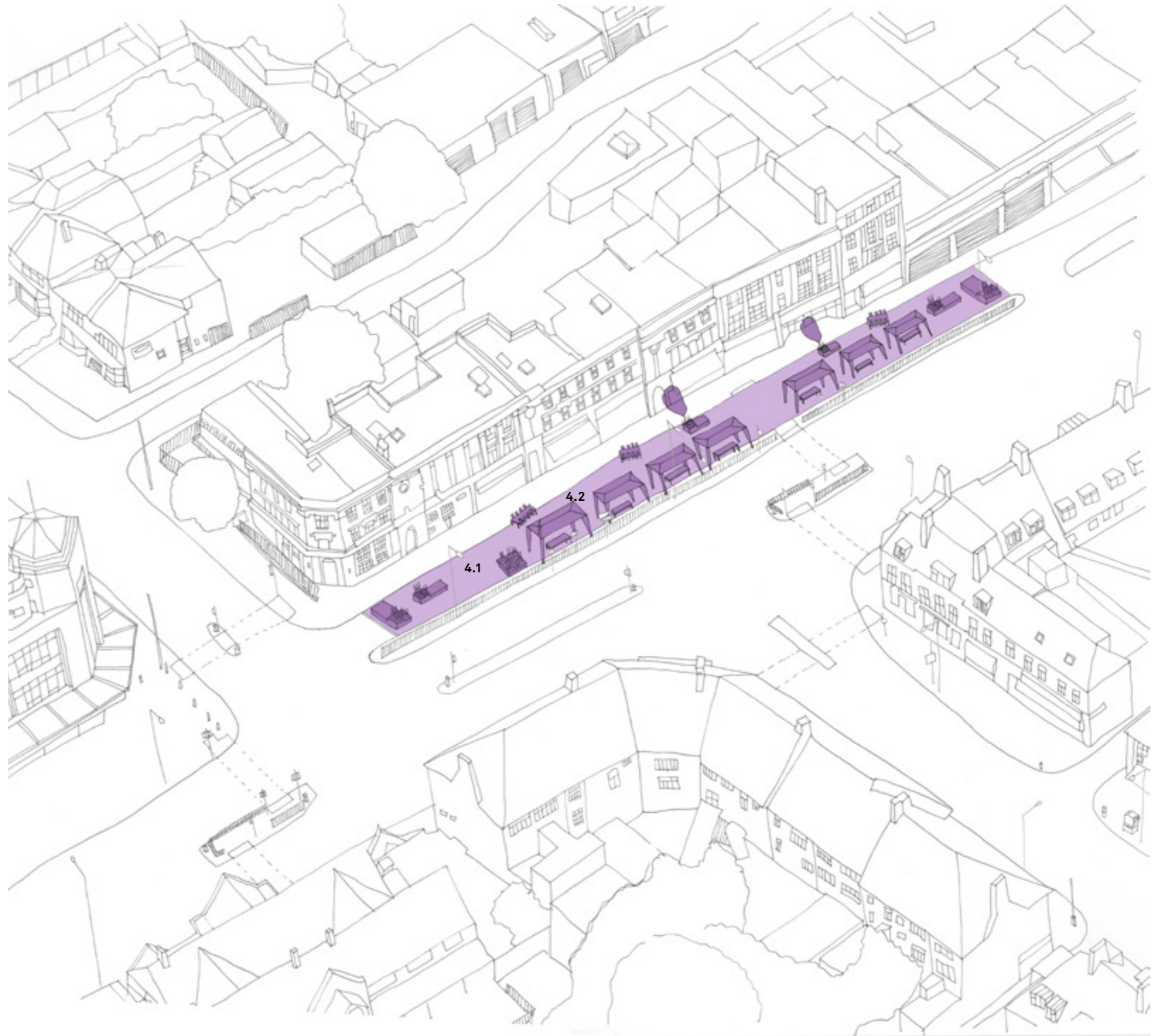


HOT SPOT 4:
BURNT OAK BROADWAY

Proposed interventions

- 4.1 Trial of partial closure of service road to enable wider footway and space for activity
- 4.2 Opportunity to test the relocation of Watling Market

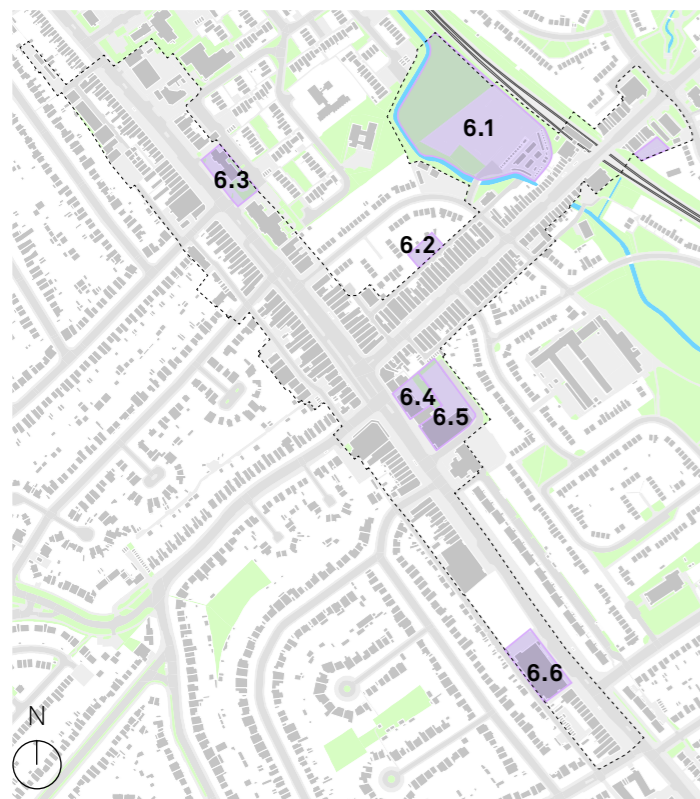
Note: The delivery of these interventions has been identified as currently unfeasible, however they remain part of the long term ambition of the project.



PHYSICAL DEVELOPMENT OPPORTUNITIES













This section of the Burnt Oak Town Centre Approach provides additional advice in relation to identified development sites in the town centre, with a specific focus on the Watling Market Car Park site.

In the table opposite is a list of the identified sites accompanied by a set of precedents which provide ideas about the suitable types of projects for these locations. The identification of sites provides a vision for possible changes in the area and has occurred as a place-based approach irrespective of borough boundaries, and would need to be taken forward by the site's relevant local authority.



KEY

- Development sites
- Burnt Oak Town Centre Approach study area

DEVELOPMENT SITE	EXISTING PHOTO	PRECEDENTS	
6.1 Watling Market Car Park site		<p>John Jones Arts Building, Islington David Gallagher</p> <p>Mixed use development which includes dedicated facilities for bespoke framing company John Jones alongside student accommodation and affordable housing units. Facilities include design studios and workshops.</p>	
6.2 Back Lane site		<p>Church Walk, Hackney Mikhail Architects</p> <p>Small residential development on the back street behind shopping parade.</p>	
6.3 Register office site		<p>Brandon Street, Southwark Metaphorm</p> <p>Residential development located on a small mixed residential and commercial street. Public realm fronting the development has been considered including precast concrete benches which line the front facade.</p>	
6.4 Redevelopment of The Bald Faced Stag		<p>Swan & Sugarloaf Hotel, Croydon Conversion of historic pub into supermarket on ground floor and residential above. Historic identity and signage retained, and commercial signage is sensitive to the building.</p>	
6.5 Tesco development site		<p>Church End, Brent Mae Architects</p> <p>Apartment block with commercial use on ground floor. Located on an existing car-park and adjacent to a popular market.</p>	
6.6 Opportunity to develop ex-bingo hall		<p>Open Youth Centre, Norwich Hudson Architects</p> <p>Redevelopment transforming a listed banking hall into a 24 hour support centre for young people. Includes areas for sports, socialising, studying and quiet areas.</p>	

WATLING MARKET CAR PARK SITE

Opportunities & constraints

The Watling Market Car Park site presents a number of challenges for development. Key constraints include its location within the Watling Estate Conservation Area, the site being within Flood Zone 3 and issues with accessibility due to there currently being only a single access point from Barnfield Road.



Market entrance from steps leading to high street



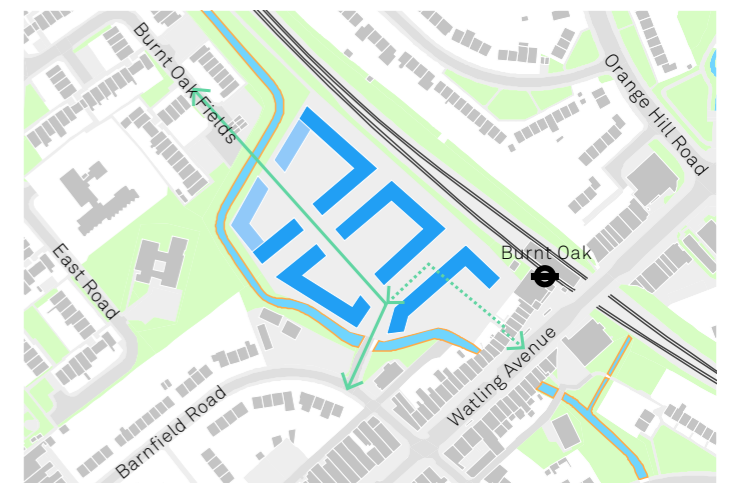
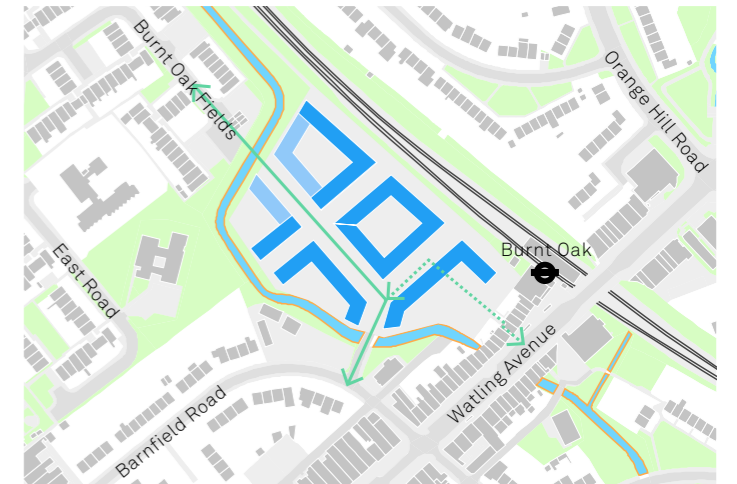
Car parking within site

Development layout options

The illustrative plans opposite indicate some suggested layout options and principles for the development. The set of principles include:

- The introduction of an additional site access from Burnt Oak Fields to the north of the site;
- A medium density development in accordance with the existing building heights adjacent to the site
- Investment into the Silk Stream to transform it into a pleasant local amenity.
- It is assumed that due to the site being within Flood Zone 3, that residential accommodation will not be acceptable at ground floor level.

Based on this early-stage, the development capacity of the site is estimated at 250-320 units.



KEY

Proposed building heights

- 1-2 storeys
- 3-4 storeys
- 5-6 storeys

Public link between northern residential area, new development and high street

Restricted access to high street through proposed car park

Investment into Silk Stream and surrounding public realm



PLACE-BASED COMMISSIONING ACTIONS



Below is a summary of 'place-based' actions within Burnt Oak Town Centre, that have been, or are to be undertaken by various departments within Barnet Council. A number of the actions are in collaboration with We Made That and Retail Revival as part of the Burnt Oak Town Centre Approach.

Community support

- Four 'Days of Action' were held in partnership with Community Safety, neighbourhood policing teams, the Home Office and other partners. The focus has remained upon crime and ASB control, sustainable commercial waste compliance and general cleanliness of the area.
- An additional 'day of action' as been requested as part of Keep Britain Tidy for the Queen's 90th birthday celebrations.
- In collaboration with Renaisi, local residents have been trained and supported in neighbourhood planning which is part of a project commissioned by the Department for Communities and Local Government (DCLG).
- Love Burnt Oak has supported over 100 residents in the past year through their Work Club, IT/ Wellbeing/ and Energy courses, Bridging the Gap motivation programme and events.

- Love Burnt Oak has trained and supported 10 local residents to become Community Health Champions to work with local GPs and community organisations to promote healthy living and appropriate signposting.
- In October 2014, Barnet Community Safety Team established a multi-agency problem solving panel which meets every six weeks for the most persistent and complex ASB cases.
- UK Immigration and Compliance teams are also working with us to deal with non UK based rough sleepers and unlawful employment in local businesses.

Waste management

- In August 2015 the Silkstream area was subjected to a refreshed environmental audit by the Community Safety Street Scene and Neighbourhood Policing Team officers.
- Following the audit a six point action plan was introduced as follows:

Phase 1: September – November 2015 (0-3 months)

1. Identification and robust case management of those responsible to act as a proactive deterrent for the area to those who may behave in such a manner (within 3 months)
2. A return to a normal appearance of the environment free from waste and debris. This appearance is to be sustained by Barnet Waste and Street Scene teams and Community Payback.

Phase 2: December – September 2016 (3-12 months)

3. Sustainment of street cleansing and maintenance for the agreed area by Barnet Waste and Street Scene.
4. Sustained intervention and support offered to those who continue to use the area for rough sleeping.
5. Sustained and robust case management of any party identified abusing the area for human, commercial or personal littering/waste.

Phase 3: - September 2016 onwards (12 months+)

6. Adoption of the locality and voluntary support by local residents and business in the area's litter picking and waste compliance programme by representatives of the local community to help sustain the cleanliness of the area. The ambition is to ensure that this is coordinated by the 'Love Burnt Oak' team using Community Payback as well as Barnet Council and partnership resources.
 - Community Pay Back participants have been engaged to provide regular additional litter picking. Our intention is that the Community Payback clean up days will be at the weekends and over the next 3 months and be slowly reduced to 'drop in' mobile litter picking sessions programmed over the following 9 months.
 - A proposed trial of street scene enforcement in collaboration with a third party contractor to address issues such as littering etc.
 - A proposed small scale trial of alternative waste collection approaches

Health and well being

- Community Health Champions and people working in local organisations in Burnt Oak have been trained in Tuberculosis awareness.
- Community Activators at Better Burnt Oak Leisure Centre have arranged sessions for the local community including basketball and walking
- Better Burnt Oak Leisure Centre have provided 25 complementary gym passes for BOOST clients who successfully stay in employment for 6 months or more
- The Parks and Greenspaces plan considers how best to coordinate the investment in Montrose Park and Silkstream Park

Other issues

- A parking review of Colindale and Burnt Oak area will provide evidence towards the consideration

- of Controlled Parking Zones.
- A programme of checks on Houses of Multiple Occupation licensing will be undertaken.

BUSINESS ACTION PLAN

Business action plan

- Business support has been offered to businesses in collaboration with Retail Revival as part of the High Street Fund (HSF) project. This includes advice and workshops focusing on visual merchandising, marketing, brand identity and recruitment.
- A food hygiene audit has been offered and taken up by 9 businesses. In total, 40 restaurants and cafes selling cooked food and drinks were offered support.
- Small pockets of funding from the HSF will be allocated towards delivering improvements to a number of independent businesses who are fully engaged with the project. This support is to be delivered in synergy with the shop front improvements intervention along Watling Avenue.
- The setup of a business network is also supported by the HSF and will be initially led by Retail Revival.
- Burnt Oak Opportunity Support Team (BOOST), a multi-agency jobs organisation, has brought together JCP, Barnet Homes, Benefits and Youth Services in one place. The team has engaged 411 local residents and supported 121 into work since mid-May 2015.
- Businesses will be introduced to the objectives and benefits of BOOST including the apprenticeship scheme.



ONWARDS

TOWN CENTRE APPROACH

- Highway improvements**
- 5.1 Introduction of raised junction connecting community assets
- 5.2 Introduction of new crossing within the station arrival area
- 5.3 Upgrades to pedestrian footway connecting high street to shops on Market Lane
- 5.4 Reconfiguration of junction including providing direct and safe crossings
- 5.5 Wider footway created by incorporating the median and service road
- 5.6 Upgrades to cycling links and facilities
- 5.7 Town-centre wider review of highways condition following LB Barnet parking review to include possible raised carriageway at crossing points

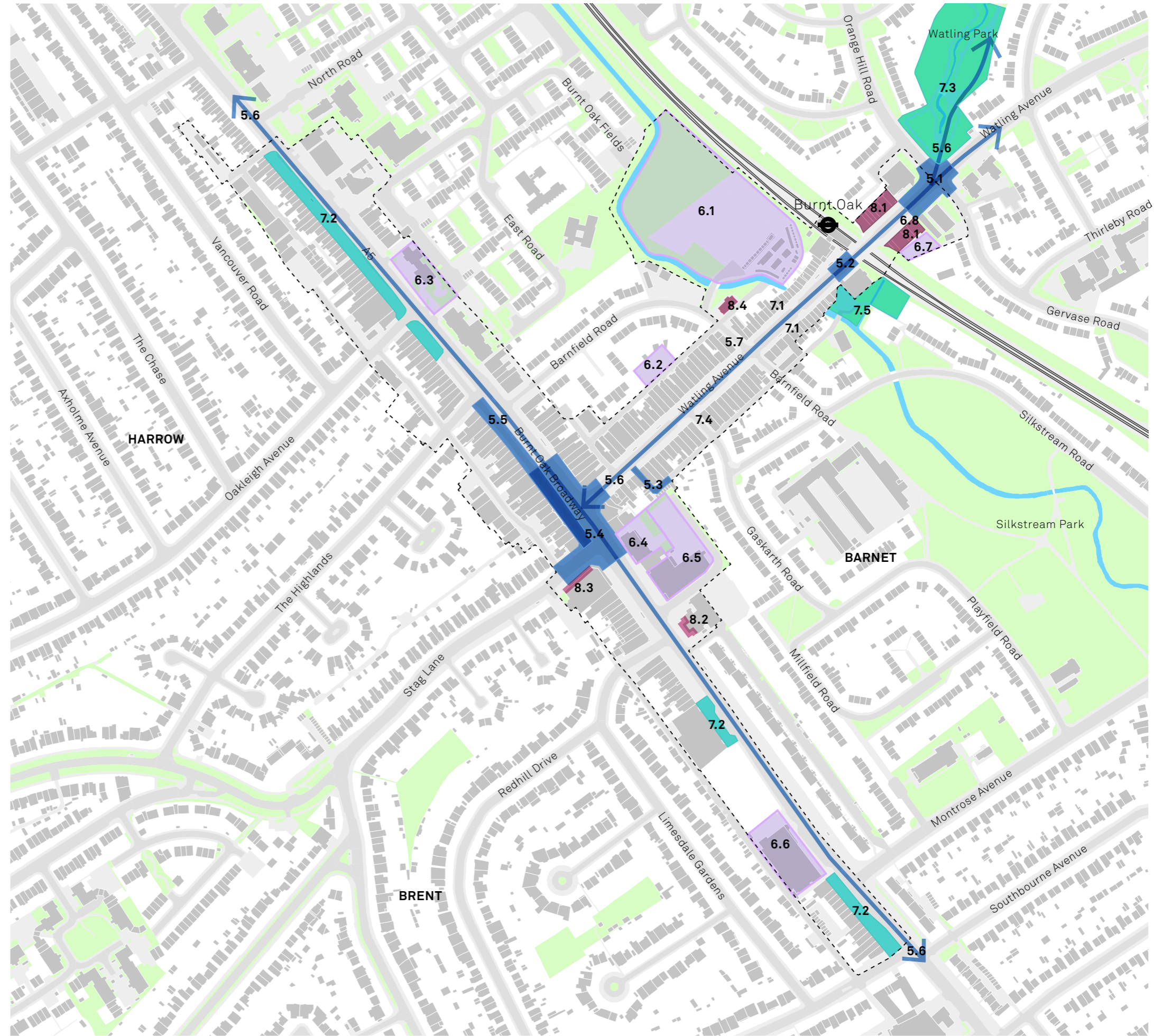
- Development sites**
- 6.1 Mixed use development on market site
- 6.2 Back Lane development site
- 6.3 Register office development site
- 6.4 Mixed use redevelopment of The Bald Faced Stag
- 6.5 Tesco development site
- 6.6 Opportunity to develop ex-bingo hall
- 6.7 Reconstruction of church hall building
- 6.8 Silkstream Parade redevelopment

- Public realm enhancements**
- 7.1 Decluttering and rationalising of the streetscape
- 7.2 Public realm upgrades along wide footways including softer informal planting and street furniture
- 7.3 Watling Park enhancement
- 7.4 Area-wide wayfinding in co-ordination with Colindale development
- 7.5 Reclaim green space by developing potential links with Barnfield Primary School

- Building upgrades**
- 8.1 Shopfront improvements to enhance Silkstream Parade development
- 8.2 Artwork or introduction of active frontage along blank facade of church
- 8.3 Upgrade artwork along wall of Peacocks building
- 8.4 Reactivate vacant church on Barnfield Road

- Burnt Oak Town Centre Approach study area

- N
- 0 100m



5.0 NEXT STEPS

Within the next 12 months the proposals supported by the High Street Fund will be developed and implemented. This will include the delivery of public realm and shop front improvements as set out in the hotspot areas, alongwith continued engagement with local businesses assisting with raising the standards of visual displays, branding and hygiene ratings. A number of place-based actions will also be implemented within this period.

Ongoing support and attention will be provided in Burnt Oak with the BOOST team receiving additional funding to continue their work. Continued attention from community support, the waste management and environmental health teams will be directed towards Burnt Oak. The council will continue to engage with local partners to identify innovative ways to encourage the removal of cages from shop front areas along the high street.

Over the next 3 years the council will seek to implement further highways improvements and other developments that are set out in the Onwards Town Centre Approach. The establishment of a business association and town team for Burnt Oak is also a key priority over this time period.

Alongside these developments, an emerging Burnt Oak Neighbourhood Forum will be developing a Neighbourhood Plan for the area.



WE MADE THAT LLP
Unit 21 Tower Workshops
58 Riley Road
London SE1 3DG

T +44 (0)20 7252 3400
www.wemadethat.co.uk
studio@wemadethat.co.uk

We Made That LLP is
registered in England &
Wales. Reg no. OC367789

APPENDICES

**APPENDIX I:
CONSULTATION
FEEDBACK**

	No.	Feedback	Category	Response
Public Engagement Feedback	1	Less cages-get rid of them to make space- too crowded	Accessibility	Work with selected businesses for visual merchandising and shopfront improvements. Encourage local authority enforcement where possible.
	2	Join the parks, add leisure/sports in them with illuminated paths/less fencing and more connectivity	Accessibility	Include Watling Park improvements in long term plan
	3	Shop frontages extend too far on to the pavement	Accessibility	Work with selected businesses for visual merchandising and shopfront improvements. Encourage local authority enforcement where possible.
	4	Remove telephone box by the station and add instead bicycle racks - legible London in the station forecourt	Accessibility	Cycle racks included as part of Hot Spot 2 improvements. Wider area wayfinding included in longer term plan
	5	Furniture shop next to Tesco has taken over the pavement and is blocking the access to Tesco	Accessibility	Work with selected businesses for visual merchandising and shopfront improvements. Encourage local authority enforcement where possible.
	6	Need to stop traders from encroaching onto the pavement- often they block right up to the road	Accessibility	Work with selected businesses for visual merchandising and shopfront improvements. Encourage local authority enforcement where possible.
	7	No consideration has been given to the placing of the bus stops outside homes on the Watling Avenue	Accessibility	Highways layout review as part of longer term plan
	8	Paint buildings- more of a uniformed look	Appearance	Work with selected businesses for visual merchandising and shopfront improvements.
	9	ADT Alarm boxes	Appearance	Possible handyman team task
	10	There is no social community venues for local residents to use for different activities, i.e. parties, clubs, volunteering activities/the existing ones are expensive	Community	Promote existing community spaces
	11	More community space to learn and develop	Community	Promote existing community spaces
	12	Youth spaces need to be available where youth can be entertained, explore their skills and various fun activities-spaces need to be closely monitored to help children who may have troubles	Community	New Youth Hub proposed in Montrose Park under separate initiative
	13	Develop an art community both visual and performing	Community	Possible remit for IGCUK spaces.
	14	No day centre for elderly people to go to	Community	Promote existing community spaces

	No.	Feedback	Category	Response
Public Engagement Feedback	15	Add a healthy eating message to the tube forecourt- lots of school children pass through and it would be a good opportunity to give them feedback-.	Community	Healthy eating message to be promoted through market trial(s) and business support programme
	16	Too intimidating to walk up Watling Avenue	Crime	Greater local authority enforcement through Neighbourhood Safety team
	17	Anti-social behaviour near the shops	Crime	Greater local authority enforcement through Neighbourhood Safety team
	18	There is lots of crime happening in Watling Avenue	Crime	Greater local authority enforcement through Neighbourhood Safety team
	19	Define the boundaries of the site and keep everyone safe.	Crime	Greater local authority enforcement through Neighbourhood Safety team
	20	Most people that live in the town centre do not shop in the area as they cannot walk safely up the Watling Avenue	Crime	Greater local authority enforcement through Neighbourhood Safety team
	21	A fundamental problem is the anti-social behaviour	Crime	Greater local authority enforcement through Neighbourhood Safety team
	22	What is happening with the car park?	Development	Design advice included with Town Centre Approach
	23	If there are plans to increase the population then housing must increase-upgrade capacity of sewage, electricity and other utilities	Development	Design advice included with Town Centre Approach
	24	Forgotten part of Barnet- Poor relation	Development	Development of Town Centre Approach aims to address this
	25	It would be nice if some updates were made to Watling Park-Update the playground, add benches, separate walking area for dogs i.e.. wooden playground, picnic area toddler sandpit	Green Spaces	Include Watling Park improvements in long term Town Centre Approach
	26	Maintenance for green spaces	Green Spaces	-
	27	Need more green, trees, plants, recycling bins, compost bins	Green Spaces	-
	28	Would like the parks and Montrose playing field to be improved-cleaning and cutting overgrown branches, cleaning the silk stream and making it welcoming for families and people to enjoy the stream	Green Spaces	Include Watling Park improvements in long term plan. Improvements to Montrose Park included under parallel initiative
	29	Hi good job done remember to put on about how we need the park or parks done up will attract people to area family's youth and for family's who don't have gardens we need parks "much much more" that a youth center .	Green Spaces	Include Watling Park improvements in long term plan
	30	Why so many hairdressers?	Offer	The Town Centre Approach aims to support diverse uses in the Town Centre
31	It will be nice to have more cafes, restaurant, pubs	Offer	The Town Centre Approach aims to support diverse uses in the Town Centre	

	No.	Feedback	Category	Response
Public Engagement Feedback	32	Definitely need some regeneration, more community areas, pubs or bars, public toilets (men use the alleyways)	Offer	The Town Centre Approach aims to support diverse uses in the Town Centre
	33	Not enough cash points on Watling Avenue near the shops and station	Offer	Challenging to address through HSF project. Consider as part of long term plan
	34	A variety of shops that will cater for the local population-more good quality restaurants, retail shops and coffee shops	Offer	The Town Centre Approach aims to support diverse uses in the Town Centre
	35	What is happening with Lansdowne?- We need a decent pub	Offer	LB Barnet to confirm pre-app status on this site
	36	Make the area attractive to business-Would like stores like M&S and Primark	Offer	The Town Centre Approach aims to support diverse uses in the Town Centre
	37	Shops- Too many fruit and vegetable, hairdressers, nail salons, fast food	Offer	The Town Centre Approach aims to support diverse uses in the Town Centre
	38	Could encourage local groups to sell home made produce in market e.x. somali food, Romanian breads,	Offer	To be included through market trials/ food festival proposals
	39	A food market! Culture & music!	Offer	To be included through market trials/ food festival proposals
	40	Remove permanent machines that have gone up both in Watling Avenue and Burnt Oak Broadway	Parking	LB Barnet are undertaking an area-wide parking review to ensure appropriate provision into the future
	41	Parking space on Watling Avenue is really bad, something need to be done about that	Parking	LB Barnet are undertaking an area-wide parking review to ensure appropriate provision into the future
	42	Parking is a problem- they ignore the double yellow line	Parking	LB Barnet are undertaking an area-wide parking review to ensure appropriate provision into the future
	43	Shop's staff have been parking outside the shop all day- it has been reported but there is nothing happening	Parking	LB Barnet are undertaking an area-wide parking review to ensure appropriate provision into the future
	44	CPZ for Burnt Oak	Parking	Under investigation by LB Barnet
	45	£300 k is not enough-at least x5. Clean all the mesh and paint the buildings- remove weeds	Project specific	Potential for onwards delivery beyond HSF budget as part of longer term plan
	46	More funding needed-not enough-Why surrounding areas got more money	Project specific	Potential for onwards delivery beyond HSF budget as part of longer term plan
47	Love all the new ideas especially hot spot 4-a great idea!	Project specific	No action	

	No.	Feedback	Category	Response
Public Engagement Feedback	48	Put the community notice board on the library not 'Love Burnt Oak'	Project specific	Relocate notice board to library forecourt
	49	Street Art-Artists to use space of neglect	Project specific	Art interventions proposed in Hot Spots 1 and 2
	50	More community boards outside the library	Project specific	Relocate notice board to library forecourt
	51	Some former market traders are already planning/discussing improvement/revival of the market-Please contact them	Project specific	LB Barnet to advise
	52	A space that reflects Burnt Oak's rich and vibrant (multicultural) past and present	Project specific	Proposals to reflect Burnt Oak's vibrant identity
	53	Community board by the library	Project specific	Relocate notice board to library forecourt
	54	Need to ensure council employees someone to maintain/enforce any changes/improvements	Project specific	Greater local authority enforcement through Neighbourhood Safety team
	55	Change the battery on Peacocks building-it hasn't worked since 2004	Project specific	Include as part of longer term plan
	56	See photos of Burnt Oak in the library by some local children for a project some years ago-They might like to have input to this	Project specific	Consultation with local schools, especially regarding cleaned up green spaces
	57	How about a competition among the schools locally to feed into the designs somehow-sense of ownership	Project specific	Timescales may be challenging, potential for artwork identified in longer term plan
	58	A history of Burnt Oak focusing on its past identity and fruit veg and fish	Project specific	Proposals to reflect Burnt Oak's vibrant identity
	59	Covenants for Burnt Oak shops	Project specific	Unclear comment
	60	Shops put rubbish out at front-enforcement at the back?	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	61	Clean up the high street-looks shabby	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	62	Removal of trash at the end of the day	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	63	People use the carpark as their dumping ground and it stays there for weeks-Tidy the place up	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	64	Silk Stream park never seems to be kept clean, Last years leaves are yet to be cleared	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	65	Cleaner and better environment especially in the alleyways near the station	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	66	Rubbish bags on the pavements are blocking the pelican crossing	Rubbish	Greater local authority enforcement through Neighbourhood Safety team

	No.	Feedback	Category	Response
Public Engagement Feedback	67	Traders are dumping rubbish on the pavements- can they have a designated area or a communal trade rubbish collection	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	68	Go back to the good old days. No drunks, rubbish, limited shops and spitting	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	69	Steps down to market are uses as a toilet	Rubbish	Potential for closure of this area tbc
	70	If there is the need of cleaning up, homeless people should be supported, not just moved around	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	71	The area needs tidying up first - serious action needed on fly-tipping, rubbish & general cleanliness	Rubbish	Greater local authority enforcement through Neighbourhood Safety team
	72	Signage for shops into market lane-shared between all businesses	Signage	Consider as part of Hot Spot 3 proposals
	73	There is a lovely little café in the market-that area could be better signposted	Signage	Consider as part of Hot Spot 3 proposals
	74	Encourage pedestrians-less cars	Traffic	Highways layout review as part of longer term plan
	75	Traffic lights need to be better	Traffic	Highways layout review as part of longer term plan
	76	Buses and Lorries Congestion on Watling Avenue	Traffic	Highways layout review as part of longer term plan
	77	Pelican crossing or other controlled pedestrian crossing needed at the of Watling Avenue where it meets Burnt Oak Broadway	Traffic	Highways layout review as part of longer term plan
	78	Watling Avenue needs to be less congested on both the path and the road	Traffic	Highways layout review as part of longer term plan
	79	Many thanks for the e-mail. As we discussed on Sunday many of these ideas have been put forward before without any action, only lip service from Barnet Council and our so called M.P. Any improvement to Watling Avenue and surrounding streets would be fantastic and I am hopeful that all the improvements come into fruition and help me to decide whether I remain in Burnt Oak or look for another area where the council do care about their rate payers. Since I moved into the area over forty years ago I have seen a pleasant village type of community turned into a ghetto. There is only one area of concern with all the proposed improvements and that is what will happen to all the traffic which will be displaced? We have a car park behind the station which is hardly used because of the fees and problems getting in and out of Barnfield Road. Most of the streets around Watling Avenue are already congested with vehicles used by commuters using the station and shop owners who do not live in the area and this will only get worse unless some provision is incorporated into your plans. I am happy for you to contact me if I can be of any use in progressing your plans.	Traffic	Highways layout review as part of longer term plan

	No.	Feedback	Category	Response
Public Engagement Feedback	80	More supervised activities for young people in the area	Young People	New Youth Hub proposed in Montrose Park under separate initiative
	81	I would like to mention that in my opinion & others would agree that the 'Paper Stall' should stay		
	82	Many residents have mentioned that the cages on Watling avenue should go. Also, they would like to see the paper man stay.		
	83	Burnt Oak Broadway, trial partial closure of service road - relocate Watling Market - good idea. Get rid of 'cages' along Watling Avenue		
Internal Stakeholder Comments	84	Co-ordinate with Church to influence new fencing proposals in IGCUK site	Hot Spot 1	Design team to liaise with IGCUK
	85	Include closure and deep clean of green space between Silk Stream & Watling Ave	Hot Spot 2	Included in Town Centre Approach
	86	Consider replacement kiosk	Hot Spot 2	Included in Town Centre Approach
	87	Include introduction of 20mph zone in town centre	Hot Spots 2 & 3	Included in Town Centre Approach
	88	Omit proposals for raised carriageway to Watling Ave junctions	Hot Spot 3	Raised carriageway omitted
	89	Include allowance for 'handyman team' for repairs	Hot Spot 3	Included in Town Centre Approach
	90	Healthy catering commitment with business support where applicable	Hot Spot 3	To be confirmed based on selected businesses
	91	Omit catenary lighting to Hot Spot 4	Hot Spot 4	Catenary lighting omitted
	92	Include activation of vacant church as part of longer term plan	Hot Spot 3	Included in Town Centre Approach
	93	Extend proposed market trial/ road closure to full length of median	Hot Spot 4	Proposed closure extended

APPENDIX II:
GLA DESIGN
REVIEW FEEDBACK

GREATERLONDONAUTHORITY

Luke Ward
Commissioning Lead – Entrepreneurial Barnet, Growth & Development
London Borough of Barnet
North London Business Park, Oakleigh Road South, London N11 1NP

09 February 2016

Re: Burnt Oak High Street Fund Project

Dear Luke,

The Mayor's Project Review is part of the official GLA process to review regeneration projects receiving funding from the Mayor of London.

The Burnt Oak High Street Fund (HSF) project was the subject of a Mayor's Project Review on 9th December 2015. I am writing to summarise the review group's comments and advice.

The draft Burnt Oak Town Centre Strategy was presented to the panel. It includes an analysis of the area and concept proposals for short and long-term public realm and wayfinding improvements, an initial approach to business support and consideration of how forthcoming development could have a beneficial impact on the town centre.

The review group would like to thank you, your colleagues and the consultant team for taking part in a productive review.

The panel raised a few specific points relating to the current proposals:

- The Town Centre Strategy provides a comprehensive assessment of the area and relevant proposals to improve it for residents and traders. It would benefit from a long-term vision formed by the borough and local people to provide a consolidated set of objectives that the HSF project and any future investment and development can aim to achieve. The strategy should also set out how exactly the population is set to change, and how proposals relate to this.
- The team should consider how the Community Cluster proposal might be programmed to better link and make visible surrounding community uses. This may include locating the multicultural festival and other community events within the cluster. This could help to give the impression of a civic space and go some way to addressing the perception that there is a lack of community and leisure facilities in the area. A well-managed community noticeboard, which could exist physically as well as digitally, would make community activity already taking place more visible, and help to bring disparate groups together.

City Hall, London, SE1 2AA • london.gov.uk • 020 7983 4000

- The team should continue to give consideration to addressing makeshift structures and the spill-out of goods onto shop forecourts and beyond, to enable greater accessibility on the footway where it is needed most. Would more compact purpose-built display units be acceptable to traders and the council?
- The back alleys, which are identified as locations where crime and fly-tipping concentrate, should be addressed in the strategy with both short and long-term solutions to improve safety and hygiene. How can the alleyways be an asset, rather than a liability?
- The place-based commissioning approach being adopted in Barnet and piloted in Burnt Oak is an excellent way to coordinate resources locally. In Burnt Oak, a town centre that spans the boundary of three boroughs, how can the place-based commissioning approach be coordinated with Brent and Harrow to ensure services, regulations, enforcement and physical works are joined up?
- Focussing business support on a cluster of restaurants and food retailers, along with a selection of niche businesses that could significantly benefit from urgent support, is an effective use of limited resources. However, in the context of relatively high levels of business churn, thought should be given to the best way of complementing this with a lasting programme of physical improvements for businesses. For example, this approach could be supplemented by a team of handymen, who could undertake small projects from a set menu to improve the function, quality and appearance of businesses in the area over time. The team could wear branded uniforms to give greater visibility to the project and immediate confidence to traders that support is available. How could this initiative provide training and skills to the local underemployed? How could it demonstrate to traders that the coordination and sharing of services is economically advantageous?
- The long-term proposal to make better use of the carriage lane on Burnt Oak Broadway is welcome. The idea should be tested out quickly and with minimal expense. The space should be programmed over a defined period of time to see what works well. A youth market is one activity that could also help to address the issue of NEETs in the area.
- The initial proposals for a graphic identity are exciting. The team should work with local groups to develop the concept and incorporate individual narratives about Burnt Oak. What aspects of Burnt Oak do local people want to celebrate?

In summary, the panel was impressed by the strategy and proposals. It advised the team to focus on coordination and joining up, particularly across borough boundaries, services, regulations and enforcement to form a single place-based commissioning approach. The panel also advised the team to create strong links between voluntary and community organisations, and traders; between the physical and non-physical activities of the project; and between the short and longer-term proposals.

The GLA will continue to provide support as the projects progress.

The review was attended by:

Panel:
Cristina Monteiro, DK-CM
Joyce Harvie, GLA
Finn Williams, GLA

GLA Lead:
Alison Mayer, GLA

Team attendees:
Luke Ward, Barnet
Adam Driscoll, Barnet
Sandra Perez, Barnet
Grace Nelson, Brent
Holly Lewis, We Made That
Hannah Martin, We Made That
Sally Williams, Retail Revival

Yours sincerely,



Finn Williams
North West Area Manager, Regeneration, GLA

APPENDIX III:
HEALTH IMPACT
ASSESSMENT

BARNET
LONDON BOROUGH

Rapid Health Impact Assessment on the Burnt Oak Town Centre Strategy

AERIAL MAP



Author: Carol Douet – Public Health Strategist
February 2016

1

Contents

Introduction	3
Background	3
Evidence	3
Community Profile	4
Summary	6
Recommendations	10
Conclusion	10
References	11

2

1. Introduction

Health Impact Assessment (HIA) is a method used to ascertain the potential health impact, effects and implications both positive and negative of a policy, plan or project on a population group. Identifying potential health inequalities which can effect vulnerable and disadvantaged groups and amend prior to the implementation of the proposed policy, plan or project.⁽¹⁾

This report looks at the London Borough of Barnet and its delivery partners proposed strategy for the Burnt Oak Town Centre regeneration. This HIA is a desk based rapid assessment and concentrates on the information obtained from the first draft of the strategy from the delivery partners prior to a full consultation with the local community, businesses and residents. Additional participation from stakeholders has not been undertaken, existing data and information from the draft report has been used.

Barnet is the second largest borough in London and the largest by population, with a diverse and increasing population. Burnt Oak has a population with more than 50% Black, Asian and Minority Ethnic background (BAME), with over 50% of all 0-4 year olds also from a BAME background.⁽²⁾ Burnt Oak has one of the lowest average life expectancy's in the borough from birth to 78.8years.⁽²⁾

Burnt Oak which is situated in the west of the borough has one of the highest concentration of more deprived Lowest Super Output Areas (LSOA's).⁽²⁾

2. Background

Funding has been secured by the London Borough of Barnet through the Greater London Authority's (GLA) High Street Fund to regenerate Burnt Oak's town centre, the town centre is situated across three boroughs, London Borough of Barnet, London Borough of Brent and the London Borough of Harrow. The strategy is being developed by Barnet's delivery partners and is still at the draft stage, so no plans or documentation has been added to this report from the draft (except the Ariel view of the town centre on the front page).

The sites targeted for redevelopment within this strategy are, Watling Market redevelopment and repositioning, Burnt Oak Broadway, Burnt Oak station and the Watling Avenue Parade.

3. Evidence

Regeneration and growth are essential parts of Barnet's strategy as set out in Barnet's Corporate Plan, this regeneration project ties in with national and local strategies and policies as highlighted in Barnet's current JSNA.

With residents of the Burnt Oak ward reported to be most likely to report ill health, have limiting long term illness or disability and coming under the socio demographic groups of low income couples, financially restricted single students and friends, struggling families, low income singles and pennywise pensioners, this wards community will most reap the benefits of this regeneration.⁽²⁾

3

4. Community Profile

Burnt Oak is the smallest ward in the London borough of Barnet. It was recorded to have 17,055 residents in 2012, and although Barnet's population as a whole is rising, Burnt Oak is not expected to grow significantly over the next 10 years.⁽³⁾



Population Density	88.3per hectare
Ward Rank in Barnet	1 (most dense)
No. of Households	6392

Figure 1 shows the comparison age profile for Barnet and Burnt Oak, with the younger population comparable to the rest of the borough, with slightly less people in the 60+ age bracket.

Figure 1. Age Profile

2012	0 - 14	15 - 39	40 - 59	60 - 79	80+
BURNT OAK	25%	40%	24%	10%	2%
BARNET	21%	35%	26%	14%	4%

Although in Barnet life expectancy and health is higher than the England average (see figure 2), this is not the case for all wards in the borough. Smoking, alcohol, air pollution, poor diet, high blood pressure, obesity and hepatitis are the most common causes of ill health, but coronary heart disease is the number one factor in premature deaths in both men and women in the borough.⁽²⁾ Burnt Oak has the lowest life expectancy for men (75.8 years) and for women (81.6 years), it also has the one of the highest rates of mortality from Stroke.⁽²⁾ There is evidence that demonstrates the life expectancy and mortality gap is higher in the most deprived areas compared to the least deprived areas in Barnet, Burnt Oak being one of the more deprived wards.⁽²⁾

Figure 2. Life Expectancy in Years

	Males	Females
BURNT OAK	74.9	81.3
BARNET	78.6	82.7

LONDON	77.1	81.7
ENGLAND	77.3	81.5

Burnt Oak has one of the highest rates of childhood obesity in Barnet along with the lowest levels of participation in sport and physical activity, although local and community sports and physical activity facilities, charities and social enterprises are well matched for the requirements of the ward, it also has some of the lowest levels of park use, although it is well sited for parks.⁽²⁾

Adult obesity in Barnet as estimated by Public Health England, shows Burnt Oak as one of three wards in the borough with the highest percentage, Colindale (22.1%), Underhill (21.6%) and Burnt Oak with (23.7%).⁽²⁾

Burnt Oak has the highest rates of hospital admissions for alcohol related conditions in the borough (122.9), along with high rates of drug related call outs.⁽²⁾

The town centre covers three boroughs, the development situated in the London Borough of Barnet and bordering on two additional boroughs which are, London Borough of Brent and the London Borough of Harrow.⁽⁴⁾

Burnt Oak boast a conservation area the Watling Estate, a residential development which was established in the 1930's after the extension of the Northern Line tube further into the suburbs of Edgware. This also brought along the development of shopping parades to service the demand of the new community occupying the estates.⁽⁴⁾

Although Burnt Oak has retained a lot of its landscape, character, landmarks and buildings, many have over time, become dilapidated and in much need of improvement. Burnt Oak has had and still has quite a transient population, enriched with diverse groups, with the town centre businesses trending towards the population groups that inhabit the area, changing their produce to service the diverse community, leading to low levels of variation in business types. This ward tends to be more economically deprived in relation to its neighbouring town centres such as Mill Hill, Edgware and Hendon.⁽⁴⁾

The strategy has been proposed to re-establish the historical while combining the present day character and identity of the town centre, highlighting the current community activities and landmarks, while diversifying the economic assets by redesigning the streetscape of the town centre, and encourage growth.⁽⁴⁾

Figure 3 Demonstrates health and lifestyle inequalities between the Barnet wards, with Burnt Oak showing to be the worse in most categories.

Table 6-5: Health and Lifestyle indicators: ranking of Barnet wards

Indicator	Unit	Best ward	Worse ward
Life expectancy	Years	Garden Suburb (males =84.1, females =85.5)	Burnt Oak (males = 75.8, females = 81.6)
Stroke mortality	SMR	Finchley (47.9)	Childs Hill (117.7)
Emergency hospital admissions for stroke	SMR	Garden Suburb (78.9)	Burnt Oak (173)
Breast cancer incidence	SMR	Burnt Oak (77.5)	Mill Hill (118.2)
Colorectal cancer incidence	SMR	Hale (69.8)	Coppetts (122.8)
Lung cancer incidence	SMR	Garden Suburb (53.2)	Coppetts (117.3)
Prostate cancer incidence	SMR	Burnt Oak (72.6)	West Finchley (115.6)
All cancers incidence	SMR	Garden suburb (86.2)	Underhill (103.3)
COPD hospital admissions	SAR	Garden suburb (28.3)	Burnt Oak (141.8)
Fertility rate (per 1,000 females aged 15-44)	CFR	Golders Green (82.9)	Brunswick Park (56.8)
Low birth weight babies(less than 2500 g)	Proportion (%)	Hendon (5.9%)	Finchley Church End (9.1%)
Drug-related ambulance callouts	Count	Brunswick Park	Colindale
Smoking in adults (estimated prevalence, 15 years and above)	Proportion (%)	Garden Suburb (13.5%)	Burnt Oak (16.9%)
Modelled prevalence of regular smoking in children age 11-15 years	Proportion (%)	Colindale (1.1%)	Underhill (5.6%)
Modelled prevalence of regular smoking in children age 15 years	Proportion (%)	Colindale (4.2%)	Hendon (14.2%)
Modelled prevalence of regular smoking in young people aged 16-17 years	Proportion (%)	Colindale (7.8%)	Hendon (22.6%)
Obesity in adults (modelled estimates)	Proportion (%)	Garden Suburb (12.8%)	Burnt Oak (23.7%)
Obesity in reception year children (prevalence)	Proportion (%)	Garden Suburb (5.6%)	Colindale (13.1%)
Obesity in year six children (prevalence)	Proportion (%)	Finchley Church End (13.2%)	Colindale (25.1%)
Binge drinking in adults (modelled estimates)	Proportion (%)	Colindale (3.4%)	Garden Suburb (14.7%)
Hospital admissions for alcohol attributable conditions	SAR	Garden Suburb (50.9)	Burnt Oak (122.9)

5. Summary

The World Health Organisation (WHO) states: "The social determinants of health are the conditions, in which people are born, grow, work, live and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems."⁽⁵⁾



Dahlgred & Whitehead (1991) demonstrate in this model that the health and wellbeing of individuals and communities is affected by many different factors, environment, socio economic conditions, housing, health, wealth, physical abilities and the list goes on.

Observational analysis, appraisals and comments from previous consultations was used to inform this stage of the proposed strategy provided by the project partners, to consider the reduction of health inequalities within the population group of this ward, based on the strategy the priority groups most likely to be impacted by the planned regeneration are as follows:

Identification of Vulnerable Groups HIA Screening

- Older People
- Lower Income Families
- Single Parent Families
- Low income singles
- Children and young people
- People with disabilities
- BAME

Determinants of Health	Positive Impact	Negative Impact
Lifestyle		
Watling Park	Improved signage to Watling Park and access improved physical activity and ease of access	
Burnt Oak Broadway	Moving the market could provide greater choice and opportunities for pop up food stalls that would greater serve the local diverse community. More food establishments, cafes and restaurants	Consideration of low income families – danger of gentrification. Healthier Catering Commitment compliance to

	Recommendation to Healthier Catering Commitment.	be a recommendation for new and current eating establishments
Social and Community Influences on Health		
Mecca Bingo on Burnt Oak Broadway The Bald Faced Stag Pub	Re-development of heritage sites, sense of local pride and community identity Empty and vacant properties to be considered for pop-up and meanwhile sites to give a sense of community and citizen power and influence, pride and belonging	
Living/Environmental Conditions Affecting Health		
North End of the Town Centre currently housing local Community uses, Church and Library	Northern end of the town centre which houses Burnt Oak library, Love Burnt Oak, the international Gospel church, medical practice and the entrance to Watling Park, currently cluttered, proposed changes to open up forecourts to create a civic square, create a graphic installation on the wall of the library, upgrade the frontage of Love burnt Oak, introduce new planting and de-clutter the junction, which will improve pedestrian movement, sense of safety and attractiveness of the area.	
Watling Park	Improved signage and safety measures e.g., lighting, safe walk through; will create more usage of the park if it is easily accessible.	
Burnt Oak Broadway	Partial closure of service road to widen footpath and relocate Watling Market, this would create greater access for the whole community and socially increased	Parking issues due to the closure of the service road disabled access for parking

	interactivity for whole community.	
Access and quality of services		
Burnt Oak Station	Access to Burnt Oak station, the bus stop outside and its surroundings Upgrading the station frontage will reduce pavement overcrowding and obstruction of the station, seating by the bus stop will help older members of the community and those unable to stand for long periods of time.	Wheelchair access
Watling Avenue Parades	Relocating the crossing by the station Improve traffic congestion and reduce cyclist mounting the pavement. Clear the pavements of overflowing shops that make it difficult for pushchairs, wheelchairs and those with mobility issues to navigate the busy pavement and have to occasionally walk in the busy road. Raised junction and freeing pavements from protruding shop fronts Clearing the street making it more pedestrian friendly, easier access for pushchairs and the elderly. Clearing the back alleys leading onto the parade would make them more secure, improved lighting for sense of security and safety	Alternative cycle access Traffic reduction and environmental improvements would increase the shopping experience for local community. Raised junctions at crossing Wheelchair access Cycle paths and access Alcohol and drug usage and anti-social behaviour
Economic Conditions affecting health	Opportunities for employment with the regeneration and building from the bordering boroughs.	

6. Recommendations

Through the identification and screening process, many potential positive impacts were identified and minimal negative impacts were identified in the above screening.

A further HIA which involved public engagement and consultation undertaken in conjunction with the final strategy to further explore the issues would be of great benefit to this project.

7. Conclusion

Overall the regeneration plan for Burnt Oak Town Centre is a positive and much need intervention into a community of deprivation and low socio economics. An updated tube station with art work and seating improved shop frontage on the Broadway and re location of the market could afford many possibilities for the local community.

A further HIA to inform the strategy would be of great benefit to the health and wellbeing of this community.

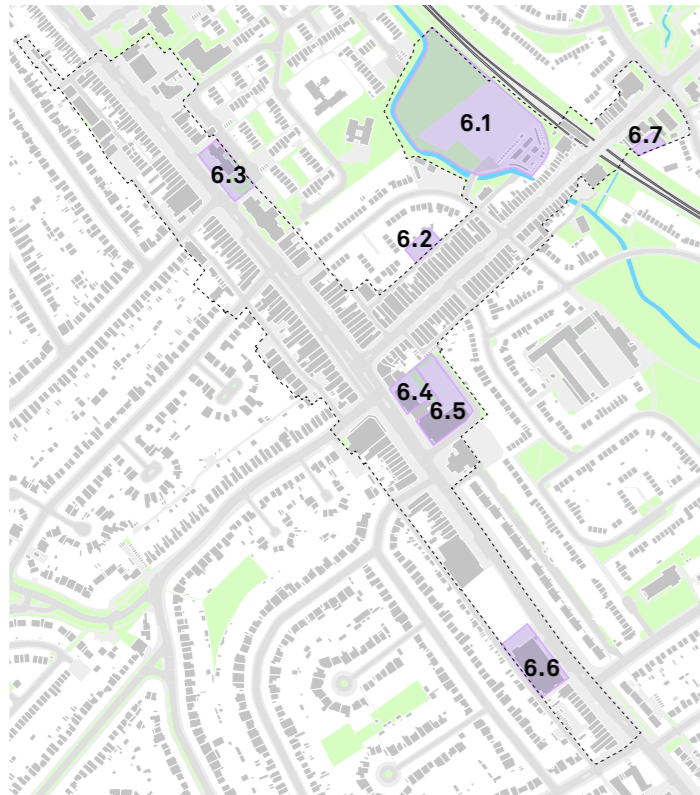
References

- 1 World Health Organisation (WHO) *Health Impact Assessment* <http://www.who.int/hia/en/> (accessed 15.2.16)
- 2 London Borough of Barnet (2015) *Barnet's Joint Strategic Needs Assessment*.
- 3 Barnet Insight Unit (2013) https://www.barnet.gov.uk/citizen-home/directories/Directories?_pecid=373ac375-9115-4d18-8a58-ce6098691e0a&directoryId=54e3854084ae7c2872585d58&directoryRecordId=54e3854184ae7c2872585d6b&view=true (accessed 16.2.16)
- 4 We Made That LLP (2015) *Burnt Oak Town Centre Strategy Draft*.
- 5 World Health Organisation (WHO) *Social Determinants of Health* http://www.who.int/social_determinants/en/ (accessed 18.2.16)







7.0 DEVELOPMENT SITES IN DETAIL

Relevant precedent schemes

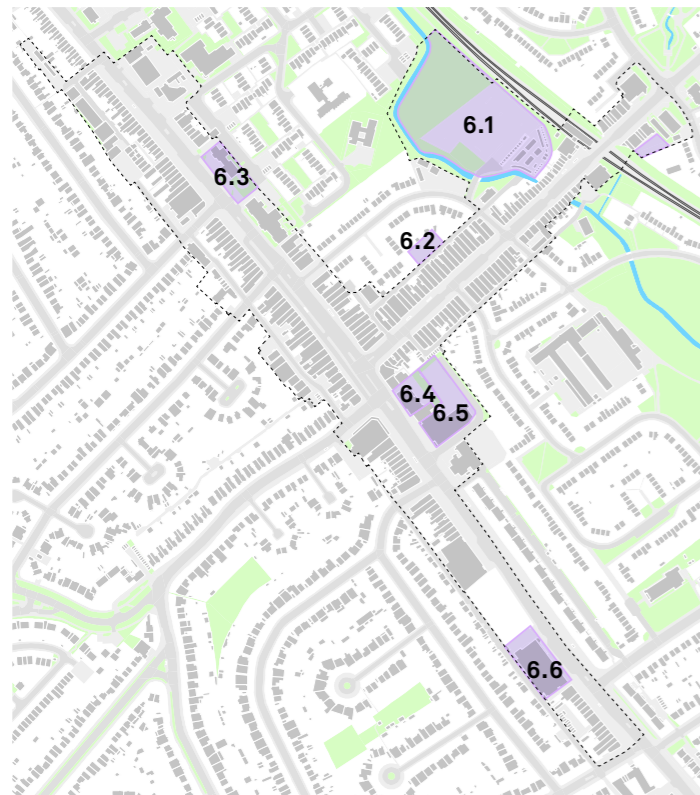
This section of the Burnt Oak Town Centre Approach provides additional advice in relation to identified development sites in the town centre, with a specific focus on the Watling Market Car Park site.





- KEY
- Development sites
 - Burnt Oak Town Centre Approach study area







DEVELOPMENT SITE	EXISTING PHOTO	PRECEDENTS	
6.1 Watling Market Car Park site		<p>John Jones Arts Building, Islington David Gallagher</p> <p>Mixed use development which includes dedicated facilities for bespoke framing company John Jones alongside student accommodation and affordable housing units. Facilities include design studios and workshops.</p>	
6.2 Back Lane site		<p>Church Walk, Hackney Mikhail Architects</p> <p>Small residential development on the back street behind shopping parade.</p>	
6.3 Register office site		<p>Brandon Street, Southwark Metaphorm</p> <p>Residential development located on a site which fronts onto Brandon Street, a small mixed residential and commercial street. Public realm fronting the development has been considered including precast concrete benches which line the front facade.</p>	

Precedent schemes
continued



KEY

-  Development sites
-  Burnt Oak Town Centre Approach study area

DEVELOPMENT SITE	EXISTING PHOTO	PRECEDENTS	
6.4 Redevelopment of The Bald Faced Stag		<p>Swan & Sugarloaf Hotel, Croydon</p> <p>Conversion of historic pub into supermarket on ground floor and residential above. Historic identity and signage retained, and commercial signage is sensitive to the building.</p>	
6.5 Tesco development site		<p>Church End, Brent Mae Architects</p> <p>Apartment block with commercial use on ground floor. Located on an existing car-park and adjacent to a popular market.</p>	
6.6 Opportunity to develop ex-bingo hall		<p>Open Youth Centre, Norwich Hudson Architects</p> <p>Redevelopment transforming a listed banking hall into a 24 hour support centre for young people. Includes areas for sports, socialising, studying and quiet areas.</p>	

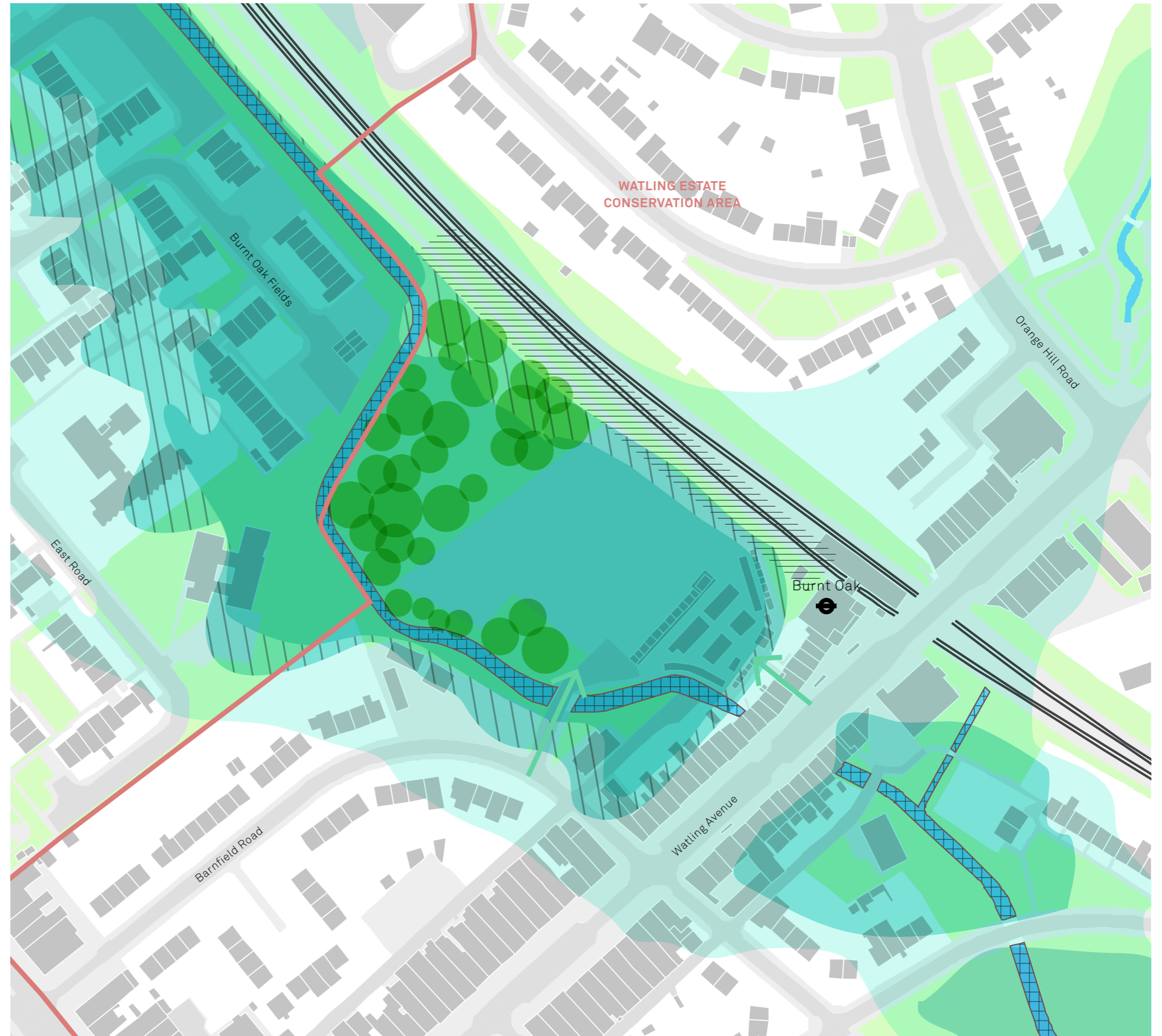
WATLING MARKET CAR PARK SITE

Constraints

The Watling Market Car Park site presents a number of challenges for development. Key constraints include its location within Watling Estate Conservation Area, the site being within Flood Zone 3 and issues with accessibility due to there currently being only a single access point from Barnfield Road.

KEY

-  Noise from railway
-  Silk stream in poor condition & inaccessible to public
-  Inaccessible shrub land
-  Existing restricted access points
-  Conservation area
-  Flood zone 3
-  Flood zone 2
-  Areas benefiting from flood defences



Existing condition



Entrance to site from high street along Watling Avenue



Entrance to site from Barnfield Road (north side)



Entrance to site from Barnfield Road (north side)



Car parking within site



Market entrance from steps leading to high street



Gates and boundary to previous Watling Market



Structure from previous market and flytipping

Development opportunity

The illustration opposite indicates some suggested principles for development. These include the introduction of an additional site access from Burnt Oak Fields to the north of the site. It is assumed that due to the site being within Flood Zone 3, that residential accommodation will not be acceptable at ground floor level.

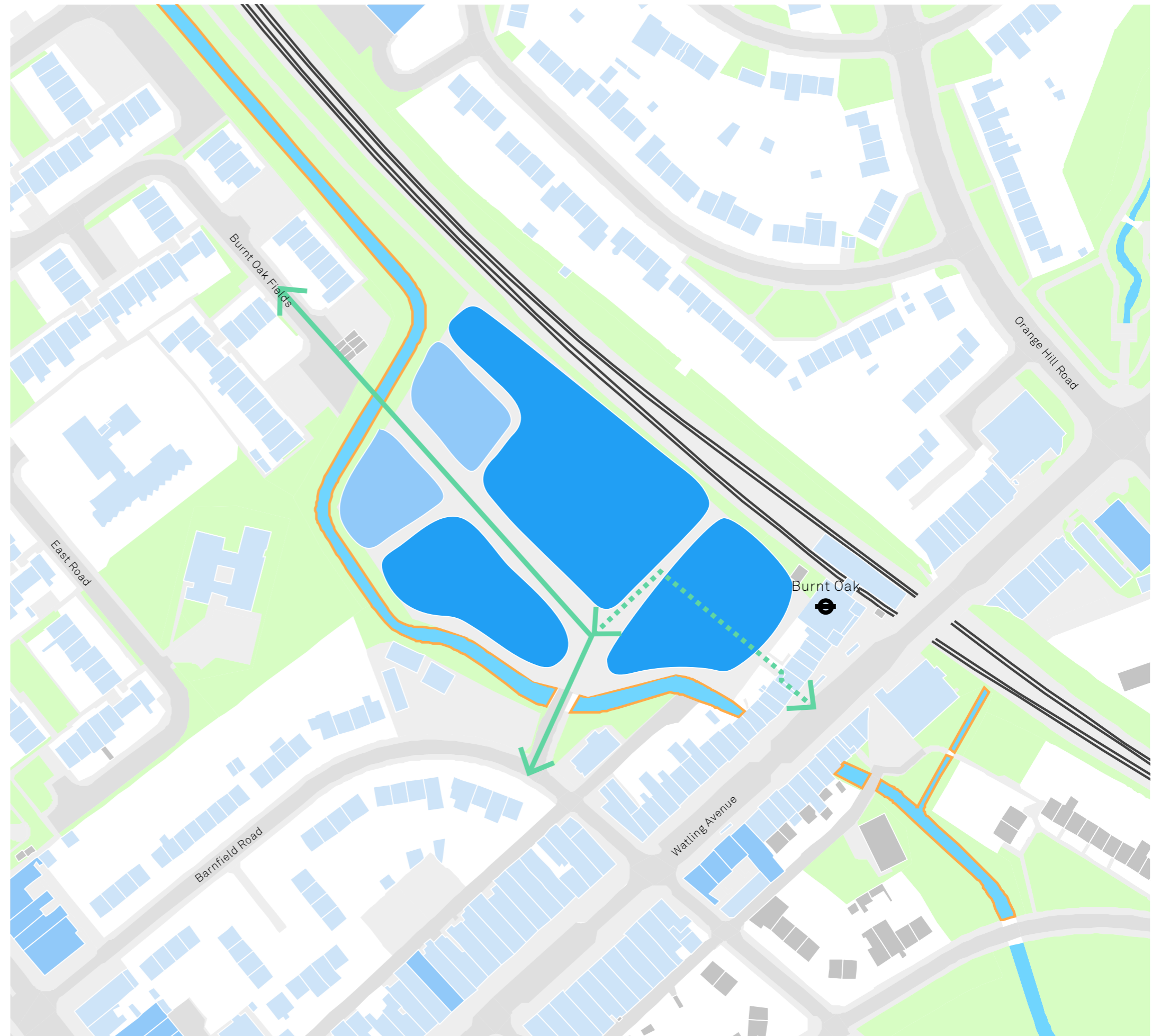
KEY

Proposed building heights

- 1-2 storeys
- 3-4 storeys
- 5-6 storeys

- Public link between northern residential area, new development and high street
- Restricted access to high street through proposed car park

- Investment into Silk Stream and surrounding public realm



Development layout options

The illustrative plans opposite and section overleaf indicate potential site layouts for development. Based on this early-stage, the development capacity of the site is estimated at 250-320 units.

KEY

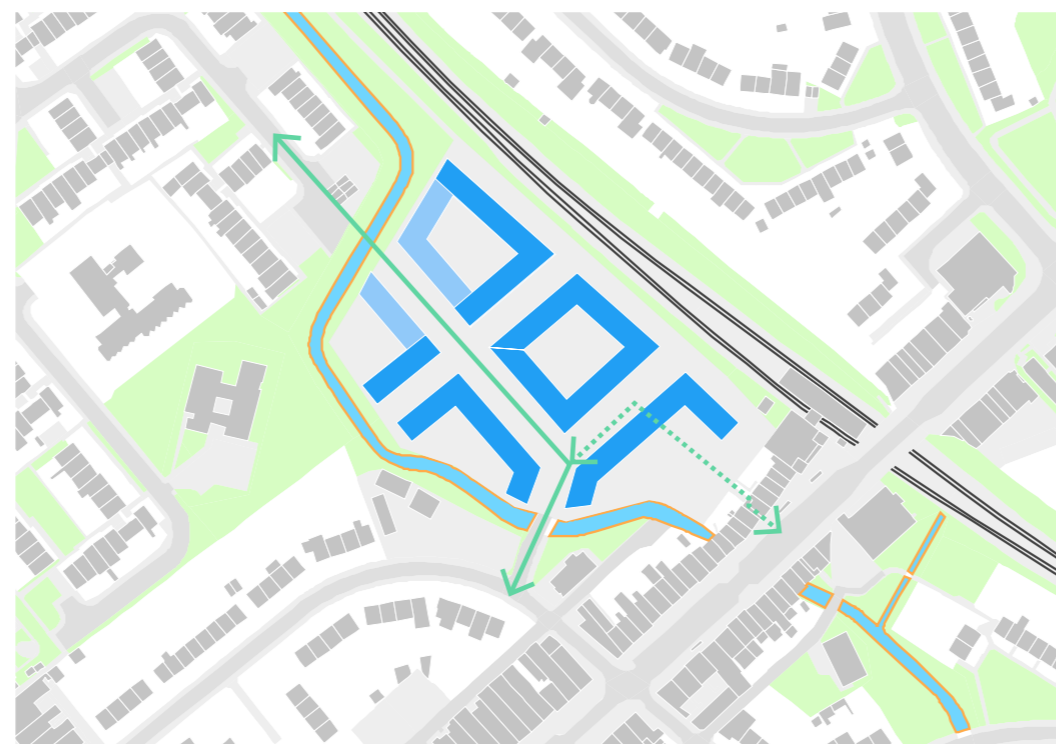
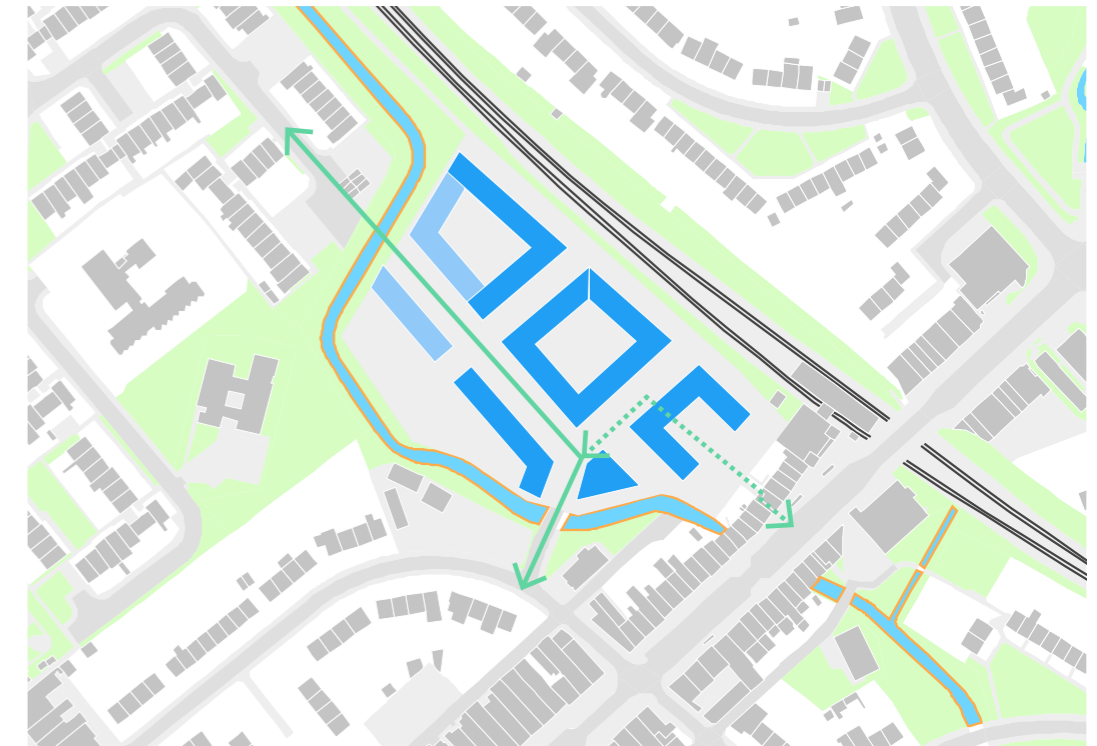
Proposed building heights

- 1-2 storeys
- 3-4 storeys
- 5-6 storeys

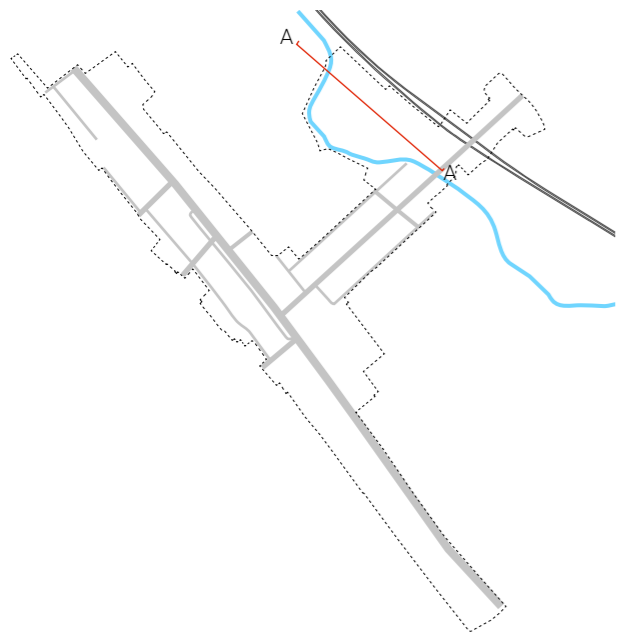
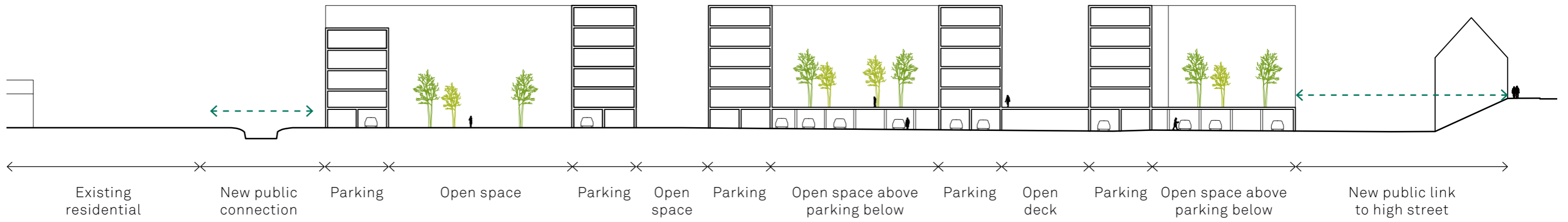
↔ Public link between northern residential area, new development and high street

↔ Restricted access to high street through proposed car park

Investment into Silk Stream and surrounding public realm



Indicative section



Precedent schemes



Adelaide Wharf
AHMM

Density: 342 dwellings per hectare
Setting: Urban
Built form: Predominantly 6 storeys
Details: 147 homes (50% affordable) mixed use, 650sqm workspace
Location: Regents Park Canal, LB Hackney



Bear Lane
Panter Hudspith

Density: 460 dwellings per hectare
Setting: Urban
Built form: up to 10 storeys
Details: 89 homes, 2,700sqm commercial use on ground floor
Location: Bankside, LB Southwark



Green Cascade
Atelier de la Passerelle

Density: 160 dwellings per hectare
Setting: Urban
Built form: up to 6 storeys, predominantly parking on ground floor
Details: 100 homes
Location: Lyon, France



Social Housing in Turo Del Sastre
Batlle & Roig Architects

Setting: Urban
Built form: up to 7 storeys
Details: 103 homes, parking on the ground floor
Location: Montgat, Spain

OBSERVATIONAL ANALYSIS

Rush hour
Burnt Oak Station



There is a steady flow of people walking towards the station from the high street throughout rush hour



There is also a steady flow of people walking towards the station from the Watling Estate, many with young children on school run



A woman pauses on the raised kerb whilst traffic passes by



A number of people use the bus stop as a drop off point for users of the station



Large groups of school children gather outside the underground station to catch the bus towards Edgware



Two friends stop to chat at the crossing on the bridge



A man cycles into the station forecourt and dismounts after cycling along the pavement



A number of cars use Watling Avenue to pause or turn around, particularly at the station



Another man mounts the pavement to cycle towards the Watling Estate



A number of pedestrians informally cross the road to reach the station and the bus stop

Watling Avenue & Market
Weekday, off peak



A woman stands in the carriageway waiting to cross the road



A woman pushing a pram struggles whilst walking through Market Lane owing to a lack of pavement and cars travelling through a narrow space



A woman uses a side street to temporarily park her car and load it with shopping



A shop worker retrieves produce from a shed adjacent to his shop on the high street



There are rarely pedestrians travelling through the northern section of Market Lane which is primarily occupied by parked vehicles and bins



Crowds waiting at the bus stop extend into the footway



A family walk down Gaskarth Road to reach the high street on the school run



Groups and individuals are regularly seen walking down Back Lane from the high street and gathering in the corner

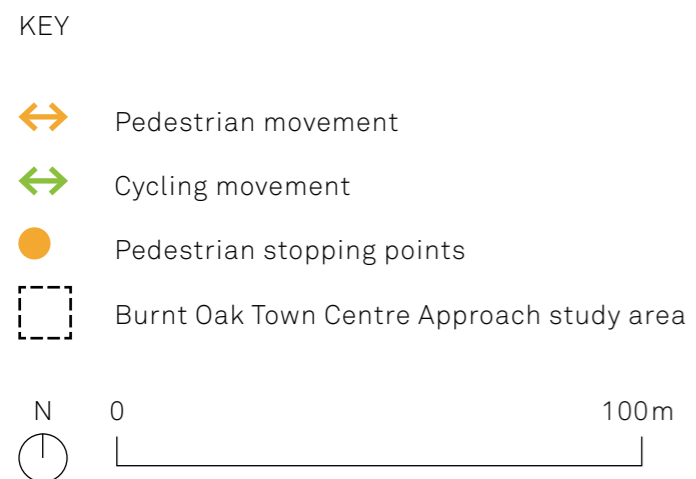


A man cuts through Back Lane despite there being a lack of pavement and a large quantity of vehicles

Watling Avenue & Market Weekday, off peak

Watling Avenue has a consistent flow of people throughout the day. People are often spotted stopping to have a chat with friends in this area. Pedestrians often informally cross Watling Avenue, particularly at the junction with Barnfield Road.

The side streets are often used by people travelling to residential areas and the primary school behind the high street. A few pedestrians travel through the southern edges of Market Lane and Back Lane to access the back street shops, but the streets parallel to Watling Avenue are rarely occupied. Watling Market and the surrounding area also feels isolated with only a few people walking to and from the adjacent car park.



Burnt Oak Broadway Centre
Weekday, off peak



Products displayed along the forecourts can make the footway narrow at times in this area



Two friends stop to chat where the footway is wider



Pedestrians choose to walk along both the central median and the quieter road in between where there is more space



The majority of pedestrians use the formal crossings to cross Burnt Oak Broadway



Two friends stop to chat at the crossing whilst shoppers observe products on the shop forecourt



A man uses the road and the part of the footway to display his produce



Pedestrians choose to walk along both the central median and the quieter road in between where there is more space



The majority of pedestrians use the formal crossings to cross Burnt Oak Broadway

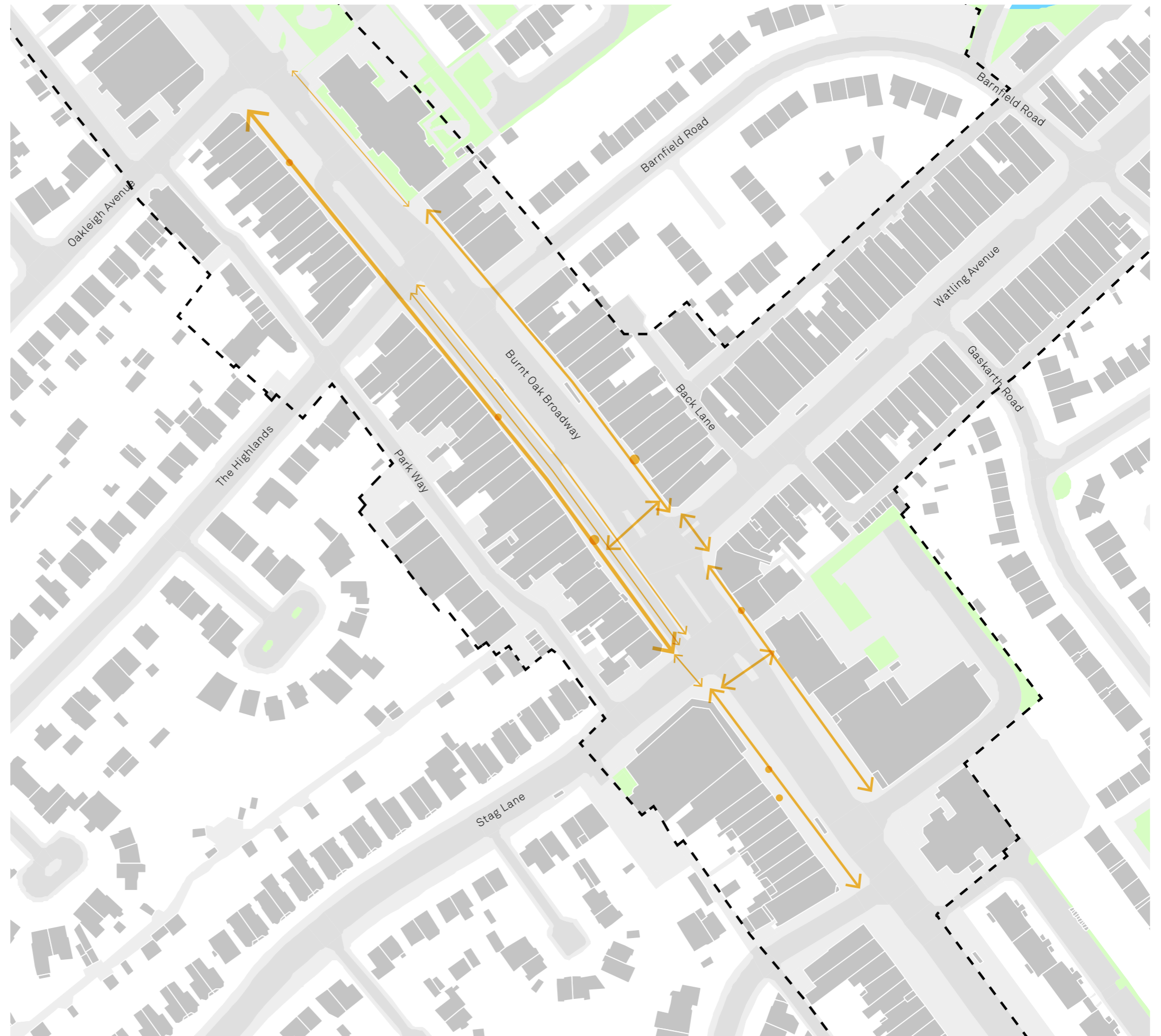


Two women with a pram struggle to manoeuvre around the guard railing around the pedestrian crossing





Burnt Oak Broadway Centre Weekday, off peak

Burnt Oak Broadway has a consistent flow of people throughout the day. People are often spotted stopping to have a chat with friends in this area. The central median and road in between is used by pedestrians particularly where the footway adjacent to the shops is narrow.

The majority of pedestrians use the formal crossings to cross Burnt Oak Broadway.



KEY

-  Pedestrian movement
-  Cycling movement
-  Pedestrian stopping points
-  Burnt Oak Town Centre Approach study area



HOT SPOT 1:
COMMUNITY
CLUSTER

Existing site photos

Clockwise left to right: Crossing connecting Watling Park to the International Gospel Church; crossing connecting Watling Park to Burnt Oak Library; forecourt of Burnt Oak Library; forecourt and blank wall of Burnt Oak Library



In summary

Of the possible 260 businesses in the area, 200 businesses in Burnt Oak were invited to participate in a business survey in August/September 2015. The majority declined to participate or were unable to locate the owner of the business in time to complete the survey.

The following conclusions were made from the survey:

- The majority of participating businesses are expecting turnover to increase or remain stable in the next twelve months.

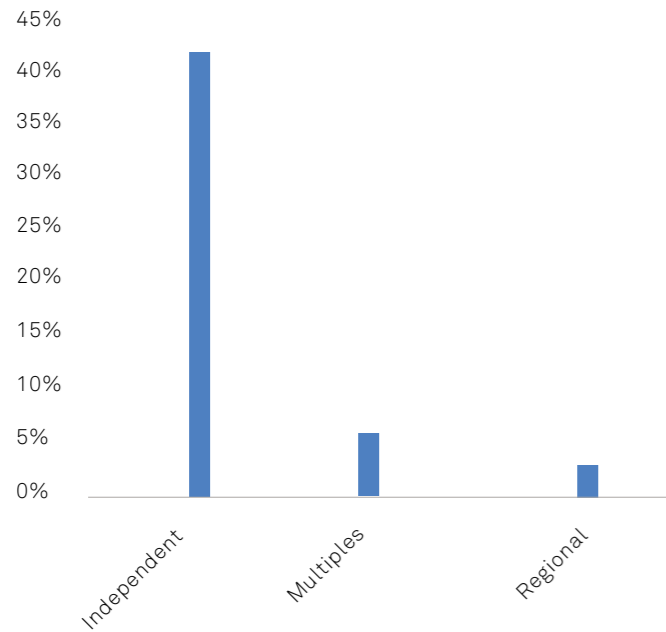


Fig. 1 Classification of businesses interviewed

- A large portion of businesses are independent and are micro in size, employing 5 or fewer full time employees

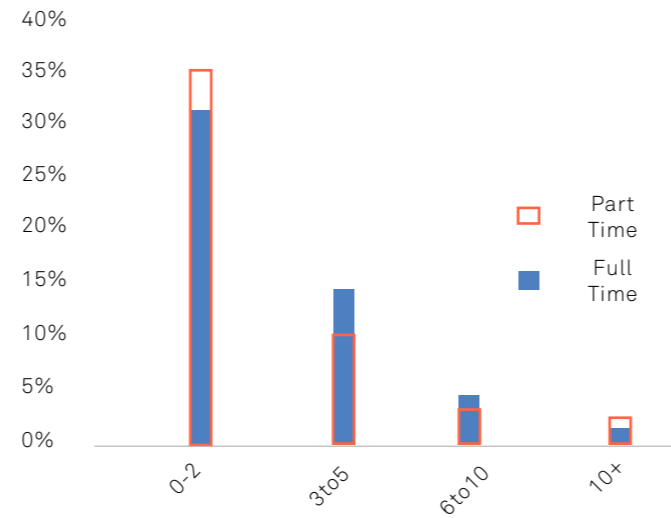


Fig. 2. Number of employees

- Most have been trading in Burnt Oak for over 10 years, 11 have been trading in town for 1-5 years and just 2 have been trading less than 1 year.

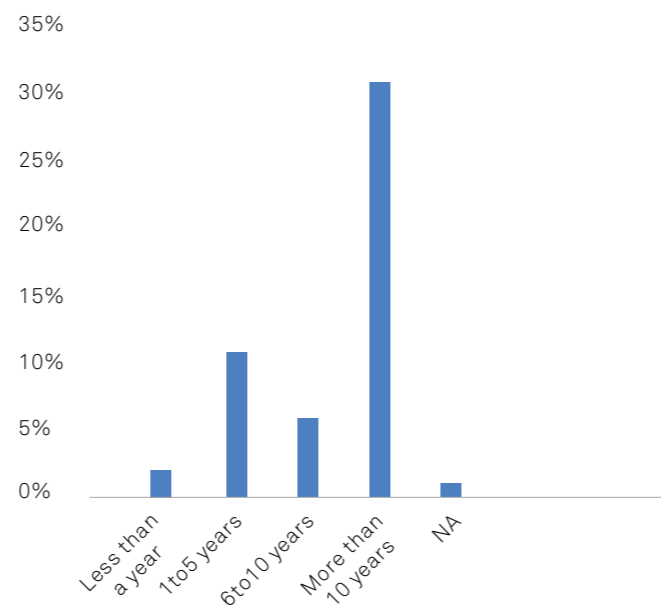


Fig. 3 Length of time businesses have been trading in Burnt Oak

- Businesses in Burnt Oak seem capable of diversifying their services to meet the ever-changing needs of the local demographic; they do run the risk of alienating some cultures, particularly white British and European shoppers.
- Businesses need support to help them adapt to local demographic changes without alienating any customer segment. They need marketing support to help them diversify and expand their product ranges to close the gaps in provision and prevent shopper migration to other towns.
- The appearance of neglected businesses and the public realm is providing a negative perception of Burnt Oak and effecting business growth.

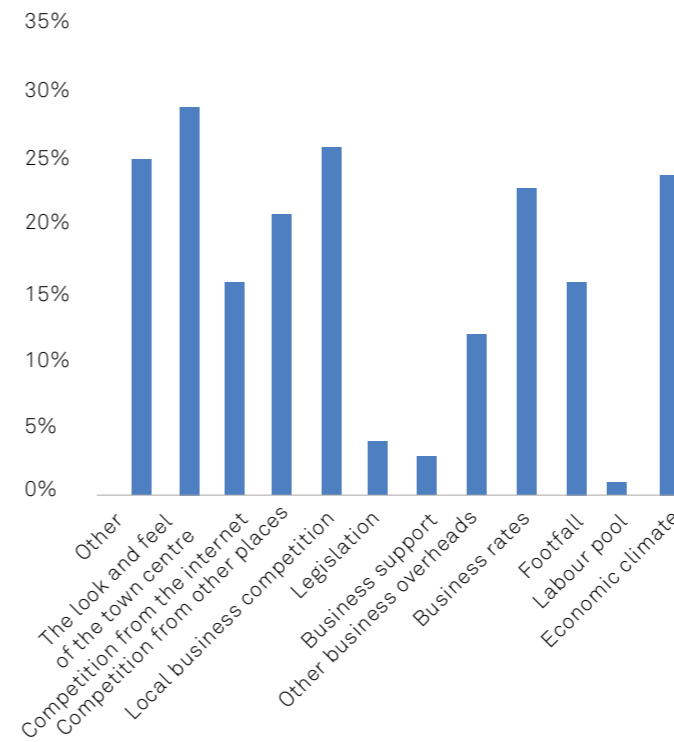


Fig. 4 Factors attributing to decline in turnover

- Local authority powers do not appear to be implemented to control business hygiene, health and safety, pavement-display methods, advertising, parking enforcement and fly tipping. Respondents felt there was a lack of business regulation which enabled new businesses to 'do what they want, when they want'.
- The majority of businesses are able to find staff by filling vacant positions informally using word of mouth or posters in shop windows. Some businesses find it difficult to find the right staff and need support to do this, mainly owing to applicants lacking the skills required
- Over 25 businesses felt that competition from other businesses and competition from other towns and shopping centres had affected their turnover. There were reports that some businesses changed their business model totally according to current trends. They look around to see who is doing well in the town and then copy their business model.

- Businesses need more information about the benefits of recruiting apprentices; they will require ongoing support if they recruit an apprentice to ensure that the apprentice receives the necessary professional development to secure a full time job at the end of their programme.
- The majority of businesses are not interested in forming a Burnt Oak Traders Association, they receive support from family, friends, online and from professional organisations. They would however participate in 1-2-1 business support sessions and online training sessions.

The complete report is provided in the appendix section of this document

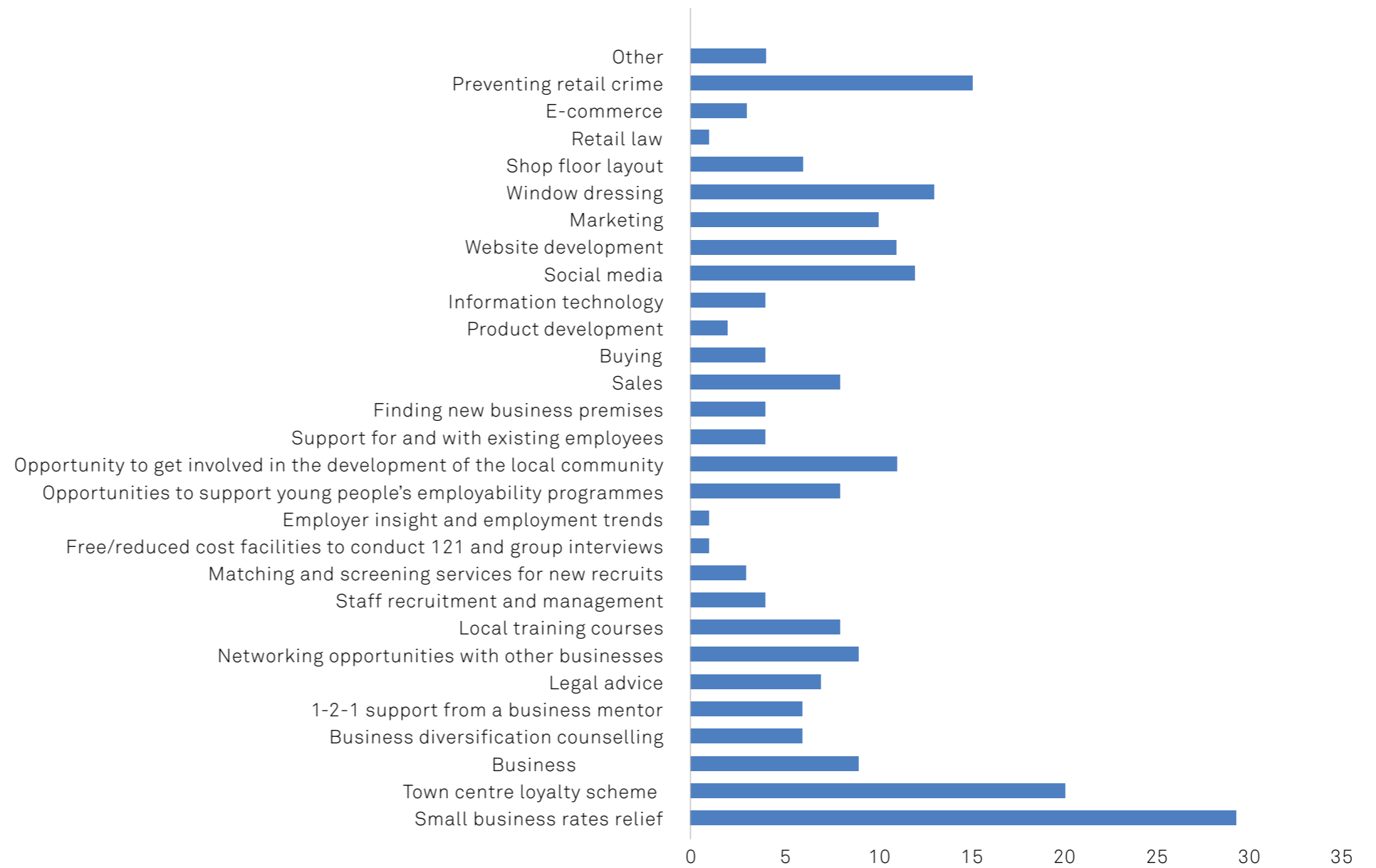


Fig. 5 Which of the following business support options would you like to hear more about?

TOWN CENTRE SURVEY

In summary

A shopper's survey was designed by Retail Revival and Barnet council to understand the views and shopping habits of visitors to Burnt Oak High Street. Every person walking past the interviewers, located at four central points of the high street, was invited to participate in the survey. Below summarises the views of the first 100 people that agreed to participate in the survey.

- The majority of people interviewed for this survey were using Burnt Oak for convenience shopping, work or for another reason that included taking children to school or catching public transport out of the town. They were frequent visitors, spending less than two hours and £20 in the town per visit.

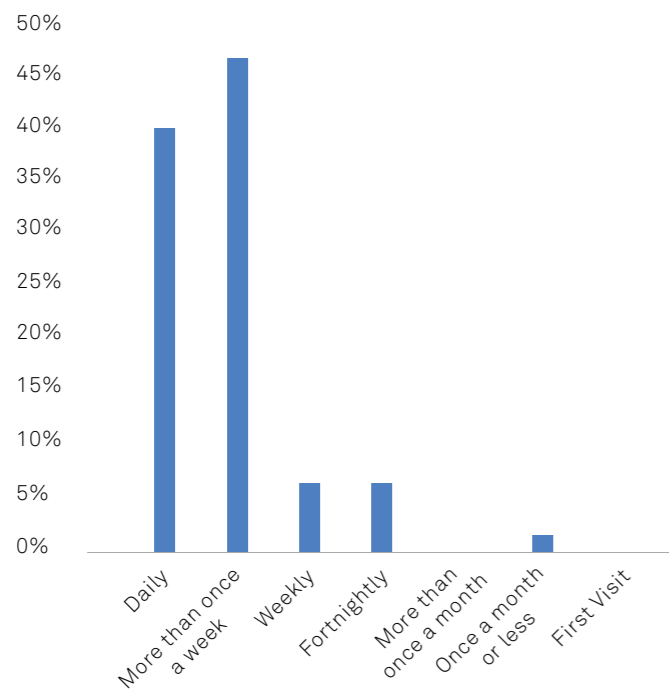


Fig. 6 How often do you visit the town centre?

- The majority of respondents were not spending long in the town centre, most were visiting Burnt Oak for less than an hour (43%) and less than two hours (37%).

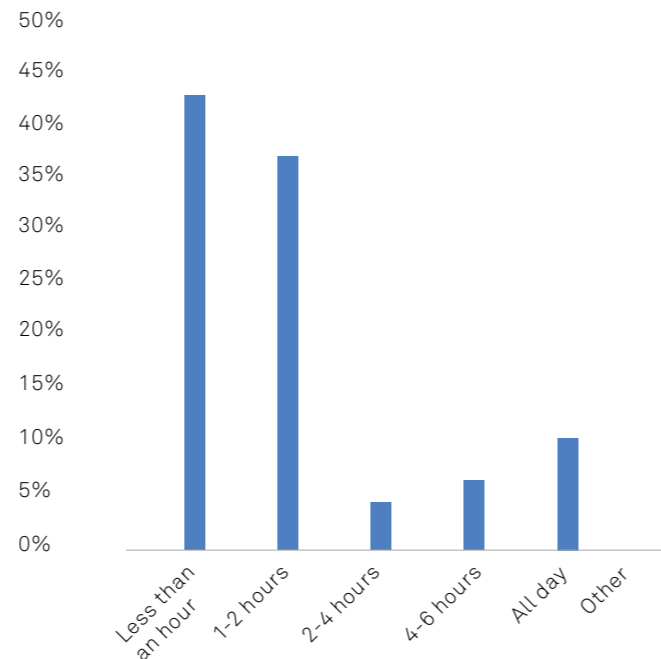


Fig. 7 How long did you spend in the town centre today?

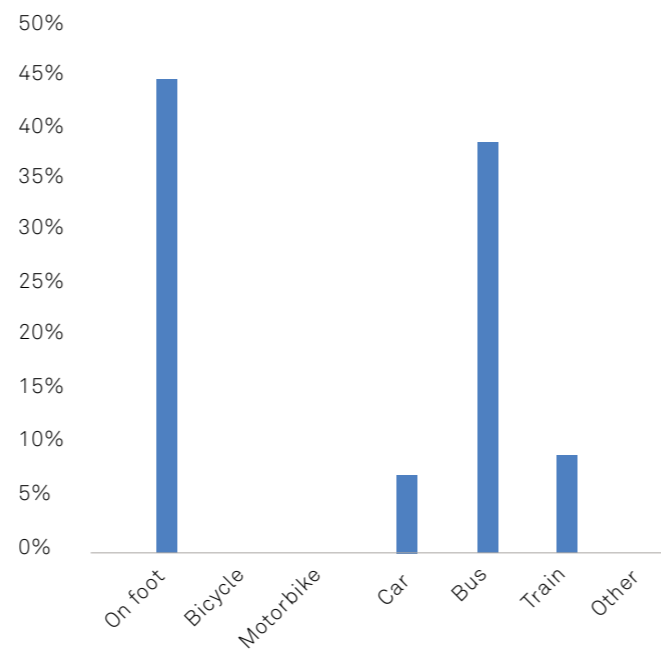


Fig. 8 How did you travel to the town centre?

- The majority of respondents lived in Burnt Oak, they had used public transport or walked to town. They enjoyed the ease of walking around the town and the transport links.
- 79% of respondents felt that the cleanliness of Burnt Oak was poor or very poor. In particular people disliked the cages on the shop fronts, goods spilling onto the pavements from shops, litter, urine in the streets and in the gateway to the market place and spit on the pavements.

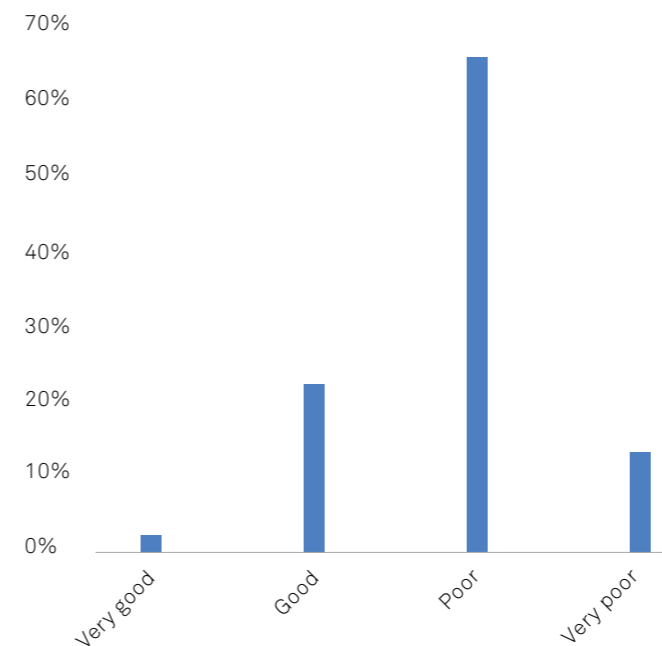


Fig. 9 How do you rate the cleanliness of the town centre?

- Many people were disparaging about the market and the leisure and cultural activities particularly those for children and younger adults.

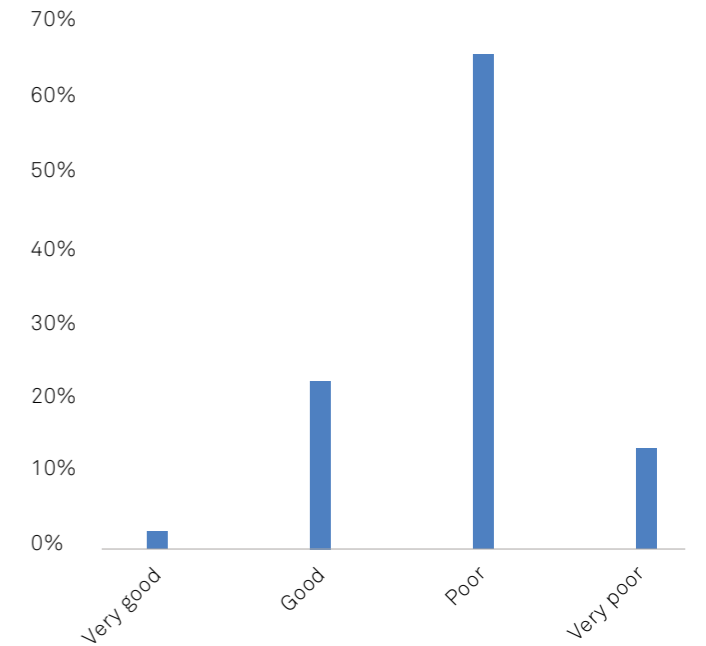


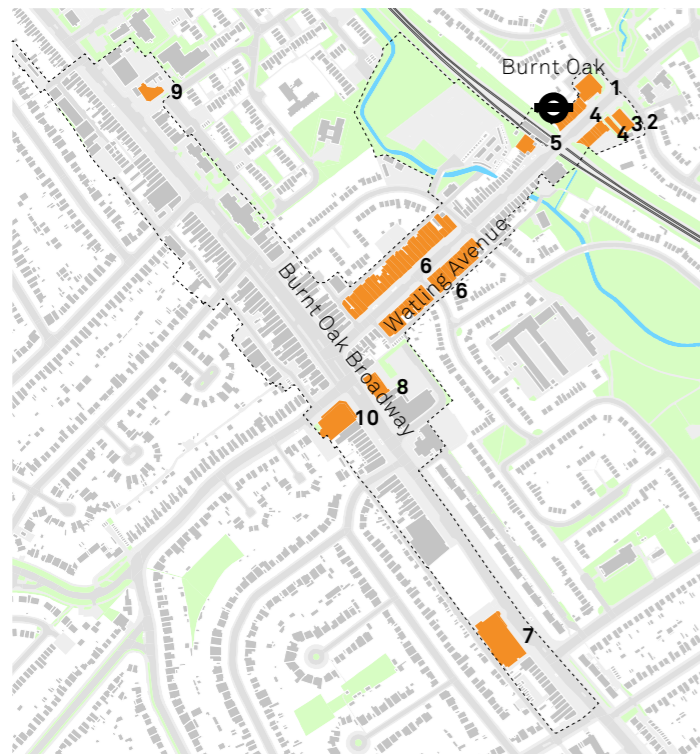
Fig. 10 How do you rate the cultural and leisure facilities?

- There was a desire for the area to become cleaner, safer, more family orientated with a greater variety of shopping, entertainment and cultural facilities.

The complete report is provided in the appendix section of this document.











LANDMARK AUDIT

Burnt Oak has an array of landmarks that significantly contribute to the town centre, either architecturally and/or by providing community uses. However, there are a number of variable issues that prevent these assets from achieving their full potential including their physical state, environment and current use. The table opposite summarises an audit of the landmarks.



KEY

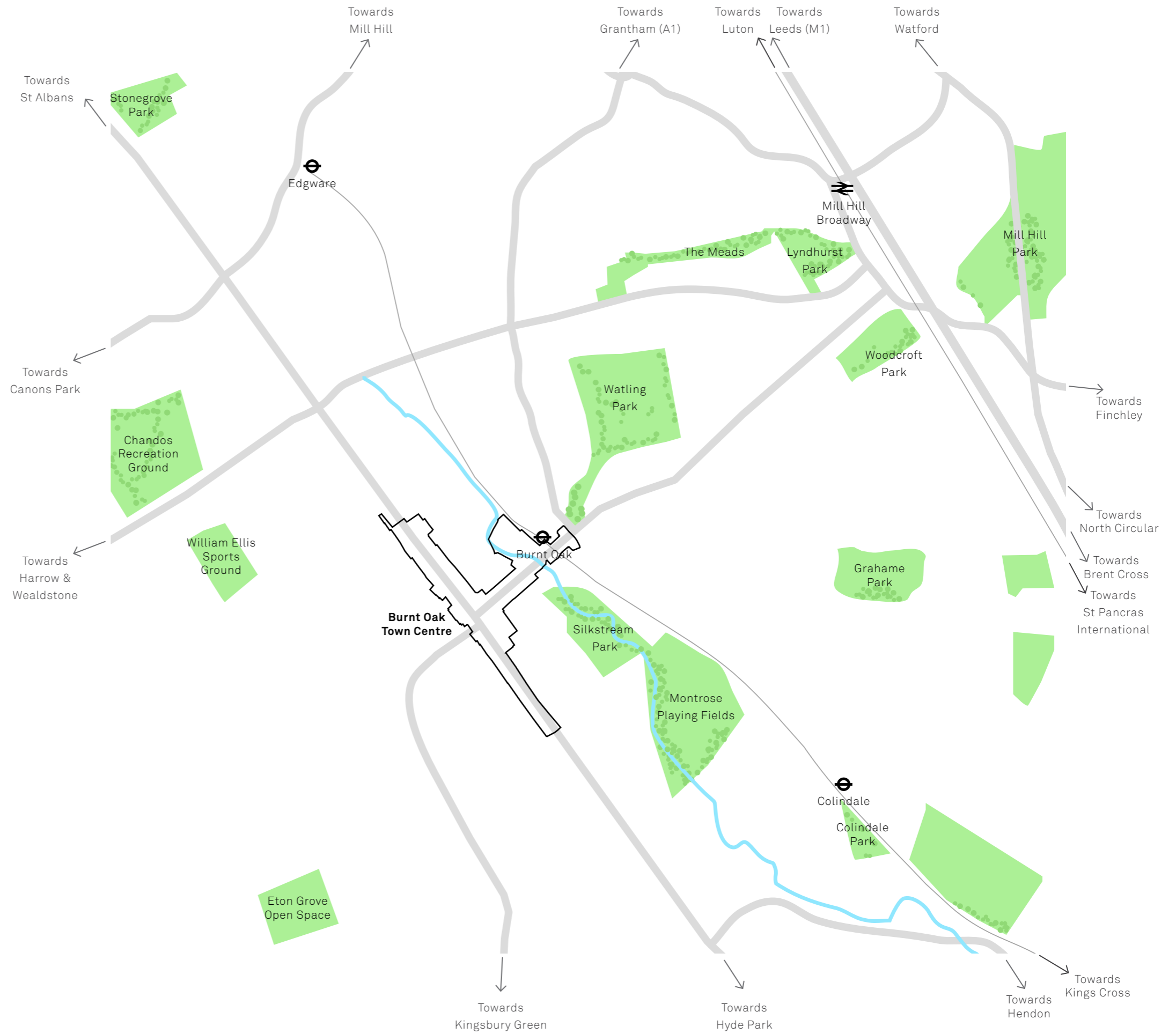
- Landmarks
- Burnt Oak Town Centre Approach study area

BUILDING		VACANT	DILAPIDATED	PLANNING INFRINGEMENT	POOR PUBLIC REALM
1. Burnt Oak Library					●
2. International Gospel Church					●
3. Love Burnt Oak					●
4. Silkstream Parade			●	●	
5. Burnt Oak Station					●
6. Watling Avenue shops				●	●
7. Old Bingo Hall		●	●		●
8. The Bald Faced Stag		●	●		●
9. The Lansdowne		●	●		
10. Peacocks					●






BURNT OAK IN CONTEXT

Burnt Oak town centre forms part of a key strategic link between outer and central London along the Edgware Road. It is also in close proximity to the M1 which connects London to cities in the north.

The introduction of the Northern Line at Burnt Oak was key to its development in the 1930's. The Watling Estate which was completed in 1931, was a catalyst for the development of the main shopping parade along Watling Avenue.



KEY








-  Burnt Oak Town Centre Approach study area
-  Open space
-  Waterways
-  Road network
-  Railway network



TOWN CENTRE BOUNDARY

Due to its cross-boundary nature, LB Barnet, LB Brent and LB Harrow each provide their own boundary for the part of Burnt Oak town centre that sits within their respective borough boundary.

KEY

-  District Centre boundary (LB Barnet)
-  District Centre boundary (LB Brent)
-  District Centre boundary (LB Harrow)
-  Borough boundaries
-  Primary frontage
-  Secondary frontage
-  Burnt Oak Town Centre Approach study area



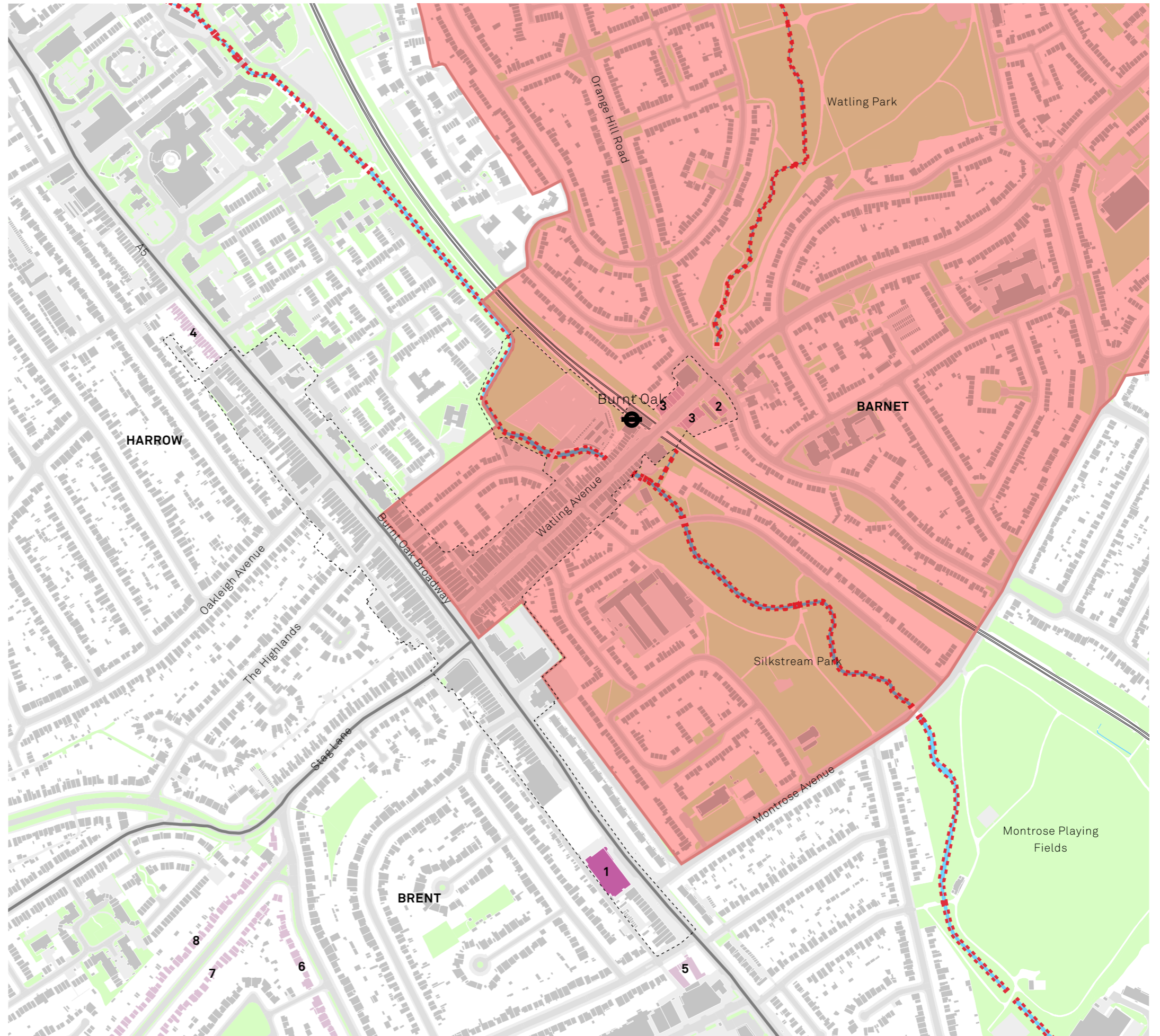
CONSERVATION AREAS & LISTED BUILDINGS

A significant part of Burnt Oak's centre sits within the Watling Estate Conservation Area. The only listed building within the boundary and surrounding area is a Grade II listed building, previously used for Mecca Bingo on Burnt Oak Broadway. It was originally built as a cinema in 1936 and currently sits vacant. The Silkstream Parade, a small row of shops located next to the library are locally listed.

Despite the Silkstream River being a site of borough importance for nature conservation its overall ecological status has been classified as moderate and needs to improve to "good" by 2027. The chemical and biological quality of the Silk Stream also declined to poor by 2006.

KEY

- Watling Estate conservation area
 - Listed buildings
 - 1. Ex-Mecca Bingo hall (Grade II)
 - Locally listed buildings
 - 2. International Gospel Church
 - 3. 1-19 Silkstream Parade
 - 4. 197-237 Burnt Oak Broadway
 - 5. Symal House
 - 6. 78-150 Stag Lane
 - 7. 1-75 Holyrood Gardens
 - 8. 2-92 Holyrood Gardens
 - Site of Borough importance for nature conservation
 - Borough boundaries
 - Burnt Oak Town Centre Approach study area
- N 0 200m



COMMUNITY & LEISURE

A range of community and leisure facilities are sited within the town centre and just beyond its boundary.

KEY

■ **Community & Health**

- 1. Edware Community Hospital
- 2. Oak Lodge Medical Centre
- 3. North Road Community Centre
- 4. Sangam Community Centre
- 5. Merrivale Day Centre
- 6. Child Guidance Centre
- 7. Salvation Army Hall
- 8. Woodcroft Medical Centre
- 9. Love Burnt Oak
- 10. St Alphege Church Hall
- 11. International Gospel Church Hall

■ **Leisure**

- 12. Burnt Oak Library
- 13. Multi-use Community Hall
- 14. Burnt Oak Leisure Centre
- 15. Arch North Climbing Centre
- 16. Minotaur Thai Boxing Gym

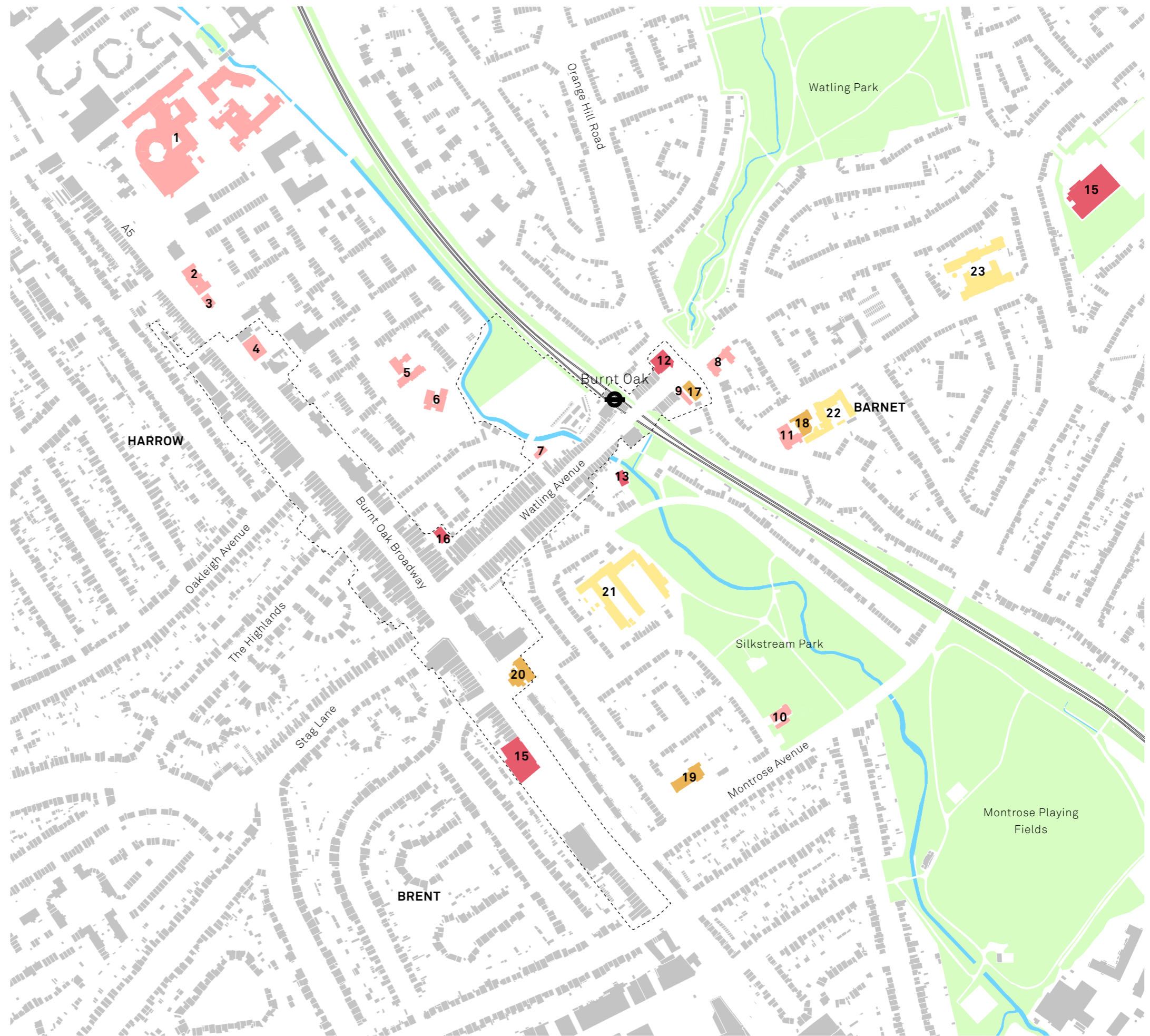
■ **Place of worship**

- 17. International Gospel Church
- 18. Church of the Annunciation
- 19. St Alphege Church
- 20. The Father's House International Church

■ **Schools**

- 21. Barnfield Primary School
- 22. The Annunciation RC Infant School
- 23. Goldbeaters Primary School

Burnt Oak Town Centre Approach study area



LAND USE

Land use mapping shows a relative lack of diversity in the town centre offer. There is a strong predominance of A1 retail over other A-type use classes such as cafés and restaurants.

KEY

- A1 Retail
- A2 Estate Agents, banks etc.
- A3 Cafe / restaurants
- A4 Drinking establishments
- A5 Takeaways
- B1 Business
- C2 Residential institution
- C3 Residential
- D1 Education
- D1 Leisure
- D1 Community
- D1 Places of Worship
- D1 Health
- Sui Generis
- Vacant
- Burnt Oak Town Centre Approach study area

Uses shown are indicative and observed only. These may not be the use as defined within the Town & Country Planning (Use Classes) Order 1987.



REPORTED CRIME
6 MONTHS TO
SEPT 2015

This map showing crime over a 6 month period clearly highlights the geographical focus of crime in the area as being back alleys and the area around Tesco. (Source - <https://www.police.uk/metropolitan/E05000044/crime/>)

KEY

- Violence & sexual offences
- Shoplifting
- Bicycle theft
- Criminal damage & arson
- Anti social behaviour
- Drugs
- Public order
- Robbery
- Burglary
- Possession of weapons
- Theft from person
- Vehicle Crime
- Other theft
- Other crime

Burnt Oak Town Centre Approach study area





XXXXXXXXXXXXXXXXXXXX
WE MADE THAT
XXXXXXXXXXXXXXXXXXXX

FINCHLEY CENTRAL TOWN CENTRE STRATEGY
NOVEMBER 2017

CONTENTS

1.0 executive summary p3

2.0 introduction p5

About the project
About this design team
About Finchley Central & Finchley Church End
About the methodology

3.0 Appraisal p6

Summary of appraisal findings
Local demographic
Retail report
Observational analysis

4.0 engagement summary p10

5.0 Town centre Plan Vision p11

Guiding principles
Establish civic spaces
Support vital employment clusters
Ease pedestrian and cycling movement
Identify development growth opportunities
Improve gateways through development
Making the most of heritage assets
Encourage an inclusive town centre
Discover local perception and identity

6.0 finchley first steps p46

1.0

EXECUTIVE SUMMARY



Aims for the Finchley Church End Town Centre Strategy

The London Borough of Barnet have commissioned a Town Centre Strategy and proposals for improvements to Finchley Church End, also known as Finchley Central.

The main aims of the project are to:

- give Finchley Church End a new sense of place and clearer identity, where businesses, residents and the wider community can come together and thrive
- support for businesses and entrepreneurs, including creating new business space and pop-up shops and delivering steps to grow the evening economy
- guide future development sites that reflect the needs of the local population
- guide infrastructure investments required along the high street to improve conditions for pedestrians and cyclists
- consider the role of high streets in meeting the needs of an ageing and diverse population

Finchley Church End now

Finchley Church End town centre is located within LB Barnet and is more familiarly known as 'Finchley Central' owing to the name of the tube station. This

connects the town centre to central London via the Northern Line. Finchley is well-connected and has excellent transport links, it accommodates a steady flow of commuters and travellers.

Historically the main high street, Ballards Lane, was developed to form a key connecting route between Marylebone and North Finchley. The town centre is still predominantly a linear high street which currently lacks an obvious 'centre'.

The town centre is made up of a number of distinct elements including a linear high street, significant clusters of office space, and a conservation area. Finchley Church End Conservation Area is located in the southern end of the town centre. This area has a distinct character, primarily owing to the number of heritage assets located there.

Finchley Church End town centre has an affluent local demographic, yet the town centre is currently failing to serve its local population. Neighbouring centres such as Muswell Hill, North Finchley and Temple Fortune are commonly referred to as preferred town centres over Finchley Church End.

Urban appraisal

The design team carried out a number of technical studies and on-site appraisals to identify issues and opportunities within Finchley Church End town centre. This evidence base provided key information about local demographics, community assets and local policy which affects current and future development of the area. In-depth observations revealed how people currently use the town centre including pedestrian, cycle and vehicular movement, along with other social activity on the street.

Business audits and surveys

The project team also conducted a number of surveys and audits to identify the barriers to economic growth facing businesses in Finchley Church End. The surveys included a mystery shopping report, a business survey, and a retail audit with businesses along the high street. An analysis of

Census and Cameo data provided an overview of the local demographic and an idea of local income and lifestyle. This indicated what this specific demographic would want in their local town centre.

Guiding principles

In response to the evidence base the team identified eight guiding principles which provided focus and structure for the proposals as they were developed. The guiding principles are as follows:

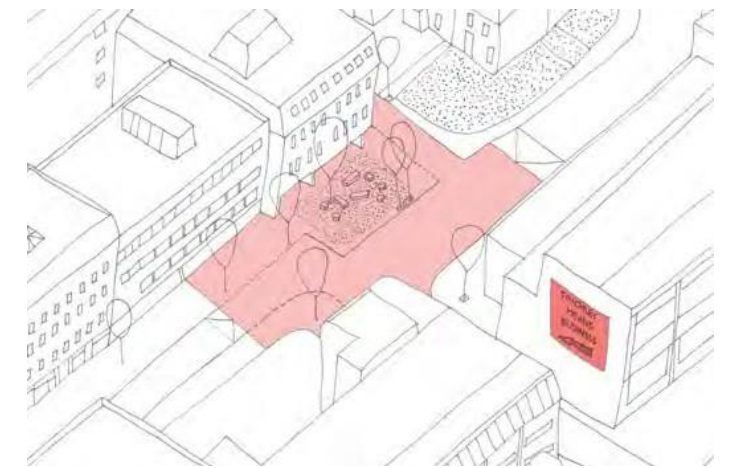
- Establish civic spaces
- Support vital employment clusters
- Ease pedestrian & cycling movement
- Identify development growth opportunities
- Improve gateways through development
- Making the most of heritage assets
- Encourage an inclusive town centre
- Promote local perception & identity

Establish civic spaces

The high street boasts significantly wide footways and is bookended by two green spaces - Church End Gardens and Victoria Park. However currently the public realm is poor and these spaces are currently under utilised. There is also an opportunity to establish public spaces at the core of the high street, introduce activities such as markets, and improve the existing green spaces, to encourage people to dwell.



Introducing a new 'public square' on the high street



Enhancing public realm in employment areas

The relocation of Church End Library offers an opportunity to re-establish it as a community hub. Conversations with local residents have identified this as a need locally.

Support vital employment clusters

Finchley Church End is a key employment hub for the borough, and should continue to perform this role. The appraisal process has revealed that a significant proportion of this floor space is being lost through permitted development conversion of office space to residential uses. The strategy will seek to protect employment space within the town centre, whilst also improving the public environment for office workers and visiting clients.

An Article 4 direction would restrict the number of future residential conversions, particularly where employment space is well used and vulnerable. The two key employment clusters, Popes Drive and Regents Office Park, are highlighted as areas where focused public realm improvements should be implemented to create pleasant spaces where office workers can spend time on their breaks.

Ease pedestrian & cycling movement

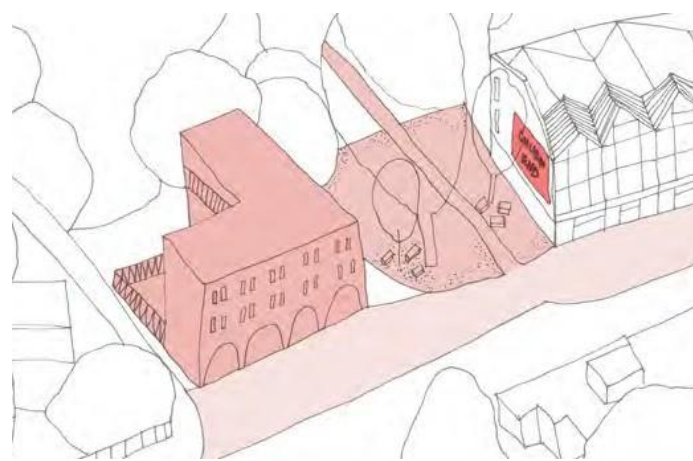
The town centre is currently traffic dominated, and often provides an unfriendly environment for

pedestrians and cyclists. The strategy recommends a review of busy junctions, and a rebalancing of the road to reduce vehicle dominance. Proposal options focus upon the junction between Ballards Lane, Nether Street and Chaville Way, and the junction between Hendon Lane and Regents Park Road. Another focus for the proposals is the railway bridge, which currently creates an awkward 'pinch point' within the town centre. The strategy presents a set of options for reconfiguring the bridge to address this issue. The introduction of cycle lanes is also considered within these options which would connect Ballards Lane to a wider cycling network including neighbouring towns such as Colindale.

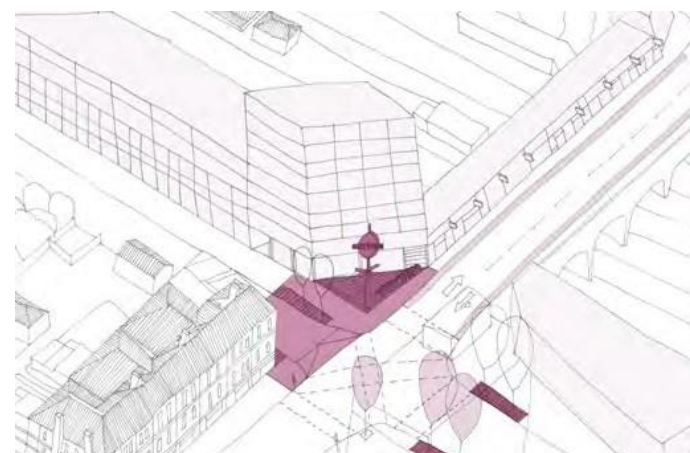
Identify development growth opportunities

As part of the implementation of Barnet's Local Plan, the *Finchley Church End Town Centre Strategy* published in 2012 identified opportunity sites, of which a number have subsequently been developed. This strategy supports the previously identified opportunity sites which are awaiting development, along with further growth opportunities.

The town centre consists of a range of typologies and buildings heights. This offers up potential opportunities for infill development, something which is already underway in the town centre. The strategy identifies where this infill development may occur. A key opportunity site is Finchley Central station and its adjacent car park.



Guidance for development on library site



Guidance for station gateway improvements

Currently the location of the station which is set back from the high street is problematic for pedestrian access. The strategy provides guidance for the development of this site taking into consideration the realignment of the junction and the bridge, and potential relocation of the station building to the high street.

The services within the existing library on Hendon Lane are soon to be transferred into the new Gateway House development, providing another development opportunity within the town centre. The strategy provides guidance for the library site, taking into consideration the Conservation Area, the existing grain and density of the high street and the adjacent relationship with Church End Gardens.

Improve gateways through development

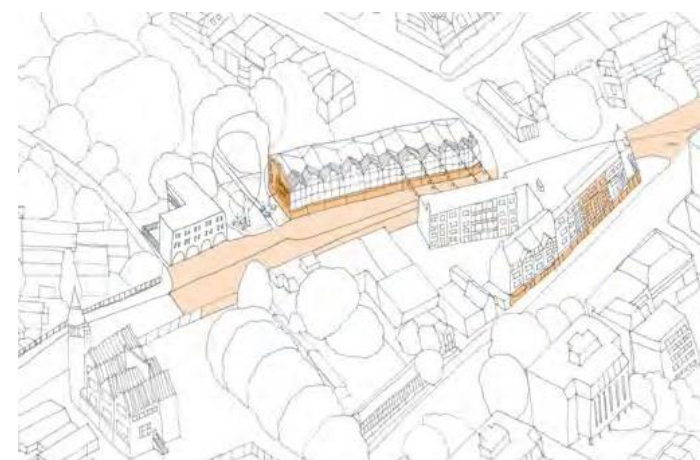
The two station gateway points into the town centre are poor, unfriendly environments for people arriving into the area. The strategy explores how forthcoming development can help to address this issue along with further public realm improvements.

The proposals take into consideration the strategy's guidance for development options of the station, along with realignments of the junction, to develop complementary public realm enhancements. These include a forecourt area for the station, gateway signage, and a continuous crossing over Chaville Way.

Making the most of heritage assets

Finchley Church End Conservation Area contains a wealth of heritage assets, concentrated within the southern part of the high street. The strategy will seek to enhance these assets, by proposing high quality public realm improvements and reaffirming the historical identity of the area.

The strategy pinpoints King Edward Hall on Hendon Lane, a Grade II Listed building, which has the potential to become a key local asset. The building is currently under utilised, therefore the strategy suggests the temporary introduction of cultural uses inside the building.



Enhancing heritage assets on Hendon Lane

Encourage an inclusive town centre

Finchley Church End is currently a successful office town that serves workers during the week. However, at the weekend the economy lacks activity. The strategy will seek to create an inclusive high street that serves both local residents and workers, throughout the week, whilst supporting the local evening and weekend economy.

Possible interventions include the use of wide pavements for markets and events to attract people to town during the weekend and the introduction of non-retail uses within vacant units to cultivate a sense of community and encourage sustainable cultural, social and leisure high street functions.

Promote local perception & identity

Within local policy the town centre is named Finchley Church End. However, public consultations revealed that a large number of local people do not identify with this name. Instead, the high street is more commonly referred to as 'Finchley Central'. However, the Conservation Area does tend to be referred to as Finchley Church End. The strategy aims to establish these two identities for the town centre by changing how policy refers to the place, along with physical interventions such as shop front improvements, and identity signage on flank wall opportunities.

Community engagement

On Saturday 17th September and Wednesday 21st September, We Made That set up a consultation base within the public area outside Tesco on Ballards Lane, for the event 'Hello, is it Finchley you are looking for?'. The team brought bean bags and balloons to invite people into the space and discuss their thoughts about the area including what they would like to see improved in their town centre.

The team also met with a number of key local stakeholders including the Finchley Society, Finchley Bowls Club and Wohl Enterprise Centre. The proposals within the strategy have encompassed the various feedback and opinions collated over this initial engagement process.

Finchley First Steps

A timeline of proposed priorities has been developed which takes into consideration current funding available, future funding opportunities and varying scale of projects. Establishing a public space within the town centre has been highlighted as a key priority for allocation of current funding available. Other short term projects include meanwhile uses in King Edward Hall and launching a town team. Longer term projects include the junction realignments which could form part of a TfL Major Scheme bid.

About the project



Entrepreneurial Barnet is the London Borough of Barnet's approach to making the borough the best place to be a small business in London and ensuring that the borough is a great place to live, work and invest. As part of the Entrepreneurial Barnet approach, the council adopts a place-based commissioning approach towards town centres and have commissioned a Town Centre Strategy for Finchley Church End, also known as Finchley Central, to highlight the scope of changes that could be made and how these changes could contribute to making Finchley Church End a great place to live, work and invest.

The main aims of the project are to:

- give Finchley Church End a new sense of place and clearer identity, where businesses, residents and the wider community can come together and thrive
- support for businesses and entrepreneurs, including creating new business space and pop-up shops and delivering steps to grow the evening economy
- guide future development sites that reflect the needs of the local population
- guide infrastructure investments required along the high street to improve conditions for pedestrians and cyclists
- consider the role of high streets in meeting the needs of an ageing and diverse population

About Finchley Central & Finchley Church End



Finchley Church End town centre is located within LB Barnet and is more familiarly known as 'Finchley Central' owing to the name of the tube station. This connects the town centre to central London via the Northern Line. Finchley is well-connected and accommodates a steady flow of commuters and travellers.

Historically the main high street, Ballards Lane, was developed to form a key connecting route between Marylebone and North Finchley. The town centre is still predominantly a linear high street which currently lacks a typical 'centre'.

The town centre accommodates a number of features and uses including a linear high street, significant clusters of office space and a Conservation Area. The Conservation Area is more recognisably identified as 'Finchley Church End' and is located in the southern end of the town centre. This area has a distinct character, primarily owing to the number of heritage assets located there. There are also a large number of building parades along the high street that have significant architectural and heritage value.

The town centre has an affluent local demographic, yet the town centre is currently failing to serve its local population. Neighbouring centres such as Muswell Hill, North Finchley and Temple Fortune are commonly referred to as preferred town centres over Finchley Central and Finchley Church End.

About the methodology

Urban appraisal

The methodology for developing proposals within the Finchley Church End Town Centre Strategy was to gather a comprehensive evidence base which combined meaningful and ongoing community engagement, with a thorough analysis of both the users, and the current environment of the town centre. This included the following:

- An appraisal of the town centre, investigating its historical development, alongwith what is there on the ground today, and local planning policies affecting its current and future development
- On site observational analysis of how people use the town centre ie. their movement and social interaction
- Gathering opinions of both local residents and business owners through in depth surveys and consultation events.

Business audits and surveys

The project team conducted a number of surveys and audits alongwith analysis of Census and Cameo data, to identify the barriers to economic growth facing businesses in Finchley Central and Finchley Church End. The surveys included:

- A mystery shopping report
- A business survey
- A retail audit with businesses along the high street.

Development of proposals

In response to the evidence base, the team identified eight guiding principles which the proposals of the strategy are organised around. The proposals have been sorted into a priority order which references current funding available, future funding opportunities and varying scale of projects.

A set of recommendations has also been developed for businesses along the high street, which responds to the audits and surveys carried out on site.

About the design team

The team is led by architecture and urbanism practice, We Made That, supported by Retail Revival and Maddison Graphic.

We Made That

Established in 2006, We Made That is a young, energetic architecture studio delivering projects in the public realm. All our work is public and we aim to make imaginative and considered contributions to the built environment through socially engaged design processes. The relationship between local communities, development and creative practice is a particular focus of our work and we believe that - handled correctly - it can lead to enriched, exciting and engaging environments.

Retail Revival

Retail Revival Ltd was formed in 2009 to help towns deal with social and economic issues including empty shops and low footfall. Their client base is extensive and their work remit is diverse, activities include:

- Business engagement, training, mentoring and support
- Consultation, need identification and private sector engagement
- Economic development
- Development of business networks
- Marketing and promotions
- Town centre management projects and event delivery

Maddison Graphic

Maddison Graphic is a UK based studio formed in 2006 by brothers Alfie and Edward Maddison. The studio design for print, screen, and the environment. Emphasising efficiency and clarity, their work employs a wide range of design disciplines and processes to craft original and tailored projects.

3.0 APPRAISAL

Town centre boundary

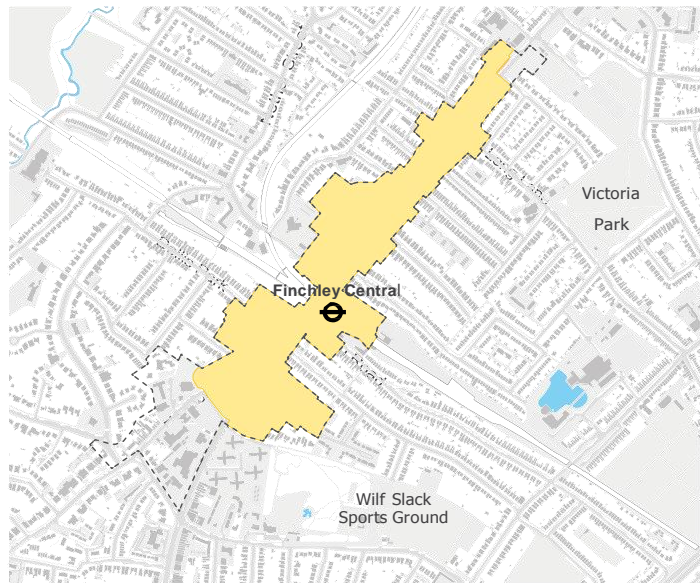
The designated boundary of Finchley Church End town centre covers a number of different features and uses including: a linear high street down Ballards Lane, two key employment clusters behind the high street, and part of a conservation area along Hendon Lane and Regents Park Road. The primary frontages on the high street are located to the north of the station in a cluster around Tesco, making this a focal point of the high street.

Study area

The study area for this strategy includes the entire designated town centre boundary, and extends to include the entrance to Victoria Park and part of the Conservation Area to the south.

Conservation Area and Listed buildings

Finchley Church End Conservation Area is located in the southern end of the town centre and includes a number of key listed buildings. King Edward Hall which is located on Hendon Lane is a key historical building, and currently both the ground floor retail unit and the events suite within the upper floor of the building is under utilised.



Town centre boundary



Ordnance Survey 1893
(Source: National Library of Scotland)

Historic development

Church End, which is highlighted on the maps, was inhabited as early as the 13th Century. It is the oldest recorded medieval village in the Finchley woodlands, and was generally more populated than other parts of Finchley. Ballards Lane was the result of an Act of Parliament in 1826 which brought about the construction of a new turnpike road between Marylebone and North Finchley. Finchley station was introduced in 1867 when the Great Northern Railway opened a line to Mill Hill.

Land use

A map illustrating the land use within the town centre reveals the location of large clusters of employment space. Two key locations are Regents Office Park and Popes Drive, both behind the high street. There are also several high street buildings with employment uses on the upper floors. The high street also has a wide ranging offer of cafes and restaurants.

Community and leisure provision

The majority of the community and leisure provision is currently located in the southern end of the town centre, clustered within the Conservation Area. There is currently a shortage of spaces within the town centre which allow local groups to gather and hold events. Key local assets include Stephen House and Gardens and Finchley Bowls Club.

Daytime and evening economy

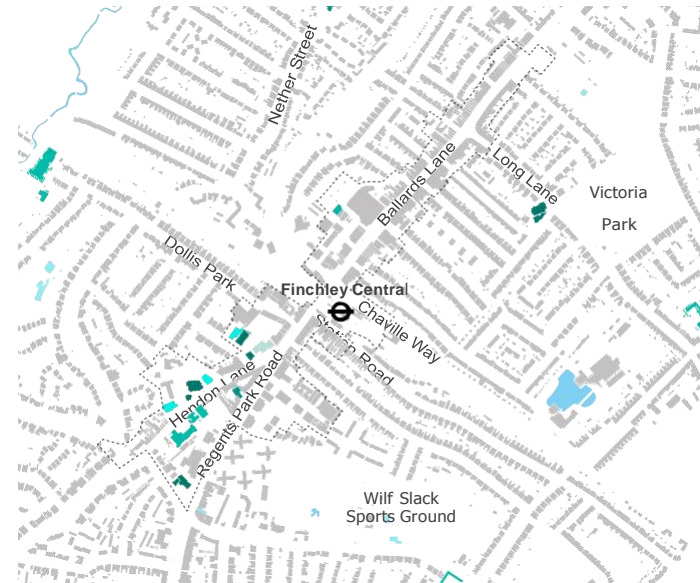
Church End has a high concentration of offices bringing a predominantly daytime workforce to the high street. However, maps illustrate that the evening economy is weaker, and there is currently a lack of cultural and social establishments within the town centre.

Live developments

There are a number of live developments that have come forward on the opportunity sites that were previously designated in the Finchley Church End Town Centre Strategy 2012. However there are still a number of these sites that are still awaiting development to come forward including the station car park site.

Office to residential conversions

Finchley Church End town centre has recently suffered a loss of a significant amount of employment space. This is owing to large scale residential conversions of existing office blocks, such as Central House on Ballards Lane. A total of 6705sqm (23%) of workspace has been lost through conversions to residential use over the past five years.



Community & leisure provision



Office to residential conversions (April 2011-2016)

Cycling routes

There are currently no designated cycle routes travelling through the town centre. However there are aspirations to introduce a clear cycle network connecting Finchley Church End to new residential developments in Colindale and other areas within Barnet.

Reported crime

A map illustrating reported crime over a period of 6 months in 2016 reveals that most offences occur on the side streets off the main high street. Particular hotspots include Tesco and the area behind the store, Station Road and Church End Gardens on Hendon Lane.

Town centre connectivity

Connectivity to the town centre from the north-western side is particularly bad owing to the severance of the railway. The railway bridge also creates a 'pinch point' for the town centre, which detaches the southern end from the north.

household income

The appraisal analysed Census and Cameo data to form an idea of Finchley Central and Finchley Church End's local demographic. In addition to the categories shown opposite, the study also looked at local employment, main languages, and lifestyle assumptions.

The local population speaks a diverse mix of languages. English is the predominant language (74%), but there is also a significant amount of people who speak Gujarati (3%), Polish (3%), Japanese (2%) and Persian/ Farsi (2%) as their first language.

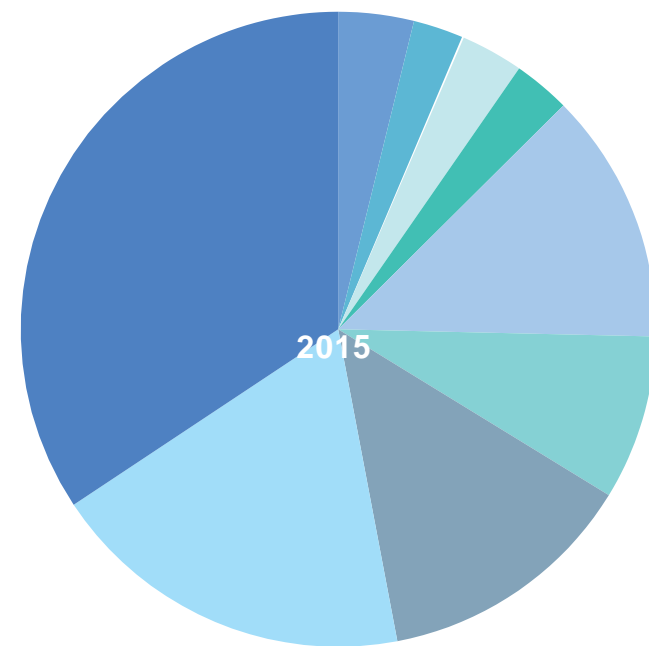
A large proportion of the local population are part of the 'City Prosperity' category within the Mosaic UK Group with a count of 17,668 representing 64.99 % of the overall distribution. The definition of this group is the following:

'High status city dwellers living in central locations and pursuing careers with high rewards.'

It is reasonably expected that the majority of the population may have the disposable income and time to seek evening and weekend entertainment without the ties of young families. They are well-educated, most are broadsheet readers, well-travelled and appreciative of the arts and culture.

Over half of the economically active population are in full time employment. However, the 2011 Census revealed a 9% decrease in full time employment within the two wards, along with a 5% increase in self employment, and increases in part time employment and unemployment.

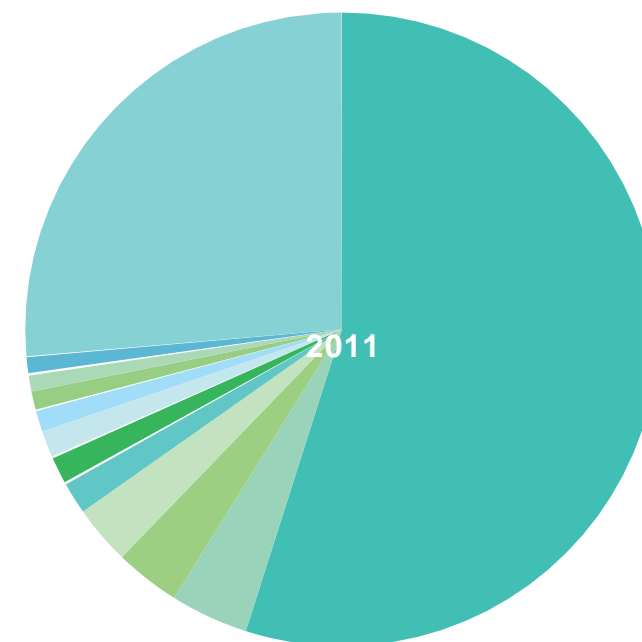
A large proportion of households in Finchley Church End have an 'established wealth', with an income of 75k+. A very low proportion of households have an income that is less than 20k.



- KEY
Cameo data 2015
People aged 16-74 who are economically active
Finchley Church End & West Finchley Wards
- Entrenched struggle: income under 10k
 - Economically challenged: income 10-15k
 - Uncertain means: income 15-20k
 - Limited resources: income 20-25k
 - Budgeted stability: income 25-30k
 - Comfortably secure: income 30-40k
 - Rising prosperity: income 40-50k
 - Secure affluence: income 50-75k
 - Established wealth: income 75k+

country of birth

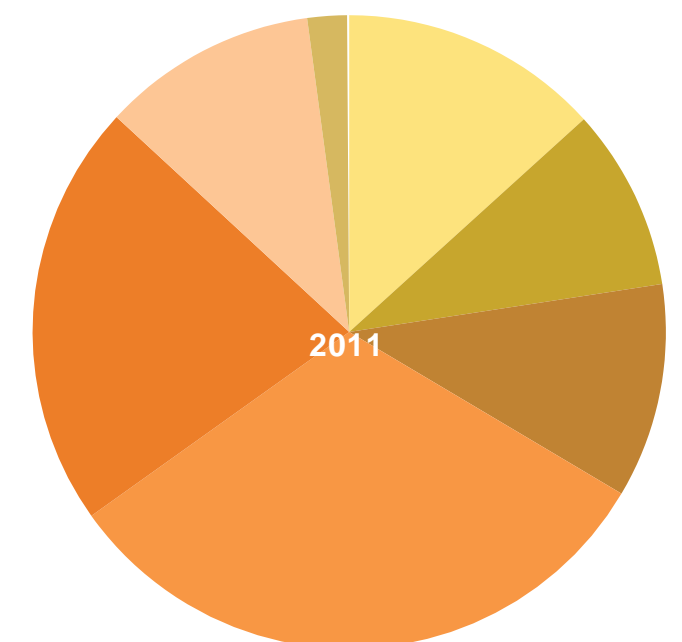
The comparison between the Census data in 2001 and 2011 reveals there is little transience within the population however, over this decade the population became slightly more diverse. There was a significant increase in Polish (3%) and Iranian (3%) residents, but people originating from England (55%), India (4%) and Kenya (2%) continued to make up a high proportion of the population.



- KEY
Census 2011
Finchley Church End Ward & West Finchley Ward
- England
 - India
 - Iran
 - Poland
 - Kenya
 - Ireland
 - South Africa
 - Scotland
 - United States of America
 - Italy
 - China
 - Other

Age structure

The area has a predominantly young population, however there is a significant number of people aged above 65 (14%), a higher proportion compared to London (10%).

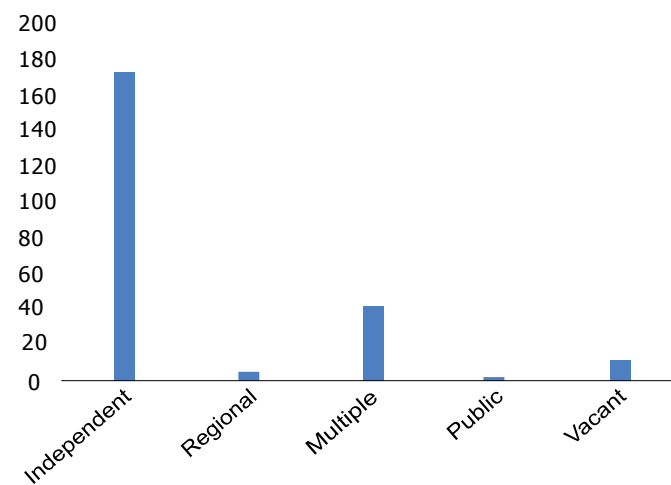


- KEY
Census 2011
Finchley Church End & West Finchley Wards
- Age 0 to 9
 - Age 10 to 15
 - Age 16 to 24
 - Age 25 to 44
 - Age 45 to 64
 - Age 65 to 84
 - Age 85 and over

Retail audit

A high street’s ability to remain competitive and attract customers relies on it sustaining a variety of shops and a wide range of services. The retail audit assessed what what is currently accommodated within the town centre.

- Finchley Church End is a predominantly linear high street; a retail audit completed by Retail Revival identified 234 commercial outlets at ground floor level. Of these 234 businesses; 166 are independent, 42 multiple, 11 vacant and the rest are regional chains or status unknown.
- At the time of study, Church End has 11 vacant units. Smaller vacant units are less attractive for new multiple occupiers and retailers increasingly looking to relocate into larger units in higher order centres. However, smaller vacant units could still be attractive to independent traders, charity shops and non-retail services.
- The shops in Church End reflect the cultures of the demographic. Many of the businesses are presented to a high standard and have very well stocked shelves selling a myriad multi-cultural food and homeware products. Unlike some high streets Church End appears to have an integrated multicultural offer; shops do not act in silos and people appear comfortable to shop cross culturally.



Classification of businesses interviewed in Finchley Central

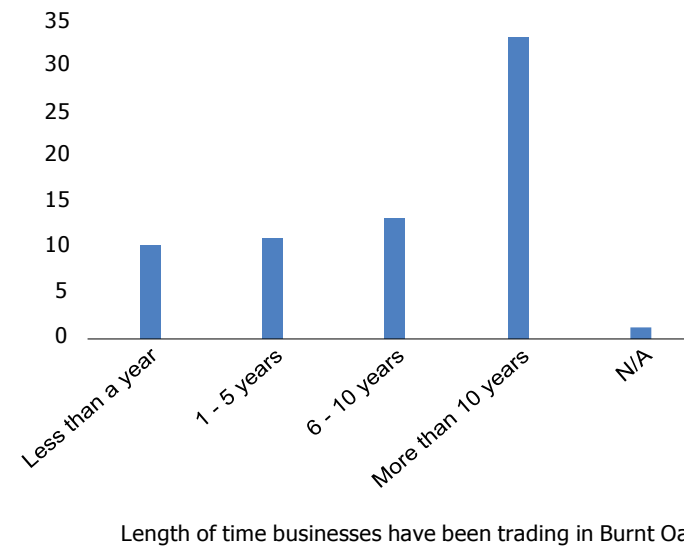
Business survey

A business survey was completed in the summer of 2016 to understand the needs, issues and opinions of businesses that operate in Finchley Central and Church End. Every business in the town centre was invited to participate in the business survey.

- The majority of the businesses were micro in size, 37 employed 2 or fewer full-time staff and 51 employed 2 or fewer part-time staff.
- Nearly half of the participating businesses (33) had been trading in FCE for over ten years.
- Anecdotal evidence gained during the business surveys shows that some business units have a high turnover rate yet clearly a large proportion of the businesses have been sustainable for a significant period of time.
- The majority of business (38) had no plans to expand or improve their business, 12 businesses did have plans to expand or improve and 18 were unsure. Some businesses (26) had plans to diversify by selling new products or services, but the majority had either no plans to diversify (23) or were unsure (15).
- Businesses attributed the decline of their turnover to a number of factors, the most significant were: the economic climate (24), high business rates (31), high other business overheads (23) competition from other businesses (28) and competition from the Internet (21) and other towns and shopping centres (20).

Adapting to meet market needs

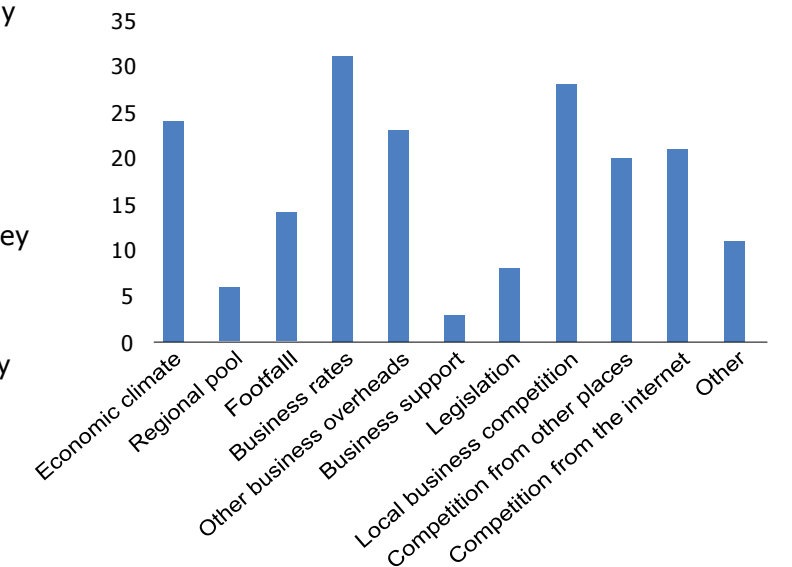
A study of the local demographic provides an overview of the market segments and future trends to which businesses within the town centre should respond, adapt and diversify to ensure sustainable growth. Below is an outline of the key issues and opportunities for Finchley Central and Finchley Church End town centre:



Length of time businesses have been trading in Burnt Oak

- Finchley is well-connected and has excellent transport links, it accommodates a steady flow of commuters and travellers. The route to Finchley Central station, and thus the gateway from the station into the town centre, is unappealing and the businesses in Station Road complain that impulse purchase trade is very low.
- Church End has a high concentration of offices bringing a predominantly daytime workforce to the high street. Existing businesses, particularly food and drink businesses and those selling office supplies and services, reflect the needs of workers and many are sustained by their patronage.
- Anecdotal research with local residents identifies a need for evening activities in Finchley Church End that are not currently being met.
- There are deficiencies or ‘gaps’ in existing shopping and leisure provision which are met by competing towns and shopping centres
- There is over representation in some sectors including estate agents, betting shops and convenience stores. Any future loss of A1 use should be desisted

- More could be done to increase the impulse spend of commuters particularly in Station Road.
- Many non-food multiple retailers are reducing the number of towns they are trading from to focus business in larger stores in the top 150 shopping centres and high streets. This makes it unlikely that Church End will attract many, if any, desirable high street brands.
- The future of Church End as a multifunctional destination, with retail playing a part alongside community, public service, leisure, cultural and civic uses, seems more sustainable.
- An important demographic change affecting businesses in Church End is the rapidly ageing population. Services and local amenities including GP surgeries, libraries and other health services should be located next to convenience stores and chemists as these act as a draw for the older generation who are less inclined and perhaps less able to travel for their groceries but still need to access essential local services.



Attributed reasons for decline in turnover

The high street

employment clusters

station arrivals

The team undertook a number of on site observation studies to help form ideas about current activity on the high street. The study focused on three main locations within the town centre: the high street, the employment clusters, and the station arrival areas.

The team observed people naturally gathering within the generous space outside Tesco, however there was currently no seating provision.

Office workers in the employment areas behind the high street were often spotted struggling to find somewhere to go and eat their lunch owing to poor public realm and a lack of seating provision.

Pedestrian activity was particularly compromised around the station arrival areas owing to the large traffic dominated junction and occasional narrow pavements causing 'pinch points'.



An elderly man rests on a stool (origin unknown) on the wide footway near Tesco.



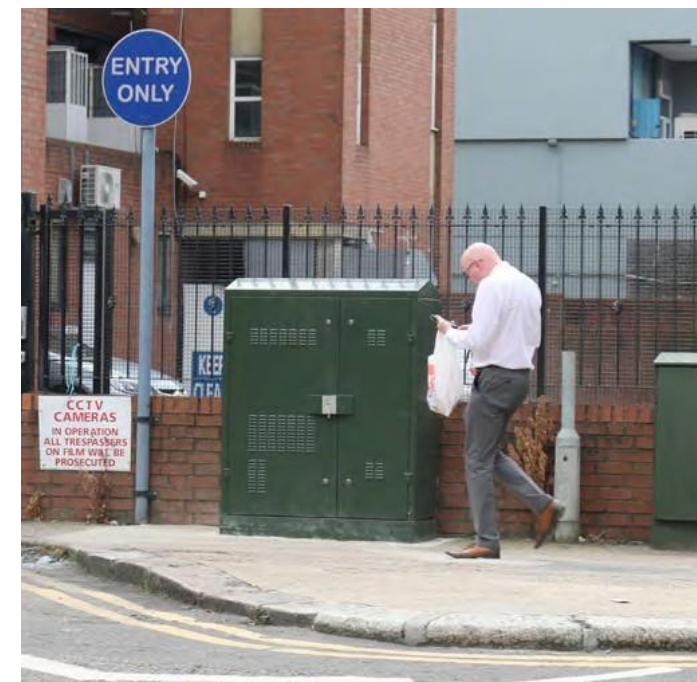
An office worker uses the boundary wall outside Regents Office Park to sit and eat his lunch.



Pedestrians leaving the station on Station Road are regularly seen walking diagonally in the road towards the employment areas on along Regents Park Road.



A family with a pram stop and gather in the area outside Tesco. This area has a moderate amount of pedestrian movement throughout the day.



An office worker paces up and down Popes Drive as he eats his lunch from Tesco.



Pedestrians walking down Chaville Way are often spotted sharing the road with cars who are travelling to and from the car park or the drop off point.

hello, is it finchley you're looking for?



On Saturday 17th September and Wednesday 21st September, We Made That set up a consultation base within the public area outside Tesco on Ballards Lane, for the event 'Hello, is it Finchley you are looking for?'

The team brought bean bags and balloons to invite people into the space and discuss their thoughts about the area. We Made That also displayed two large maps and a series of key images to assist the team and the participants in their discussions about the area.

The team obtained 49 additional contact details from participants of the consultation, which included both local residents and workers. The team asked the participants in the consultation to fill out a small questionnaire. The questions and responses are captured within this summary.

Question 1: What do you call this area?

- The majority of participants answered this question with 'Finchley Central'.
- A number of people acknowledged that the southern area of the town centre towards the conservation area would be called Finchley Church End, but Ballards Lane feels quite separate from that area.
- Others claimed they had never heard of the name

'Church End', whilst others said it was an old name they had stopped using.

Question 2: How often do you visit the town centre?

- Most people that the team spoke to answered this question with 'every day' or 'nearly every day'

Question 3: Why do you visit the town centre?

- There was a mixture of answers to this question ranging from convenience shopping to using the bank.
- A number of people said they did use the town centre for socializing and visiting cafes and restaurants
- A large number mentioned Tesco for their reasons for visiting
- Many participants said they walk through the town centre regularly to access other things such as the station, work or school and go to various shops along the way.

Question 4: What are the positive and negative aspects of the town centre?

The multiple responses to this question can be summarised under the following themes:

Traffic dominated environment

- A large number of participants in the consultation felt that the significant amount of traffic along Ballards Lane was a key issue for the town centre.
- Many commented on the negative impact that noise pollution caused by this has on the high street.
- The junction between Ballards Lane and Chaville Way was another key issue for many of the participants who felt it was a hostile environment and awkward to cross as a pedestrian.

Public spaces

- Generally, people were positive about the idea of establishing a public space on the high street and agreed that outside Tesco was a reasonable place to do so, given the wide footway at this point.
- Some commented on the current lack of square or

space for people to meet and relax together within the town centre. People were concerned that the town centre had lost community spaces.

- However there were concerns from some people about anti social behaviour on the high street returning if new street furniture was introduced. A number of people reflected on the benches, located on the high street, which were taken away owing to anti social behaviour.
- Church End Gardens was described by a few as a problematic space with common occurrences of antisocial behaviour.
- Many participants were concerned with previous development plans upon Victoria Park describing the open space as 'precious'.

Business support

- A number of people commented on the regular turnover of businesses on the high street.
- The area behind Tesco, where a number of offices are situated, was also described as 'dirty' and an unpleasant environment. A particular concern was the amount of rubbish and poor lighting at night.

Architectural heritage and building quality

- A number of people commented on the good architectural quality of the historical buildings along the high street but felt that the shop fronts let the street down.
- Others commented on the poor quality of newer buildings including the Tesco building, describing them as 'boring'.

Provision on the high street

- A number of people commented on the unfortunate loss of the post office within the town centre and said it was now inconvenient to go elsewhere for these services.
- Most people were positive about the variety and diversity of the cafes and restaurants along the high street.
- A few people were fed up with the large number of betting shops, kebab shops and hairdressers
- A recently closed bookshop was also mentioned several times as local people felt this was a loss of a key community asset. This led to many saying they wished for the return of more independent

shops on the high street

Issues for pedestrians

- A number of people commented on the awkwardness of the narrow footway by the bus stop on the junction between Ballards Lane / Chaville Way. Many would like to see this bus stop relocated.
- Street clutter was another issue that was repeatedly brought up, as it causes problems for pedestrians walking down the high street.
- Cyclists on the pavement are another issue that came up whilst discussing pedestrian issues.
- Many participants agreed that the access to Finchley Central Station could be improved. One man explained that his female friends currently feel unsafe in these areas.
- The quality of the paving was also an issue for many, including poor drainage and uneven pavers.

Parking

- A small number of people claimed they go to Brent Cross instead because of parking issues in Finchley

Lack of identity

- The town centre was described as 'bland' and 'nondescript', which points to the area having a lack of identity.
- It was agreed by a number of people that because the town centre was a long stretch of road it lacked the feeling of a 'centre', which contributes to the lack of identity.

Comparison to other centres

A number of people mentioned that they prefer other local centres to Finchley Central. North Finchley was described as 'more vibrant' with more high end shops and facilities including the Arts Depot. Other centres that were brought up as better examples were Temple Fortune and Totteridge

Cleanliness

- The cleanliness of the streets was another key issue for many people. Rubbish in existing planters and on the floor was highlighted.

5.0
FINCHLEY CHURCH END
TOWN CENTRE STRATEGY



gUiDing PRinciPles

The following 'Guiding Principles' have been developed on the basis of the Finchley Church End urban appraisal, and surveys with local businesses in the town centre. These principles will inform the development of the town centre strategy proposals.



The high street boasts significantly wide footways and is bookended by two green spaces, however the public realm is poor. There is an opportunity to establish public spaces at the core of the high street, introduce activities such as markets, and improve existing green spaces, to encourage people to dwell within the town centre.



Finchley Church End is a key employment hub for the borough, and should continue to perform this role. The strategy will seek to protect employment space within the town centre, whilst also improving the public environment for office workers and visiting clients.



The town centre is currently traffic dominated, and often provides an unfriendly environment for pedestrians and cyclists. The strategy will suggest how the longer term wider transport infrastructure can incorporate a review of busy junctions, and a rebalancing of the road.



The town centre consists of a range of typologies and buildings heights. This offers up potential opportunities for infill development, something which is already underway in the town centre.



The two station gateway points into Finchley Church End town centre are poor, unfriendly environments for people arriving into the area. The strategy will explore how forthcoming development can address this issue.



Finchley Church End Conservation Area contains a wealth of heritage assets, concentrated within the southern part of the high street. The strategy will seek to enhance these assets, by proposing high quality public realm improvements and reaffirming the historical identity of the area.



Finchley Church End is currently a successful office town that serves workers during the week. However, at the weekend the economy is poor and lacks activity. The strategy will seek to create an inclusive high street that serves both local residents and workers, throughout the week, whilst supporting the local evening and weekend economy.



Within local policy the town centre is named Finchley Church End. However, early research has revealed that a number of local people do not identify with this name. The strategy will uncover local perceptions and a true identity for the town centre.

1.0 esTAbLIsh ci Vic sPACes

- 1.1 Improvements to Church End Gardens including the entrance on the high street to encourage greater use by the public.
- 1.2 Establish 'Finchley Square' at wide point on the high street to create civic focus for the town centre.
- 1.3 Support the development of the bowls club on Victoria Park as a community hub and events space by establishing a network of local groups whilst also implementing physical improvements to the entrance from the high street
- 1.4 Support the establishment of a community hub within the new library in Gateway House

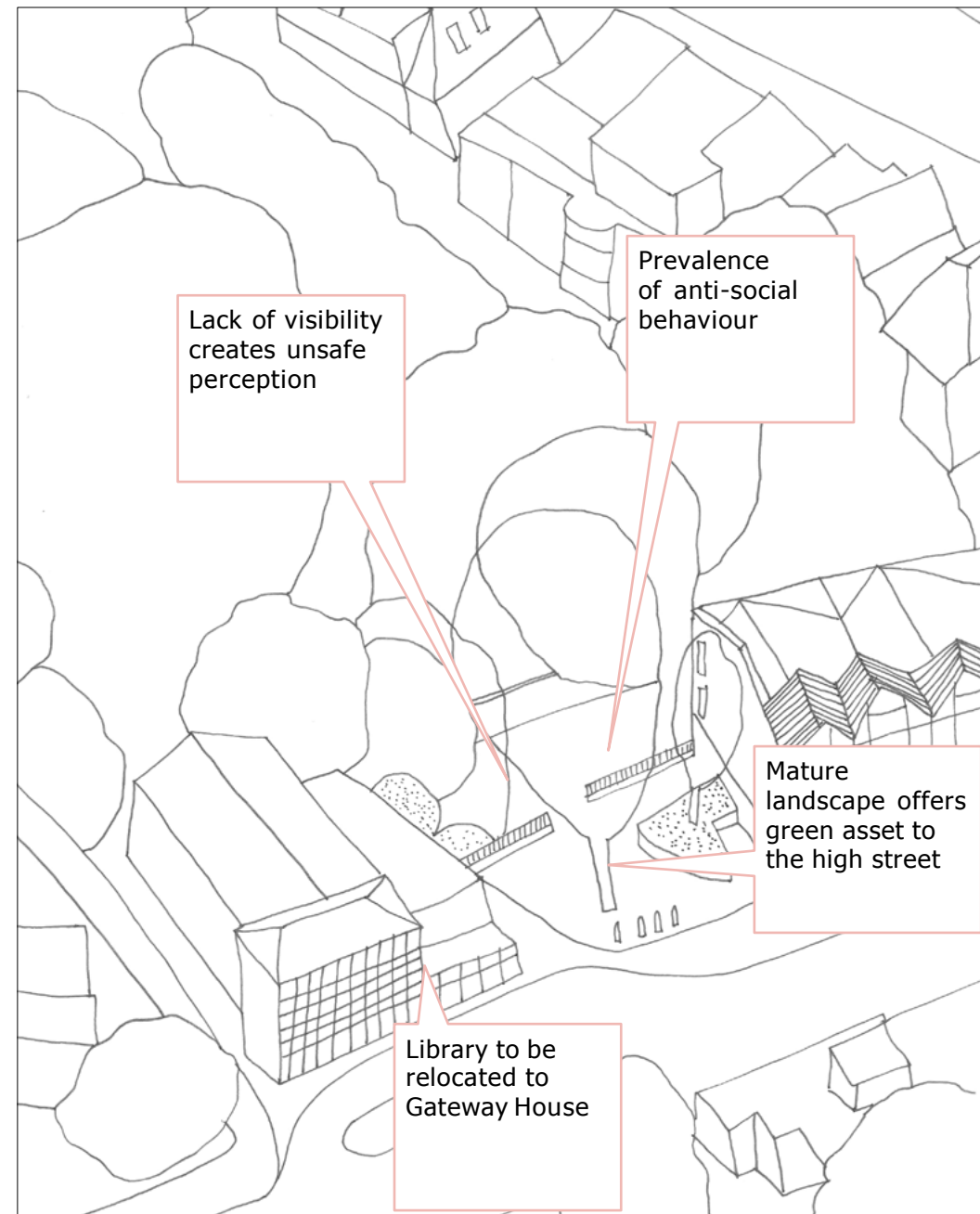


© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

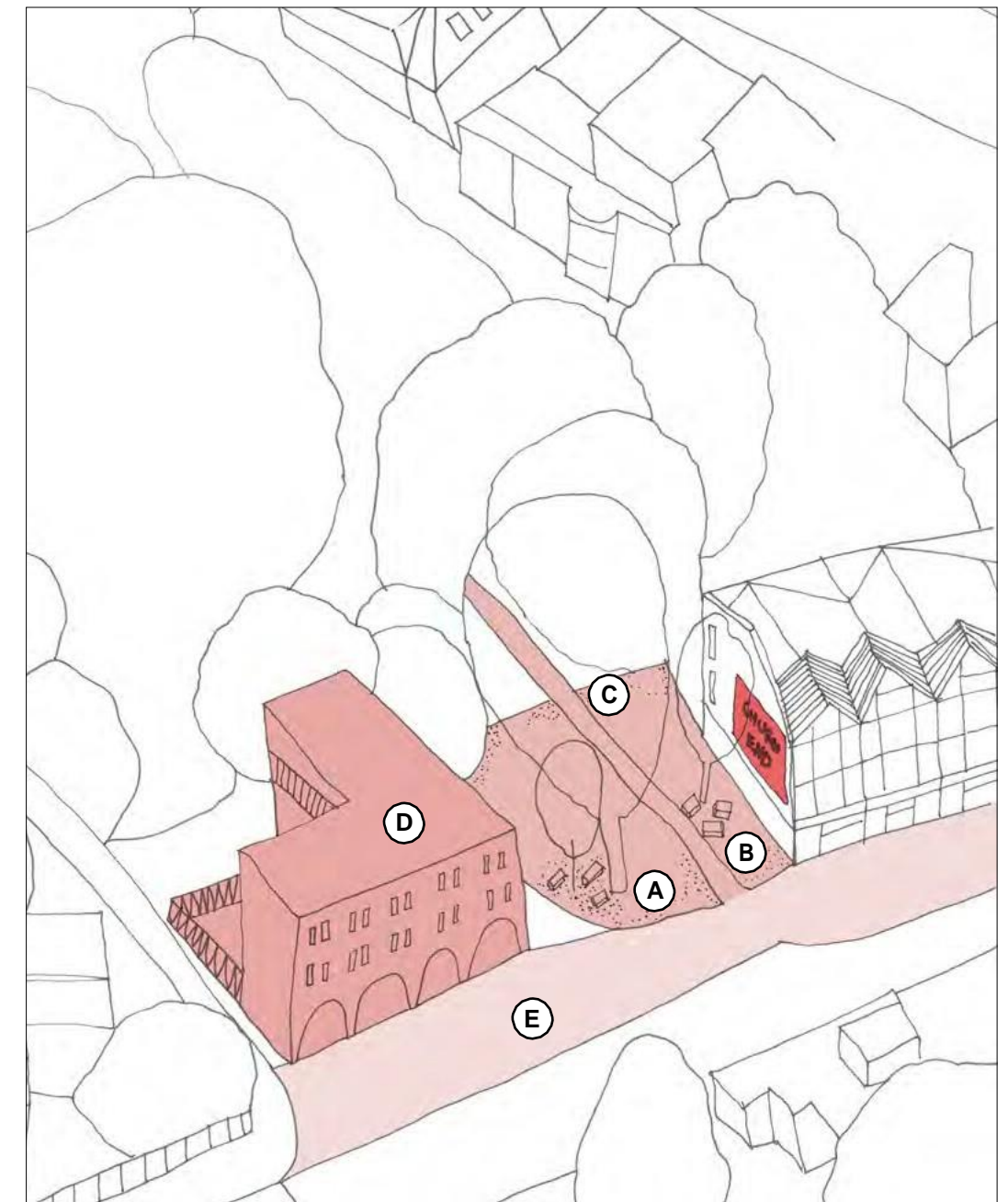
1.1 enhAncementS To chURch enD gARDens

Church End Gardens currently has an issue with anti social behaviour including violating public order and violent offences (see Reported Crime in Appraisal). As a result it is under utilised by local residents and workers. It is a key civic space both within the town centre and the Finchley Church End Conservation Area. The strategy suggests to improve the space by:

- A Expanding the gardens towards the high street to create a positive, legible entrance
- B Introducing improved civic furniture, planting and identity signage on flank walls
- C Opening the gardens by removing fencing and introduce a new link through to residential areas behind through new development on library site.
- D Redevelopment of library site (Refer to 3.2 for further details)
- E Reconfigured footway (Refer to 4.2 for further details)



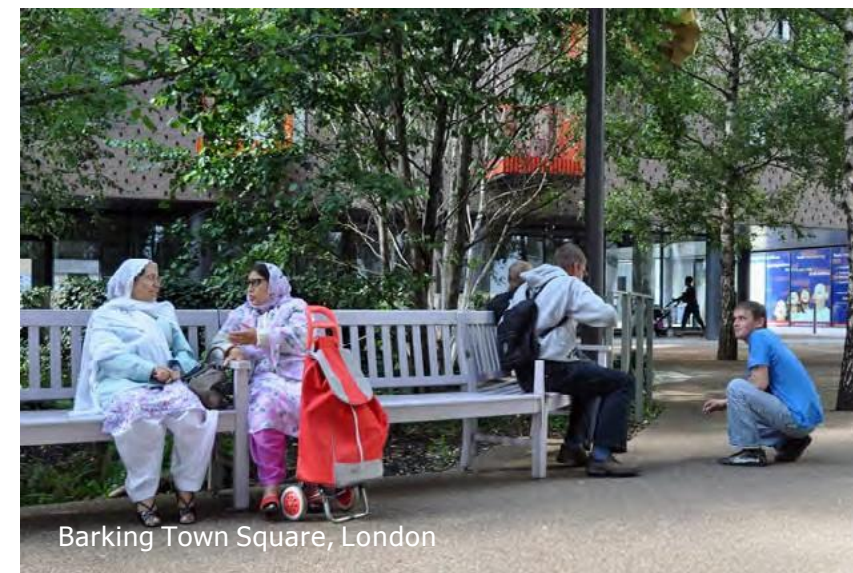
Church End Gardens, existing



Church End Gardens, proposed



Existing image: Entrance to Church End gardens



Barking Town Square, London



Iron Street Park, Boston

1.2 es TABlish 'finchley sQUARe'

Finchley Church End town centre is primarily used for either convenience shopping or as a thoroughfare to reach the station or other parts of Finchley. The strategy aims to put the 'centre' in Finchley Central by creating a sense of place and offering opportunity for public events.

- A New paving demarcates public square on footway
- B Introduction of civic furniture and planting
- C Raised table in carriageway to ease pedestrian crossing, reduce vehicle speeds and identify 'centre' of Finchley Central
- D Raised parking bays offer flexibility of use for events
- E Rainwater gardens to aid sustainable urban drainage as well as acting as a buffer to the traffic along Ballards Lane
- F Introduction of regular market event along wide footway/ parking bays
- G Potential for redevelopment of town centre centre sites



Proposed public square for Finchley Central



Existing image: Outside Tesco, Ballards Lane



Brentford Market Place, London



Cours Seguin, Boulogne

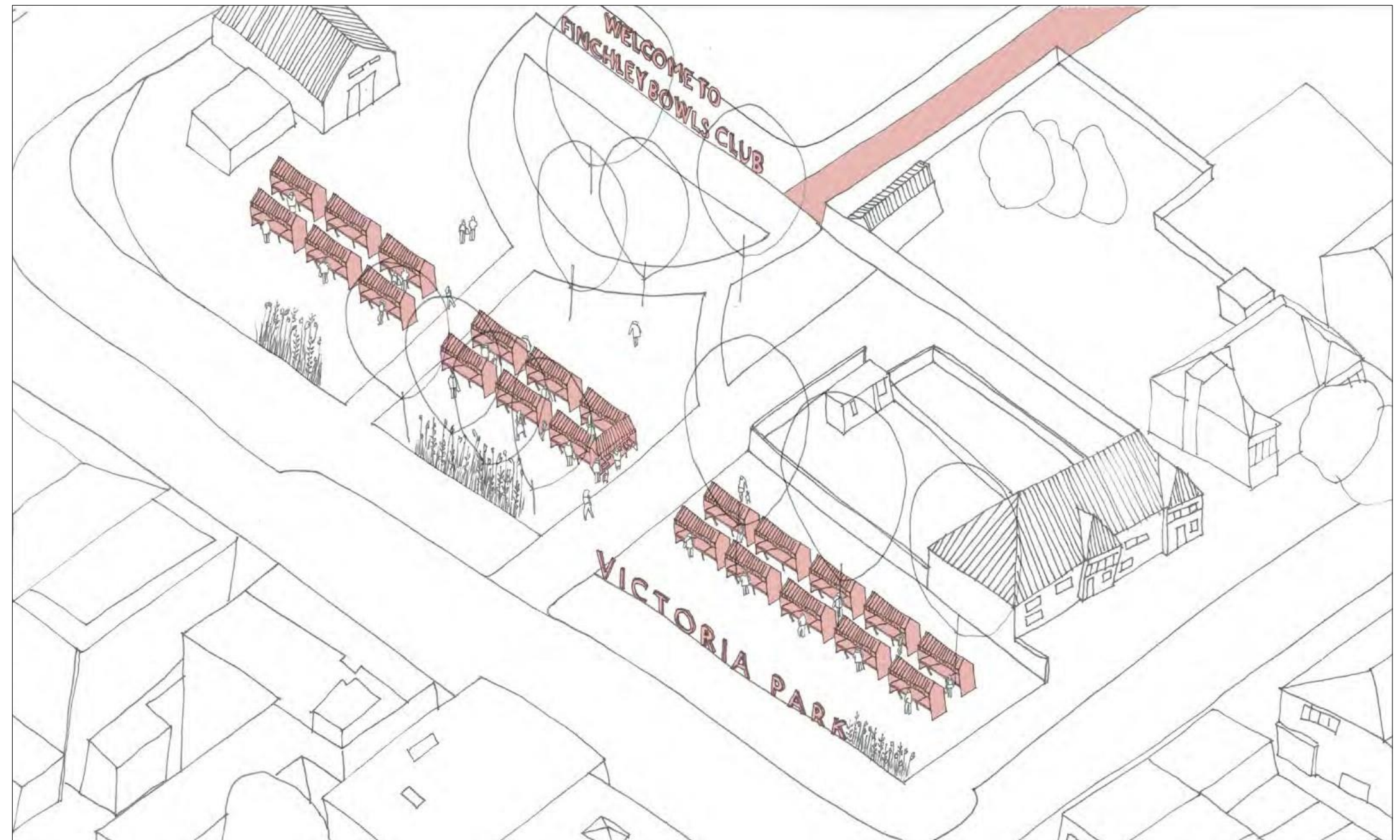


Superkilen, Copenhagen

1.3 celeBRATING VicToRiA PARK As PART of The Town centRe

Victoria Park is a key asset to the local area, however its presence on the high street is of poor quality and lacks a direct link into the park itself. LB Barnet have secured funding to develop a masterplan for Victoria Park including the green space situated on the high street. The strategy proposes the following to be considered for the entrance to Victoria Park:

1. Increase the visibility of the park within the town centre by: investigating options for an improved access point closer to the high street; introducing better identity and wayfinding into the park; and implementing public realm improvements along the high street edge.
2. Support community activity in the park which is led by local people including: the Finchley Bowls Club, an active community organisation that intends to open up its facilities to a wider audience; and a weekly farmers market which is being set up by a local resident.



Considerations for Victoria Park



Existing image: Entrance to Victoria Park



South Kensington Food Market



Korenmarkt Square, Belgium

1.4

es TABlish coMMUniTy hUB wi Thin gATewAy hoUse

The relocation of Church End Library offer the opportunity to re-establish it as a community hub. Conversations with local residents have identified this as a need locally. The new proposals will provide:

- New exhibition space at entrance
- New cafe opening onto Regent's Park Road
- Large children's library with visual supervision on the ground floor
- Reception area
- Spaces for quiet working
- Access to computers
- A large activity space on the lower ground floor which can be divided into smaller spaces if needed available to hire.
- A swipe card and pin system to allow for out of hours access

LB Barnet's library team are keen to develop a strong link between active local groups and the new library. The large activity space on the lower ground floor provides a key opportunity to accommodate a programme of community events. There will be a small charge to hire the space. Regular groups will have access to the swipe card and pin system to give them flexibility and autonomy during out of hours periods. The new library space on the ground floor also has the capacity to accommodate some activity with smaller groups, for no charge. There will also be space provided for advertising and noticeboards to capture the network of community groups and activities.

Image: 21ST Architecture Ltd, from Gateway House Design & Access Statement



2.0 sUPPoRT Vi TAI eMPloYMenT cIUSteRs

- 2.1 Implement Article 4 on employment spaces to protect further loss to residential conversion
- 2.2 Public realm improvements around employment areas behind and on the high street including Popes Drive and Regents Office Park
- 2.3 Introduce low threshold enterprise spaces within vacant units in the town centre and establish a relationship with the Wohl Enterprise Hub



© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

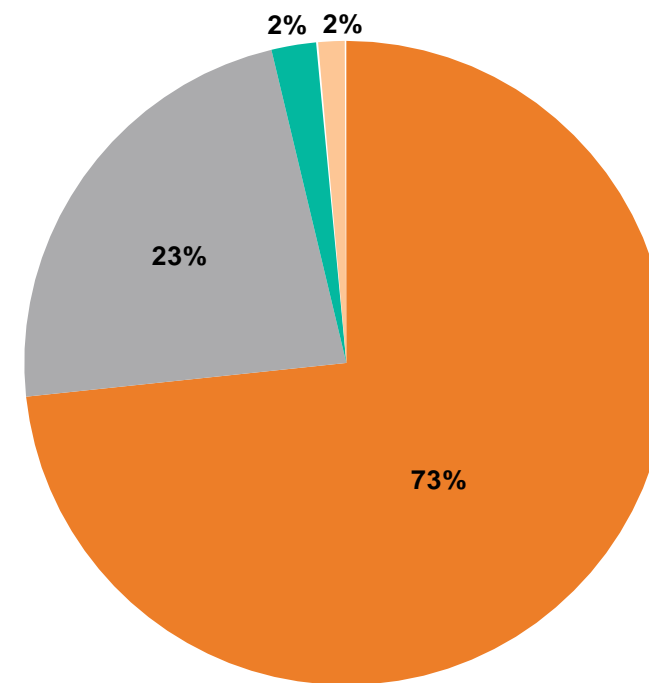
2.1 iMPLeMent ARTicle 4 on eMPloyMenT sPACES

Finchley Church End contains by far the largest concentration of offices within LB Barnet, a vital asset for the borough. The employment clusters located in Popes Drive and Regents Office Park both have a high PTAL rating of 4-5, owing to close proximity to Finchley Central Station and bus connections.

Evidence provided within the appraisal report highlights that the area is at risk of losing up to 25% of its B1 Business floorspace from April 2011 to present day owing to current developments and successful planning applications. This would amount to a total approximate loss of 7390sqm over a five year period.

The loss of employment space is primarily owing to residential conversions through permitted development rights. This loss of employment space poses a threat to the future prosperity of the town centre, as a high proportion of town centre users work in the area.

An Article 4 direction would restrict the number of future residential conversions, particularly where employment space is well used and vulnerable. LB Barnet should therefore pursue the implementation of such a measure.



KEY

- Retained B1 Business floorspace to date (2016)
- B1 Business floorspace under threat of conversion to residential since 2011
- B1 Business floorspace converted to other use since 2011
- Previously targeted B1 floorspace (applications refused, 2011 onwards)



2.2 PUBLIC ReAIM iMPROVeMentS ARoUnD eMPLOYMeNT AReAs

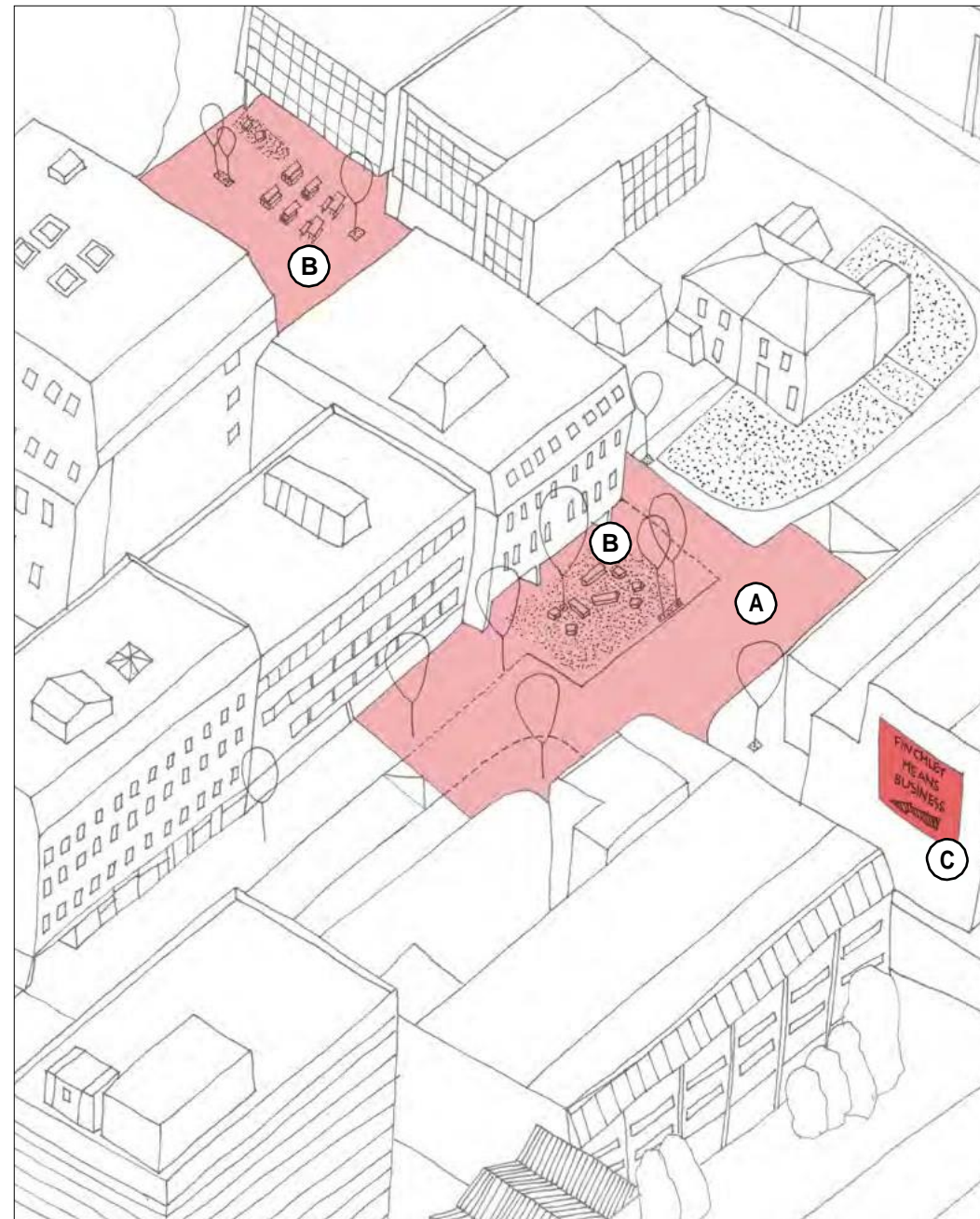
Finchley Church End contains two key employment clusters for the borough. However, both of these clusters suffer from poor public realm which reduces the attraction of commercial offer. The strategy suggests creating sociable spaces within these clusters which includes the introduction of furniture and planting and improved signage.

Popes Drive employment area:

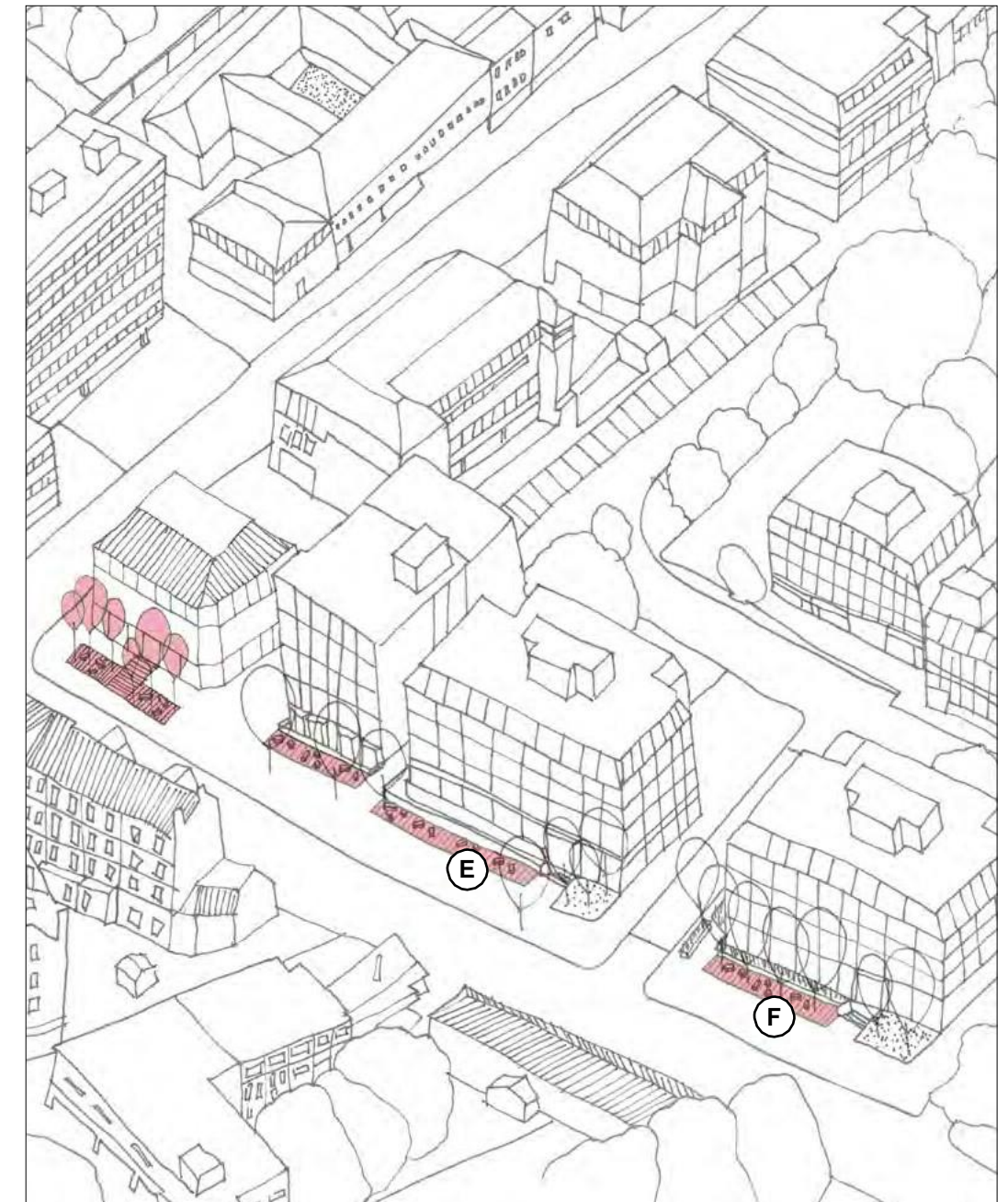
- A Introduce shared surface adjacent to office blocks to ease pedestrian movement
- B Introduction of picnic tables and planting for office workers (controlled access possible)
- C Wayfinding and identity signage to employment area to celebrate business uses

Regents Office Park

- E Remove brick walls and replace with new paving 'mat' to improve street presence
- F Introduce civic furniture and improved planting to encourage office workers use of outdoor space and high street



Proposed improvements to Popes Drive



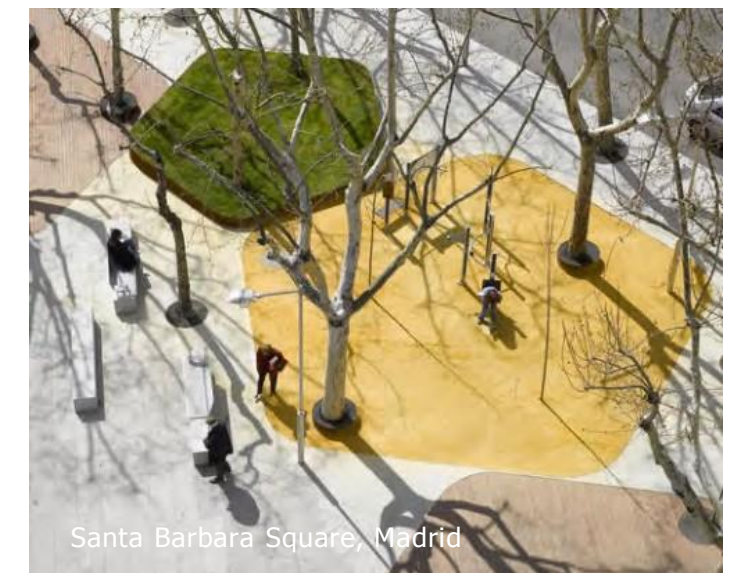
Proposed improvements to Regents Office Park



Existing image: Popes Drive employment area



Plaza Valldaura, Manresa



Santa Barbara Square, Madrid

2.3 inTRoDUce low ThReshold enTeRPRise sPAces

There are a number of vacant buildings and development sites within the town centre which could provide space for business start ups and SME's. These spaces range from vacant office buildings, small retail units and properties such as the former police station which is awaiting redevelopment.



3.0 eAse PeDesTRiAn & cycling MoVeMenT

- 3.1 Revise key junctions to improve pedestrian and cycling environment: Hendon Lane / Regents Park Road; and Regents Park Road / Nether Street
- 3.2 Improvements along bridge in co-ordination with forthcoming development in the station area
- 3.3 Introduction of cycling facilities along Ballards Lane
- 3.4 Public realm and lighting improvements to key pedestrian routes into the town centre including Lovers Walk and The Avenue, with improved links and wayfinding towards Stephens House & Gardens

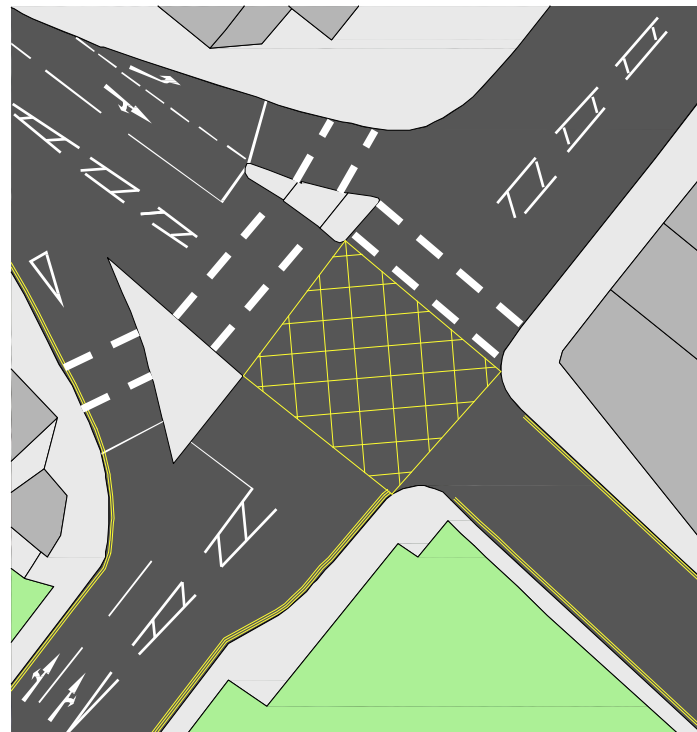


© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

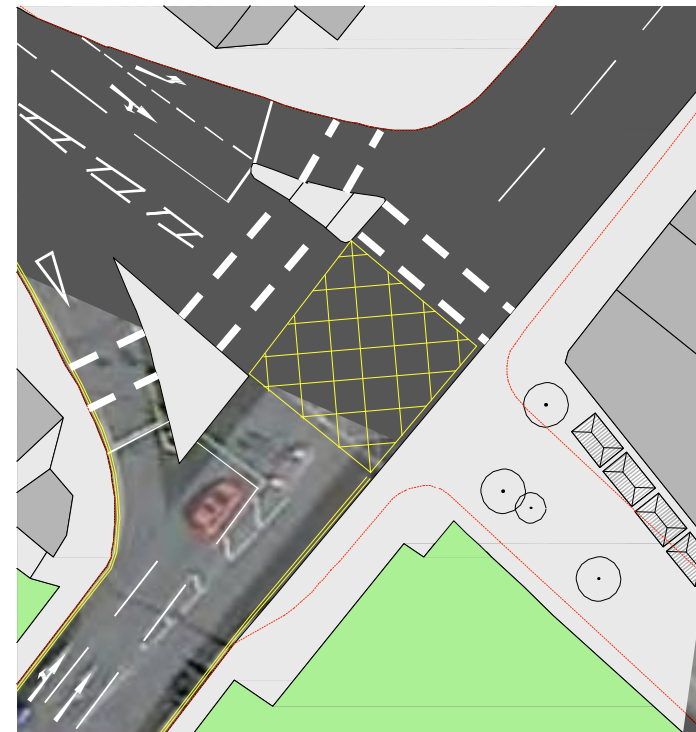
3.1 ReVise Key JUnc Tions

Ballards lane / nether street junction

Below are a set of options for the Ballards Lane and Nether Street Junction which currently heavily impacts upon the arrival into the town centre from the station. All options shown need to be further scrutinised through a comprehensive traffic modelling study which will ensure a positive outcome for all users of the town centre.

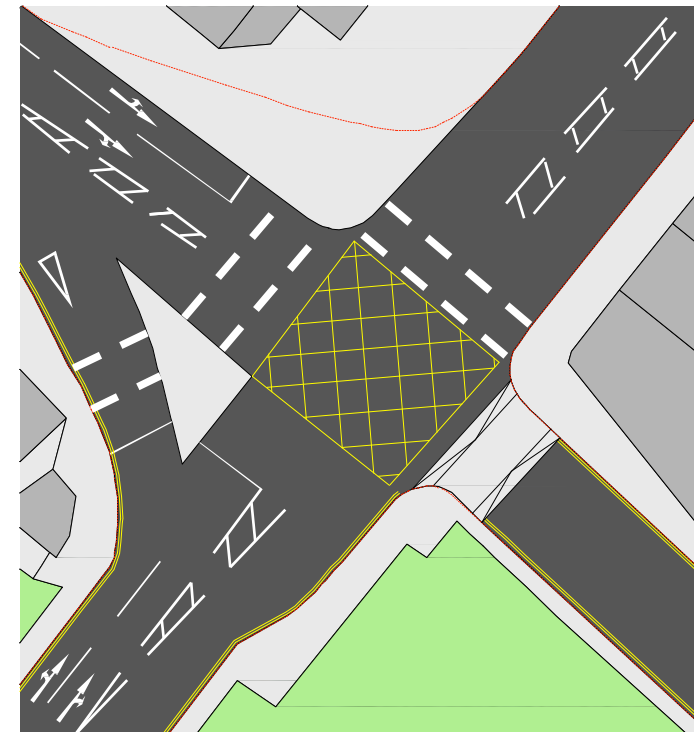


Existing junction alignment



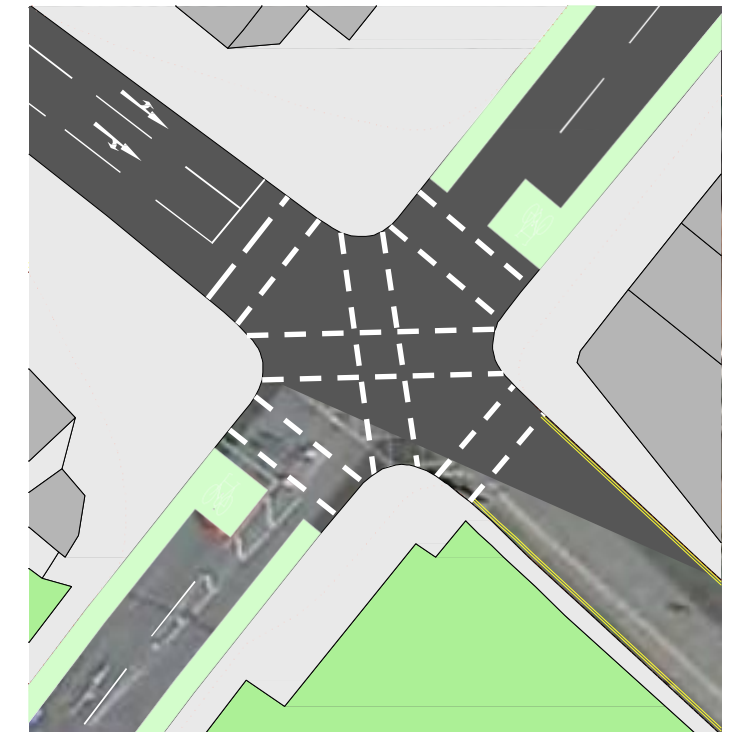
Option 1

- Remove vehicular access along Chaville Way to station car park, with access reprovided via Hervey Close
- Introduction of market or other public activity along Chaville Way
- Introduction of public furniture and planting
- Note: proposals are indicative only and require traffic engineer analysis



Option 2

- Simplification of junction and northern corner by removing slip road and tightening corner to slow traffic down and widen pedestrian footway
- Raised crossing connecting the station bridge to the rest of the high street easing
- Note: proposals are indicative only and require traffic engineer analysis

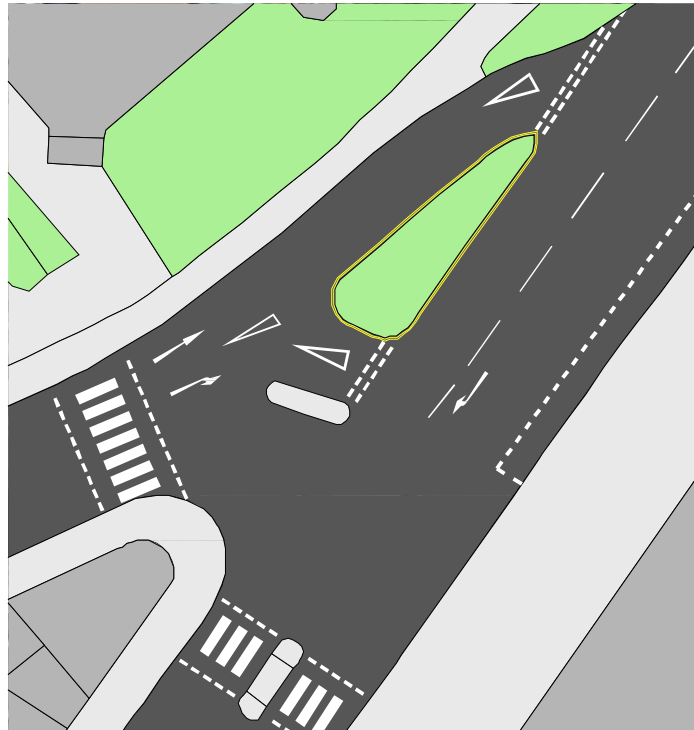


Option 3

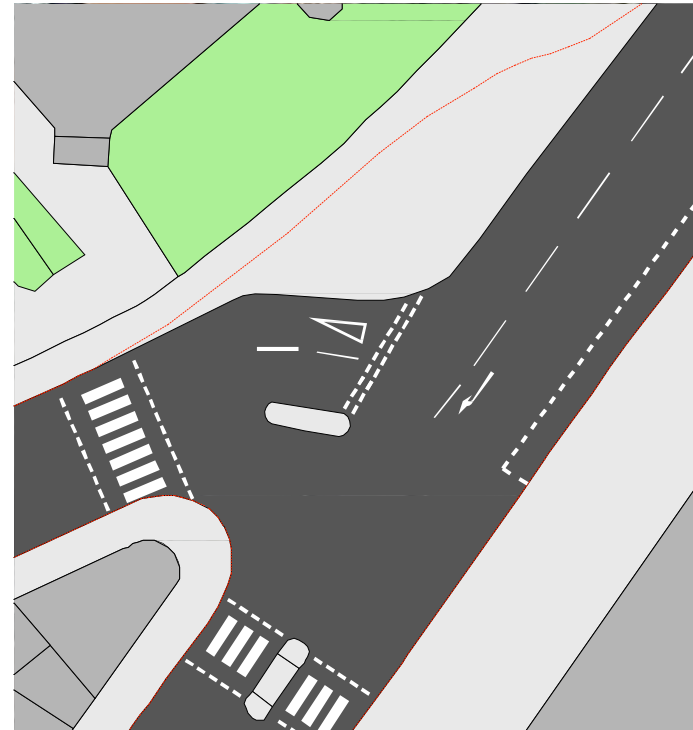
- Simplification of whole junction by removing turning slip road and tightening corners of junction to slow traffic down and widen pedestrian footway
- Addition of forth pedestrian crossing and diagonal crossign opportunities
- Expands space for potential forthcoming development on south-east and south-west corners
- Note: proposals are indicative only and require traffic engineer analysis

hendon lane / Regents Park Road junction

Below are a set of options for the Hendon Lane and Regents Park Road junction which creates a difficult crossing point for pedestrians. The option shown needs to be further scrutinised through a comprehensive traffic modelling study which will ensure a positive outcome for all users of the town centre.



Existing junction alignment

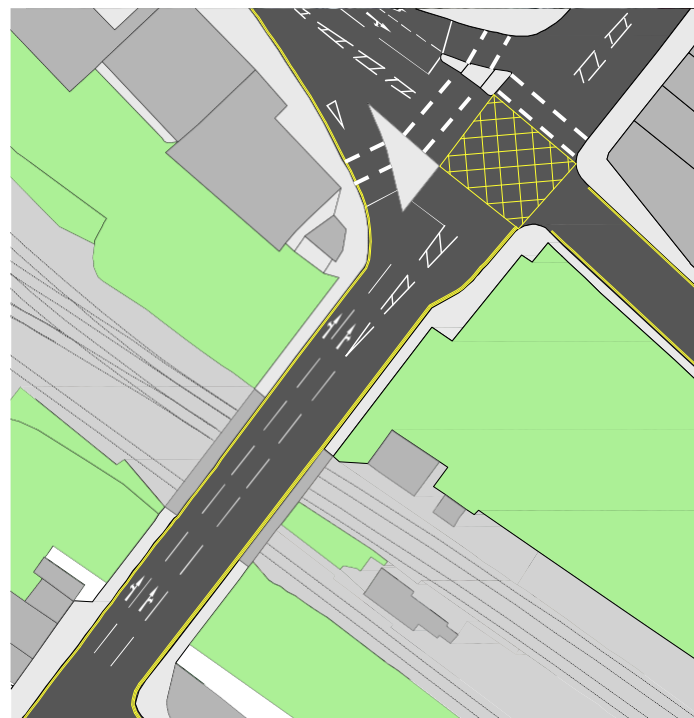


Proposed junction alignment

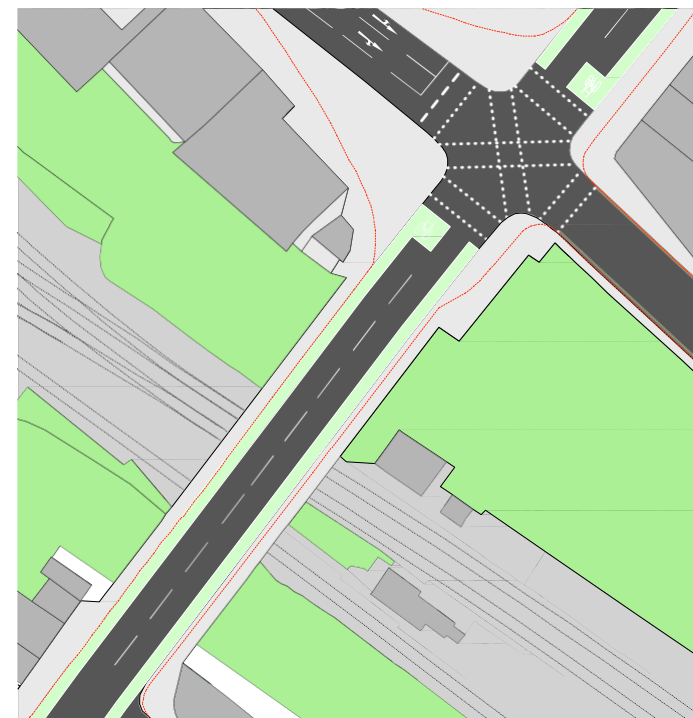
- Simplification of junction by removing turning slip road
- Widen pedestrian footway adjacent to Magistrates Court, allowing for easier informal pedestrian crossing
- Note: proposals are indicative only and require traffic engineer analysis

3.2 ReAlignMenT of PeDesTRiAn BRiDge

The realignment of the pedestrian bridge aims to improve the flow of movement across what is perceived as the 'pinch point' of the town centre which currently causes severance between north and south of the railway, particularly for pedestrians. Below are a number of realignment options which provide varied facilities for different road users; drivers, cyclists and pedestrians. The options shown need to be further scrutinised through a comprehensive traffic modelling study which will ensure a positive outcome for all users.



Existing alignment of station bridge & junction



Proposed alignment of station bridge Option 1

- Simplified junction with tightened corners
- Widened footways across bridge
- Introduction of cycle lanes & cycle waiting areas at junction
- Removal of one northbound lane of traffic
- Note: proposals are indicative only and require traffic engineer analysis



Proposed alignment of station bridge Option 2


- Simplified junction with tightened corners
- Removal of pedestrian footway on southern side of station bridge, and introduction of new pedestrian bridge over the railway
- Introduction of additional southbound traffic lane (note carriageway narrows to south, so benefits are limited)
- Note: proposals are indicative only and require traffic engineer analysis



Proposed alignment of station bridge Option 3

- Simplified junction with tightened corners
- Removal of pedestrian footway on southern side of station bridge, and introduction of new pedestrian bridge over the railway
- Introduction of cycle lanes & cycle waiting areas at junction
- Retention of three lanes of traffic for full length of bridge
- Note: proposals are indicative only and require traffic engineer analysis

KEY

 Existing kerb line

3.3 inTRoDUce cycling fAciliTies

Existing cycling infrastructure within Finchley Church End is poor, and the environment for cyclists is particularly unfriendly. It is vital that Finchley becomes part of a wider cycling network which improves connectivity to local town centres such as Colindale, which is currently undergoing a large amount of development.

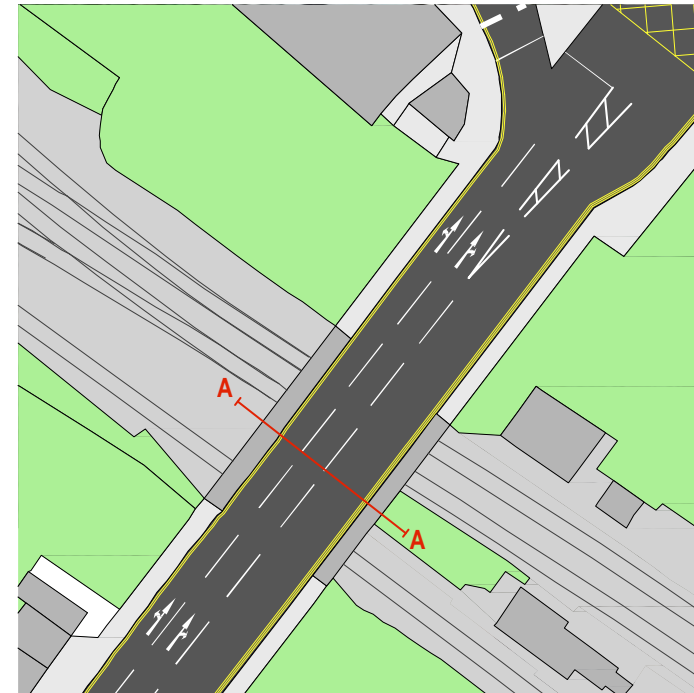
Cycling infrastructure should therefore be implemented, particularly along Ballards Lane and Hendon Lane which will provide a connecting route to these neighbouring centres.

The diagrams opposite illustrate an existing and proposed road layout for the station bridge. It demonstrates that rebalancing the road by reducing traffic lanes, can allow the bridge to accommodate cycling infrastructure, even at a location which is perceived as the 'pinch point' of the high street.

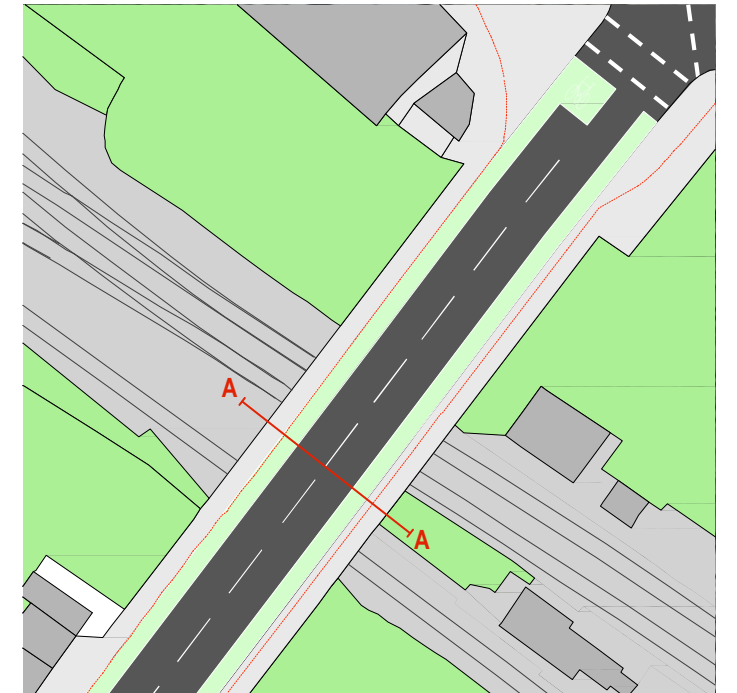
The option shown needs to be further scrutinised through a comprehensive traffic modelling study which will ensure a positive outcome for all users,



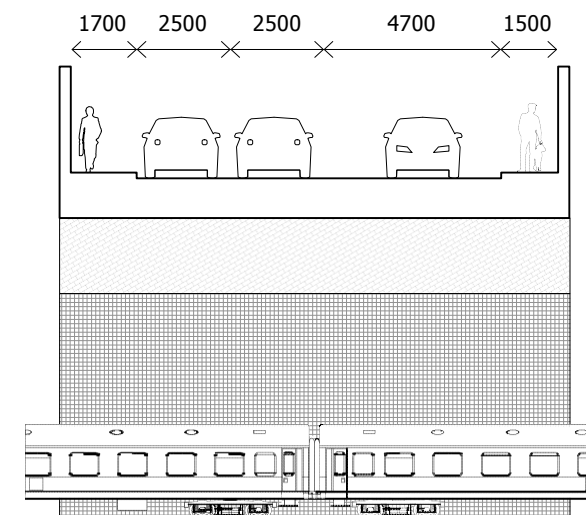
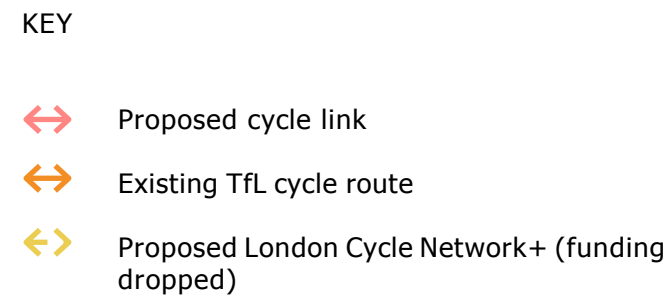
Connecting to existing cycle network



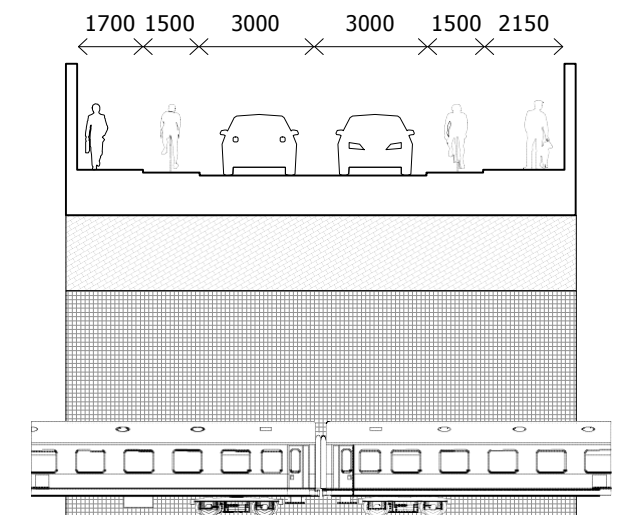
Station Bridge
Existing Plan



Station Bridge
Proposed Plan



Station Bridge
Existing Section AA



Station Bridge
Proposed Section AA

4.0 iDenTify DeVelopMenT gRowTh oPPoRTUniTies

- 4.1 Opportunity development sites previously identified within the Finchley Church End Town Centre Strategy 2012.
- 4.2 Provide site specific guidance for the former-library site and the new station entrances on both Chaville Way and Station Road.
- 4.3 Identify other infill development sites in addition to infill development already underway along the high street.

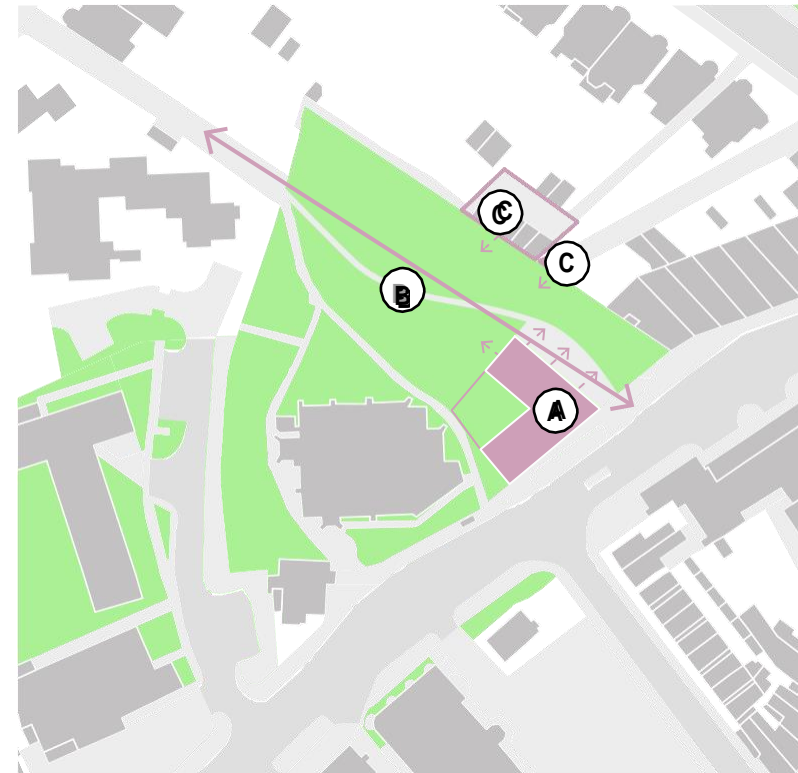


© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

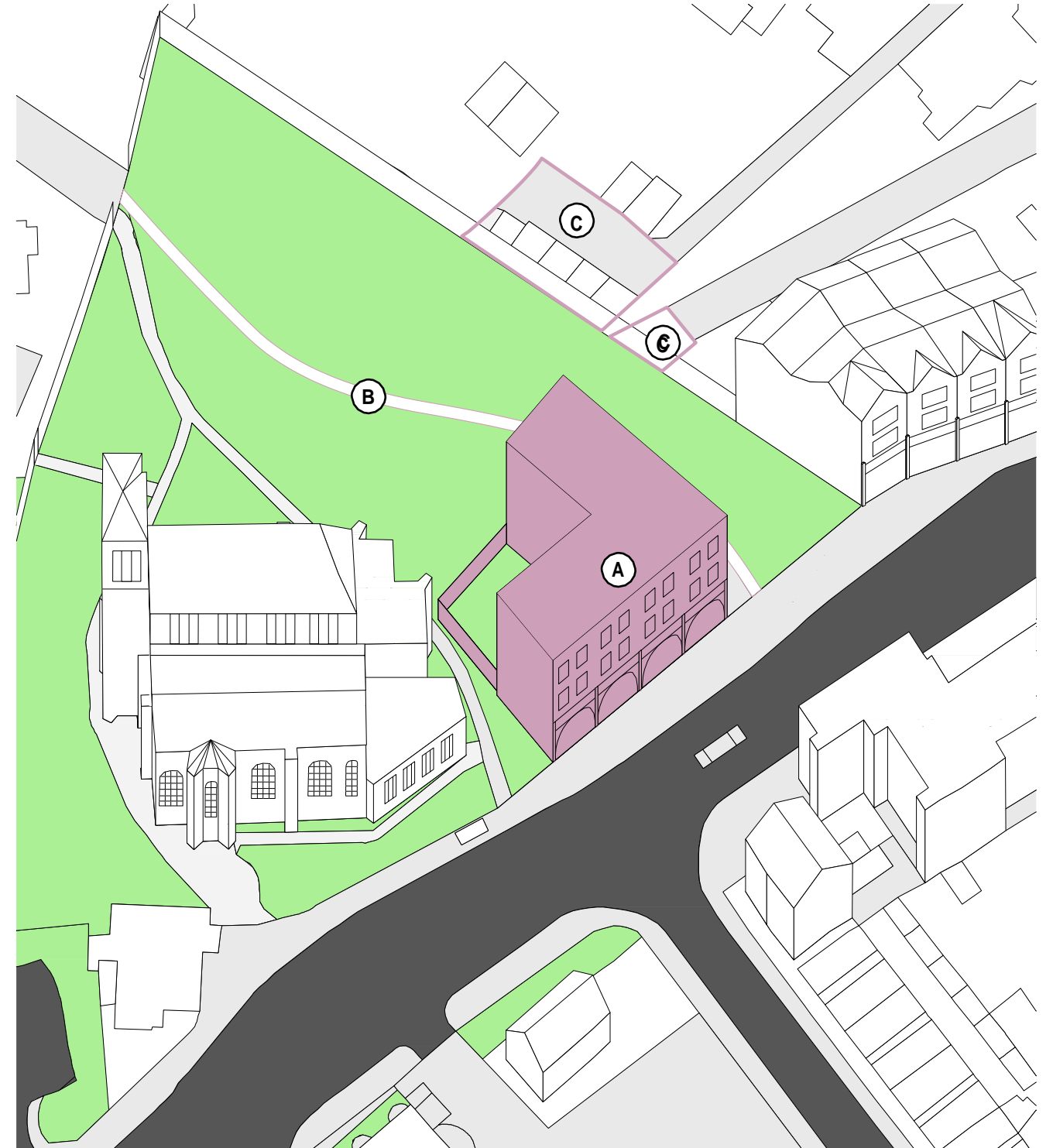
4.2 gUiDance foR liBRARy siTe ReDeVeloPMenT

The existing library is being relocated to Gateway House on Regents Park Road which creates an opportunity for redevelopment of the current site. It is adjacent to Church End Gardens and St Mary-at-Finchley Church (Grade II Listed). Guidance for development on this site is as follows:

- A Three storey mixed use development:
 - Commercial/ retail use on the ground floor with high quality frontage to complement the historic area
 - Building line continued from adjacent shop parade
 - Residential use on the upper floors, overlooking Church End Gardens to improve passive supervision
 - High quality and distinctive design
- B Introduce an additional path from residential area to the west, travelling through cemetery and Church End Gardens, to the high street in order to transform the gardens from a cul-de-sac, to a useable route
- C Potential for infill development of garages and vacant building which overlook Church End Gardens



Proposed site plan



Isometric illustration of potential development



Existing image: Finchley Church End library

4.2 PoTenTIAL foR iMPRoVeD sTATION enTRAnce

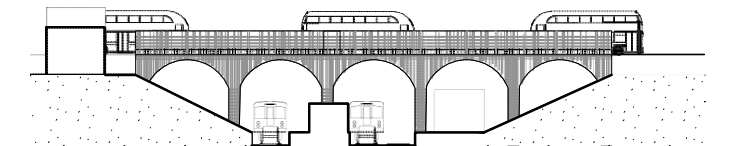
A new station building for Finchley Central, which is designed to a high standard, could be provided through redevelopment of the site. The illustration opposite demonstrates how a new station building improves the gateway into Finchley Central:

- A Station entrance:
High quality designed station building situated in a new location on the high street set back to allow for pedestrian forecourt and cycle provision
- B Residential development
Eight storey residential development above new station building
- C Pedestrian bridge
Introduction of pedestrian bridge with retail units linking the north and south of the town centre
- D Pedestrian access
Stair and ramp access provided from the station building to both platforms at the lower level
- E Development on remaining site
Relocation of the station building creates potential development opportunity alongside railway
- F Infill development
Infill development upon one storey buildings along Station Road
- G Station gateway public realm
Refer to 5.1 for further details
- H Junction realignment
Refer to 3.1 for further details
- I Realignment of pedestrian bridge
Refer to 3.2 for further details

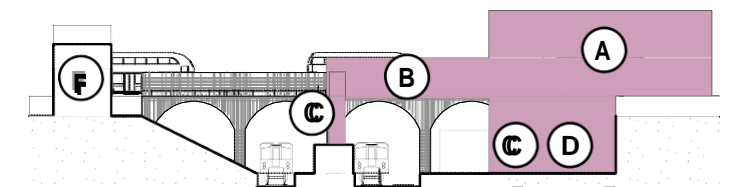
Note: A feasibility study will need to be undertaken to determine how the station is redeveloped which will be consulted on.



Isometric illustration of potential station development



Existing section AA



Proposed section AA

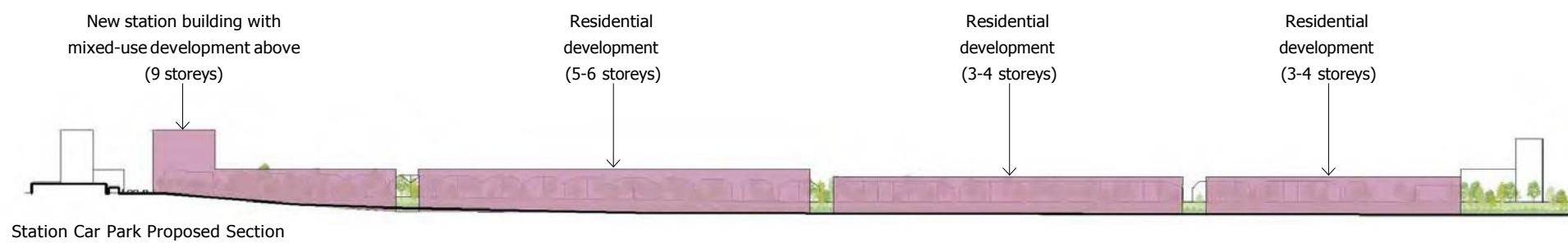
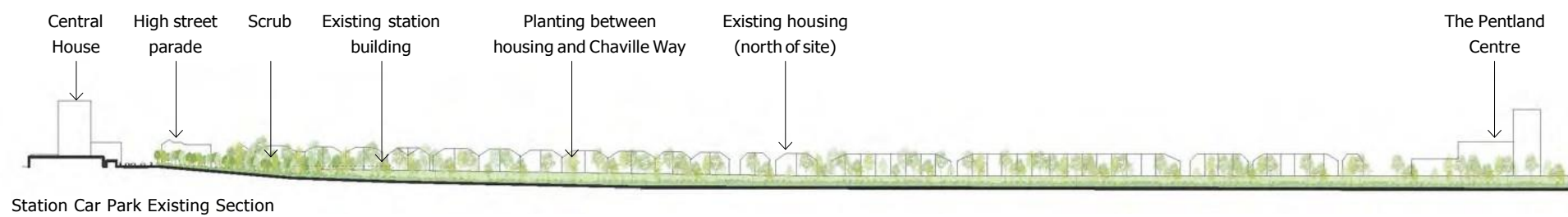
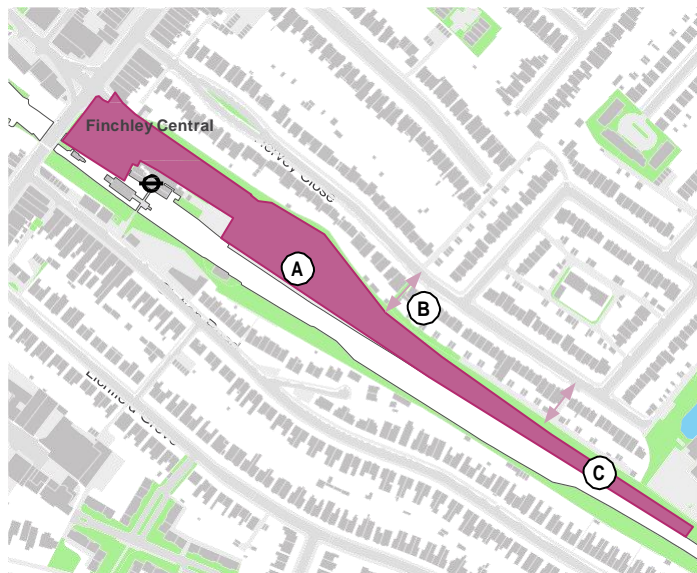
4.2 gUiDAnce foR sTATion cAR PARK ReDeVeloPMenT

The car park of Finchley Central station is a significant development opportunity for the town centre. However, the site has a number of constraints as it is located alongside the railway and is particularly slim at one end. Development on this site should:

- A Be based upon a detailed parking study to inform potential rationalisation of parking numbers whilst avoiding negative impact on the town centre.
- B Seek to establish new links with Hervey Close to improve accessibility and reduce reliance on the Ballards Lane junction.
- C Consider innovative typologies to negotiate dimensional constraints of the site.

A full parking study will be undertaken prior to the redevelopment of the station car park. Where there is demand, parking will be reprovided. A feasibility study will need to be undertaken to determine how the station and the car park is redeveloped, which will be consulted on.

Opposite are two precedent examples of residential schemes which are located within constrained sites. The designs are carefully considered for the environment they are set within.




4.3 infill DeVelopMent oPPoRTUniTies

The town centre currently has a range of building typologies and densities owing to developments of different time periods. Locations where there are much lower densities or buildings of poorer quality, offer opportunities for infill development.

Several locations fronting on to the high street that present such opportunities are highlighted in the diagrams opposite.



KEY
 Indicative development growth opportunity

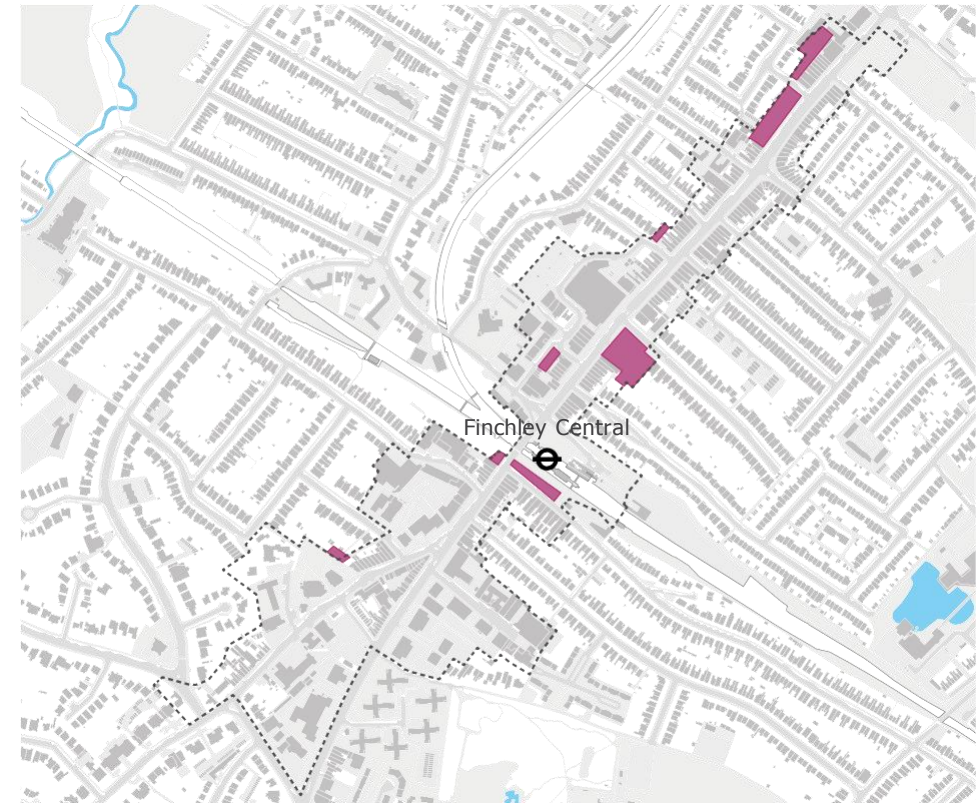
4.3 infill DeVelopMent oPPoRTUniTies

The Town Centre offers opportunity for infill development on small sites situated behind the high street. Current construction activity shows that such developments are attractive to the market, presumably due to high residential values in the area. Infill development benefits the town centre through increasing resident numbers. The images opposite present some examples of where infill development is already happening in the town centre.

Potential locations for further infill development have been identified on the map opposite. Further opportunities to intensify the use of the town centre through infill development by individual land-owners should be encouraged and supported.



Residential development on Cornwall Avenue



Potential infill sites within Finchley Church End town centre



Residential property on Princes Avenue

5.0
iMPRoVe gATewAys
ThRoUgh DeVeLoPMenT

5.1 Improvements to station arrival area
in co-ordination with forthcoming
development in the station area

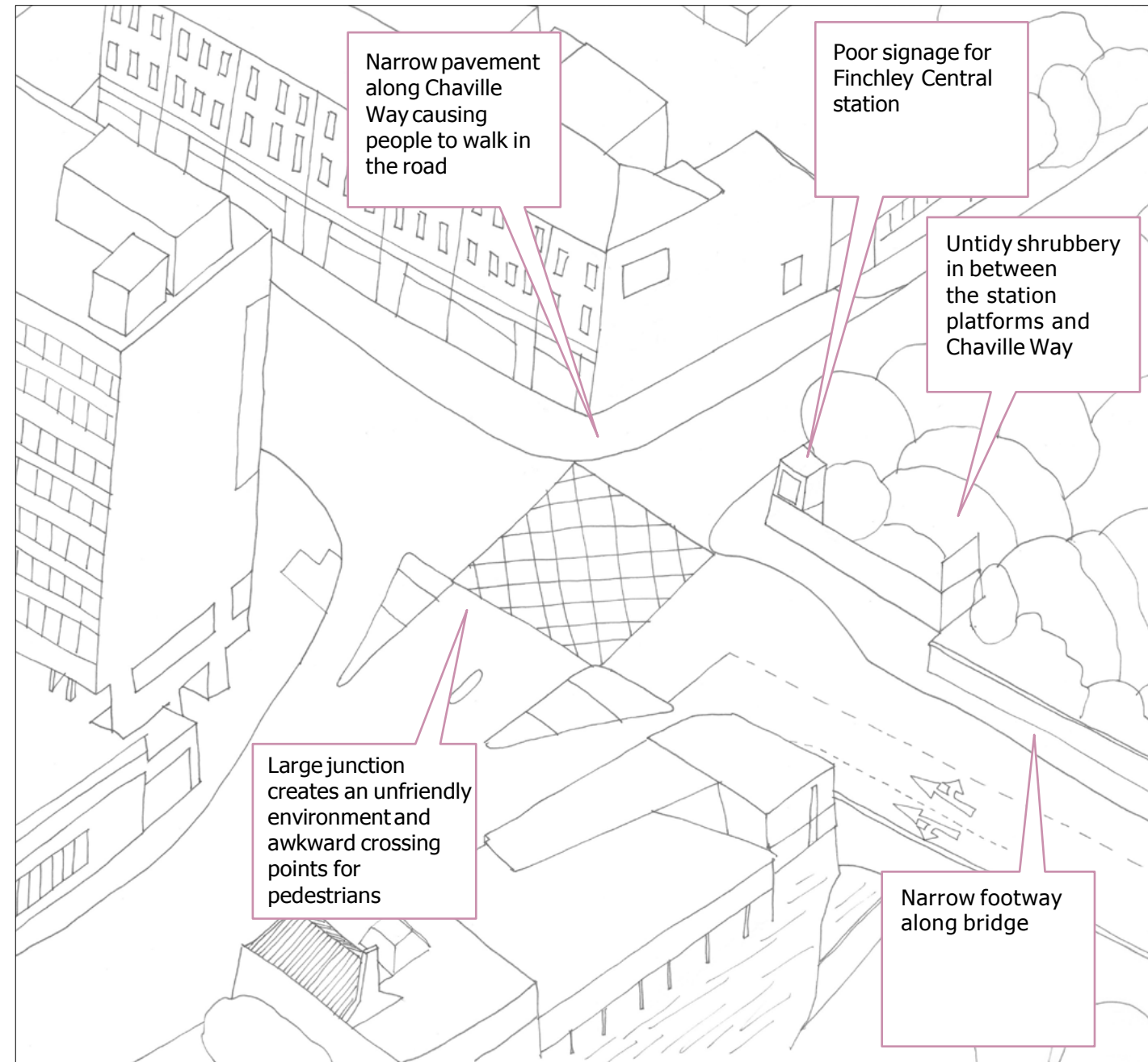


© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

5.1 sTATION gATeWAY iMPRoVeMEnts

The current arrival into Finchley Central via the station is pedestrian unfriendly, primarily owing to the heavily trafficked junctions. The new station entrance, along with the realignment of the junction provides an opportunity to improve the gateway into Finchley Central.

A comprehensive traffic modelling study will need to be undertaken to ensure a positive outcome for all the users of the town centre. A feasibility study will need to be undertaken to determine how the station is redeveloped, which will be consulted on.



Existing gateway into Finchley Central



Woolwich town centre, London

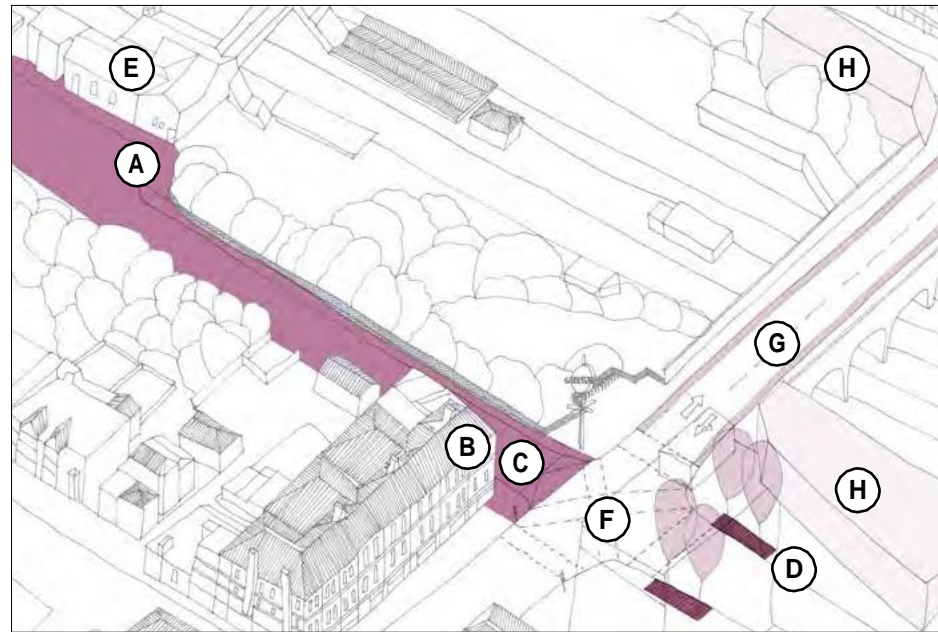


Croydon South End, London



Clapham, London

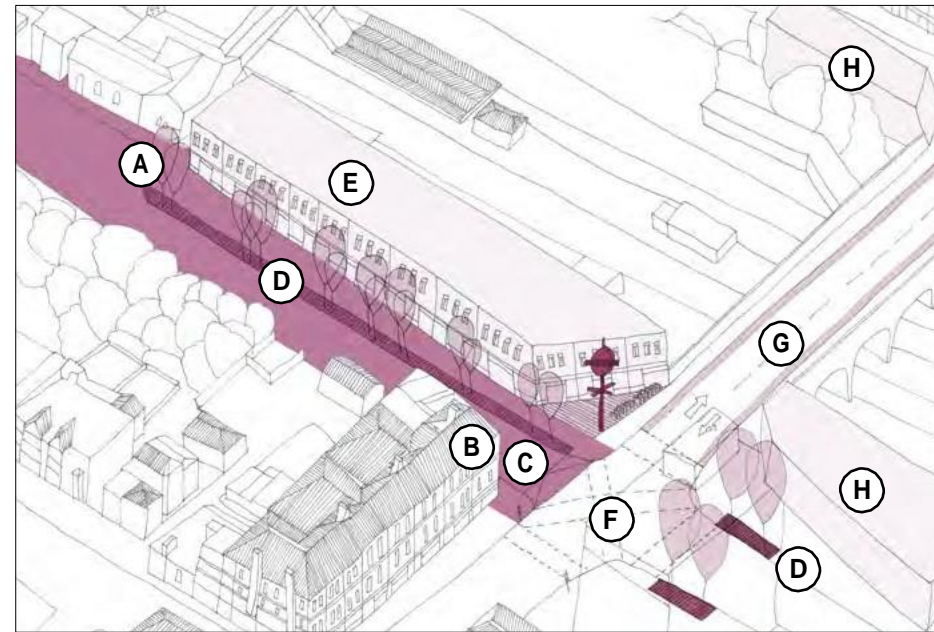
Development option A



Public realm improvements only

- A High quality forecourt area for existing station building with secure cycle parking and wayfinding signage
- B Characterful gateway signage on flank wall opportunity to create sense of arrival
- C Introduction of shared surface along Chaville Way up to entrance of existing station building
- D Introduction of new paving, civic furniture and planting at junction
- E Enhancements to existing station building
- F Realign junction. Refer to 3.1 for further details
- G Realignment of existing bridge. Refer to 3.2 for further details
- H Potential development site

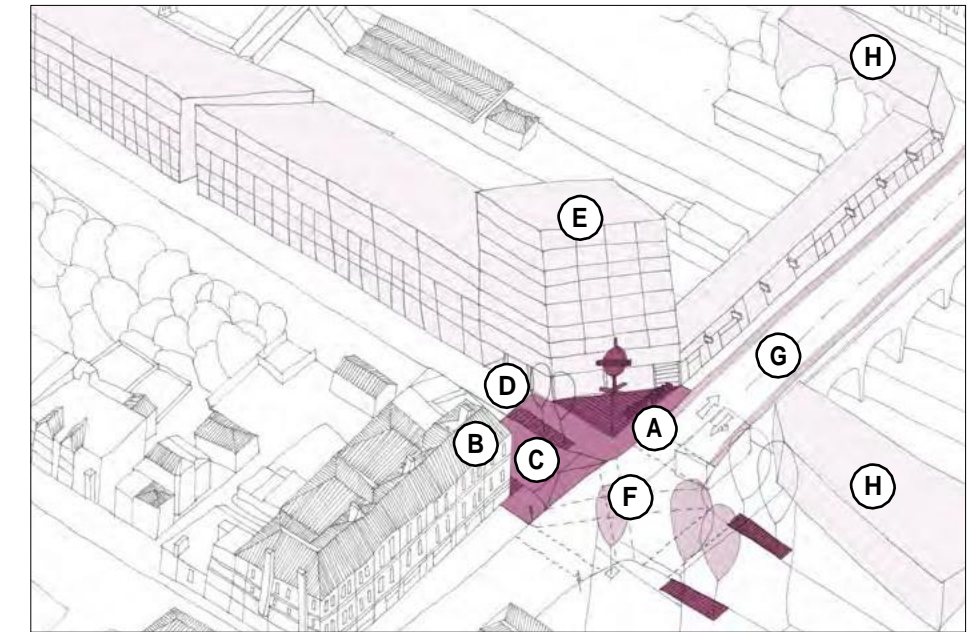
Development option B



Modest development opportunity

- A High quality forecourt area for existing station building with secure cycle parking and wayfinding signage
- B Characterful gateway signage on flank wall opportunity to create sense of arrival
- C Introduction of continuous crossing from station to high street
- D Introduction of new paving, civic furniture and planting at junction and along Chaville Way
- E Two storey mixed use development along Chaville Way linking existing station building to the high street
- F Realign junction. Refer to 3.1 for further details
- G Realignment of existing bridge. Refer to 3.2 for further details
- H Potential development site

Development option c

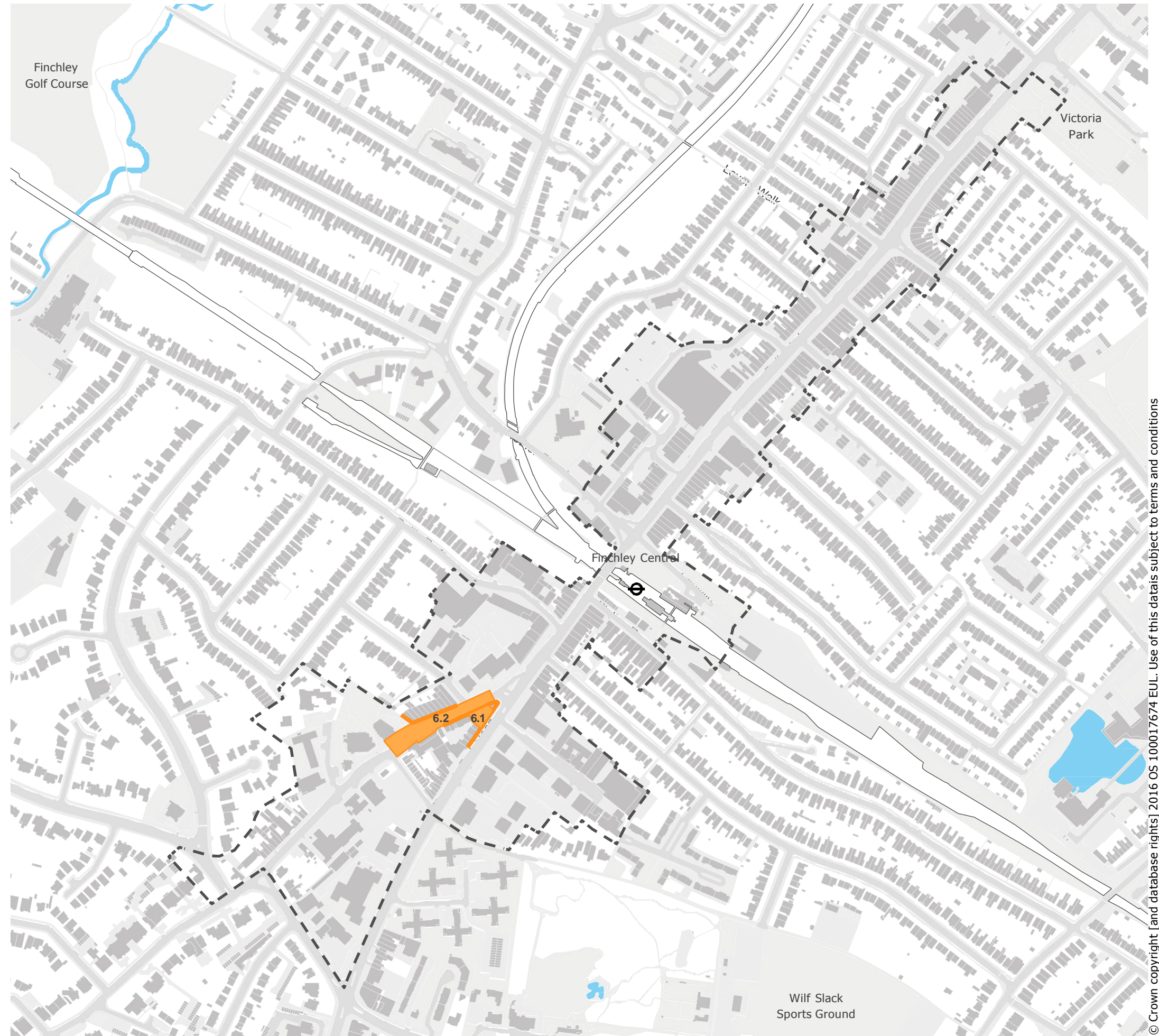


Maximum development opportunity

- A High quality forecourt area for new station building with secure cycle parking and wayfinding signage
- B Characterful gateway signage on flank wall opportunity to create sense of arrival
- C Introduction of continuous crossing from station to high street
- D Introduction of new paving, civic furniture and planting at junction
- E New nine storey station building and pedestrian bridge development. Refer to 3.2 for further details
- F Realign junction. Refer to 3.1 for further details
- G Realignment of existing bridge. Refer to 3.2 for further details
- H Potential development site

6.0 MAKING THE MOST OF HERITAGE ASSETS

- 6.1 Introduce cultural uses into the King Edward Hall building such as a cinema or community events space, both as temporary uses and in the long-term.
- 6.2 Reaffirm historic identity of Conservation Area through signage, way finding, high quality public realm and shop front improvements within buildings of architectural and historic value, in accordance with the Finchley Church End Conservation Area Character Appraisal



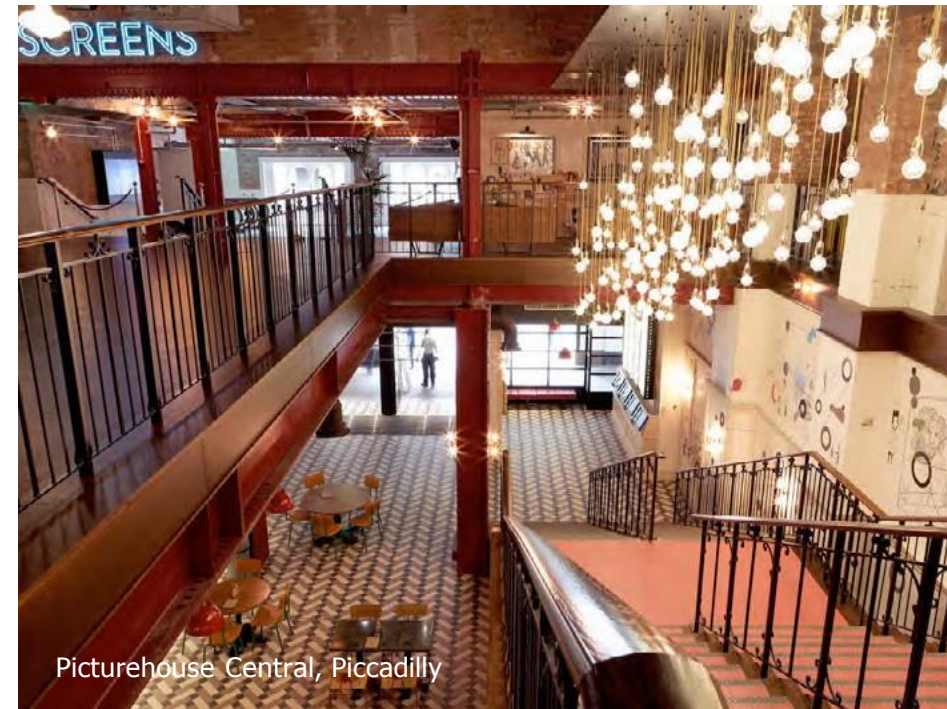
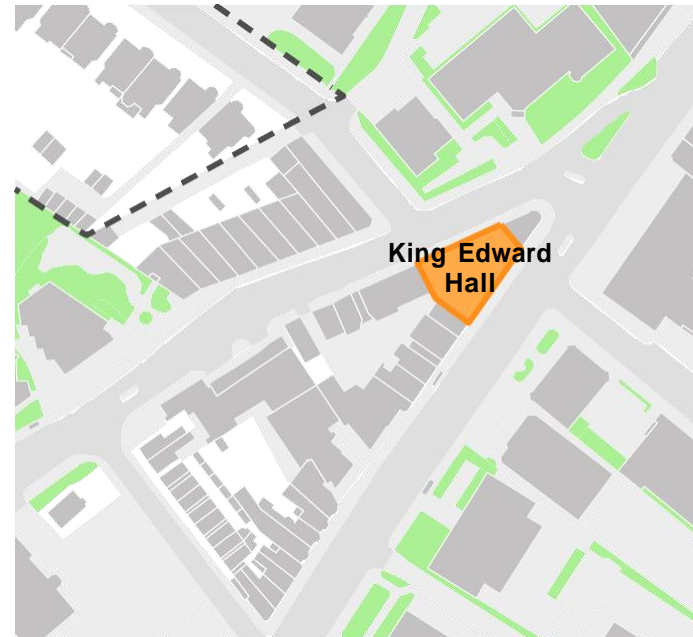
© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

6.1 cULTURAL Uses in King eDWARD h All

King Edward Hall on Hendon Lane is a prominent Grade II listed building within the Conservation Area, but is currently under utilised. A number of retail units on the ground floor are currently vacant, and the banqueting suite on the upper floor has been on sale for a number of years.

The venue offers a significant opportunity for the introduction of a cultural / community space for Finchley. This could be introduced on a temporary basis, with a view to longer-term proposals. Associated with the arrival of a new high-end supermarket in Gateway House (understood to be imminent), such a venue could reinvigorate Church End Conservation area.

Alterations to the building will need to comply with recommendations set out within the Finchley Church End Conservation Area Character Appraisal (2011).



Picturehouse Central, Piccadilly



King Edward Hall, Hendon Lane

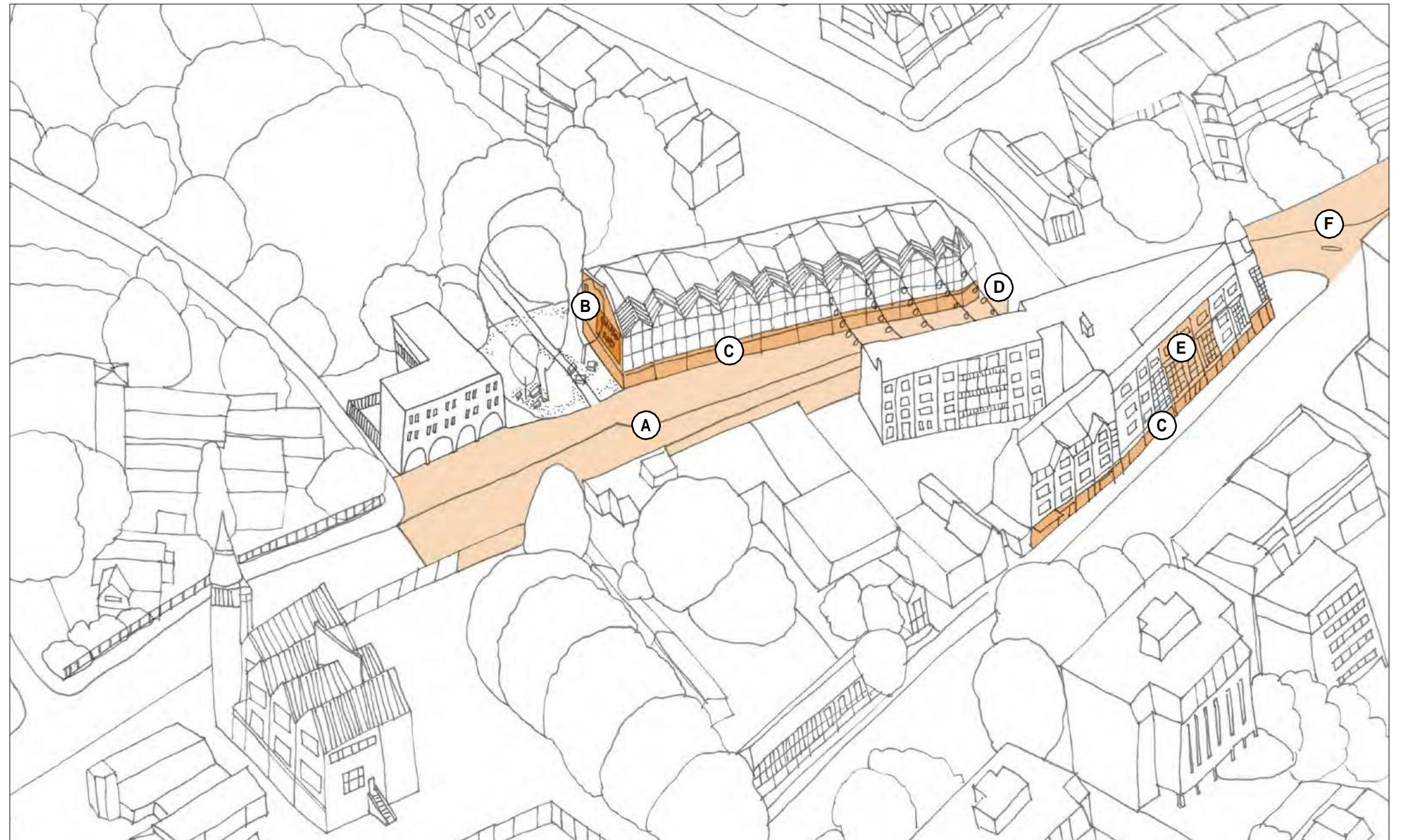


South Kilburn Studios, Brent

6.2 ReAffiRM his To Ric iDenTiTy of henDon lAne

The Conservation Area has rich historic value, however the public realm and commercial units within historic buildings are of poor quality, which has been highlighted as a key issue within the Finchley Church End Conservation Area Character Appraisal (2011). The strategy proposes to enhance the 'village' quality of this area by introducing high quality materials into the public realm and shopfronts, along with reaffirming its historic identity through signage.

- A New co-ordinated conservation paving and shared surfaces adjacent to retail units and Church End Gardens which respects the character of the conservation area
- B Characterful signage highlighting 'Church End' identity and local heritage
- C High quality shop front improvements for units within conservation area including uplift of architectural features
- D Feature catenary lighting
- E Support establishment of King Edward Hall as a cultural venue
- F Junction realignment. Refer to section 6.1



Proposed improvements to Hendon Lane



Existing image: Hendon Lane



Havenplein, Zierikzee



Brentford High Street, London



Bloomsbury, London

7.0 encoURAge An inclUsiVe Town centRe

- 7.1 Organise a cultural event or a regular market at the weekends for local residents and visitors
- 7.2 Support businesses with developing a successful weekend economy by encouraging a diverse town centre offer that attracts a mixed local demographic
- 7.3 Establish a relationship between local older people and local enterprise groups



© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

7.1 oRgAnise A cUITURAI eVenT on The high sTReeT

The local demographic tend to have the disposable income and time to seek evening and weekend entertainment, often without the ties of young families. They are well-educated, most are broadsheet readers, well-travelled and appreciative of the arts and culture.

There is an opportunity for businesses in Church End to attract people seeking daytime leisure activities. The town lacks flexible events space and cultural activities and loses potential leisure visitors to the nearby Great North Centre which has a Vue multiplex cinema, the Finchley Lido leisure centre and Hollywood Bowl, and to the Arts Depot in North Finchley which has a theatre, soft play centre, family café and exhibition space.

Possible interventions include the use of wide pavements for markets and events to attract people to town during the weekend, evening cultural activities delivered from some of the larger bars and restaurants, the creation of an online business directory and town loyalty scheme.

Non-retail uses for vacant high street spaces should be considered to cultivate a sense of community and encourage sustainable cultural, social and leisure high street functions.

Opposite are a set of precedents of meanwhile use and cultural events on the high street.



A film screening outside a bookshop in Peckham Rye



An empty site is temporarily converted into Barking Bathhouse



A vacant shop unit in Nunhead Green being used as a business incubator with exhibition space



The Christmas Glow festival in Enfield which featured a lantern parade

7.2

sUPPoRT BUssinesses To ATTRAcT DiVeRse DeMogRAPhic

The following set of recommendations provide a list of ways in which the high street businesses can be supported in Finchley Church End.

High street offer

- Businesses should be supported to diversify and expand their product ranges to close the gaps in provision and prevent shopper migration to other towns.
- An attempt should be made to animate the vacant shops, like the derelict My Local shop, in prime positions with meanwhile uses until a permanent tenant can be found. This is an opportunity to curate the high street, bringing under-represented products to the town.
- The evening economy should be boosted to accommodate the needs of commuters and affluent residents.

Quality of businesses

- Many of the businesses in Church End were in good repair with clear identities. Some of the most poorly presented businesses and unkempt vacant units lie at the gateways to the high street; these include the old police station and the businesses on Station Road
- The local authority should use their powers to close businesses temporarily if they continue to fail to achieve at least a 2 star hygiene rating; to enable them to make necessary improvements.
- More should be done to promote the high level of food hygiene and variety of cuisine available locally.

Branding and identity

- Church End should be promoted more widely especially the 'hidden' gems including the niche shops e.g. the games shop, decorating and furniture stores and the food and drink offer.

High street infrastructure

- A solution to the perception of parking complexity should be sought including a review of parking signage to make shoppers aware of the locations of free parking in the side roads. Improved signage explaining payment methods in the primary resident languages might be prudent and if possible more shops could be encouraged to sell parking vouchers to help people without credit cards and mobiles phones.



Window dressing in Willesden Green



Shop front improvements in Wool Street



Business support shop in Sidcup

8.0 PRoMoTe PosiTiVe PeRcePTion & iDenTiTy

- 8.1 In response to local perception, hold further consultation about whether the town centre should be identified as Finchley Central or Finchley Church End.
- 8.2 Improve shopfronts and visual merchandising of businesses along Ballards Lane which support the local identity
- 8.3 Introduce artwork on flank walls including the bridge to help establish an identity for the town centre.
- 8.4 Establish a Town Team for the centre to support local businesses and engage residents.



© Crown copyright [and database rights] 2016 OS 100017674 EUL. Use of this data is subject to terms and conditions

8.2 sUPPoRT locAl iDenTiTy ThRoUgh shoPFRonT iMPRoVeMenTs

A number of shops have dilapidated shop fronts; these detract from their smarter neighbours. A shopfront improvement programme is recommended to provide financial support and contemporary design advice to businesses unable to fund infrastructural improvements through lack of cashflow.

The photographs opposite highlight some key parades of shops that could be suitable for such interventions.



8.3
 esTABlish iDenTiTy
 ThRoUgh fIAnK wAll
 ARTwoRK

There are a number of opportunities within the town centre to introduce artwork which helps to define and establish a distinct local identity for the area. These tend to be on flank walls of existing buildings as well as the walls of the bridge over the railway.



Blank wall of railway bridge by Finchley Central station



Flank wall on Hendon Lane, adjacent to Church End Gardens



Flank wall at station arrival



Flank wall artwork on Walthamstow High Street



Gateway identity signage in Croydon South End

8.4

es TABlish Town TeAM

A business network or Town Team could be set-up and supported for a minimum of one year to help businesses share their issues and work together to deliver a programme of interventions to raise the profile of the town. Town teams and town centre managers can facilitate business networking. The role of a Town Centre Manager is often underestimated but it can be invaluable for a high street to have a dedicated business liaison officer. A number of businesses would like to attend facilitated networking sessions so that they can meet other businesses.

A free business support programme should be provided to help independent businesses increase their turnover using onmi-channel platforms.



Fruity Fun Day event in Burnt Oak to help promote the identity of the town centre and its businesses

FINCHLEY

FIRST STEPS

Planning policy

The Local Plan has to shape the future of Barnet as a place, providing the overarching local policy framework for delivering sustainable development. We need to sustainably manage retail growth and change in Barnet and how the Borough's network of town centres must evolve to remain economically vibrant.

As part of the implementation of Barnet's Local Plan (2012) a suite of town centre strategies/development frameworks have been produced for New Barnet, Finchley Church End, Chipping Barnet and Edgware. The Finchley Church End Town Centre Strategy adopted in June 2012 sets out a planning-based approach focusing on identifying potential development sites in this town centre and the associated need for improvements to the public realm and infrastructure to enhance the character of the area.

As part of the implementation of Entrepreneurial Barnet (2014) Town Centre Strategies have been produced for Burnt Oak and Finchley Central. Strategies for Golders Green and Edgware are emerging. This 2017 strategy for Finchley Central therefore has a much broader remit than the 2012 planning document, reflecting the council's new *Place-Based Commissioning approach* with a greater focus on the local resident and business community in addition to the physical space and built environment.

The Council are now producing a new Local Plan document which 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. This Town Centre Strategy will have a key influence on emerging planning policy, site proposals and the decisions we make about the future of Finchley Church End Town Centre.

Management of projects

A large proportion of the projects listed within this strategy will be delivered through development control, managed internally by LB Barnet officers.

Design and engineering consultants will be commissioned to develop proposals further

Local knowledge and skills are a vital part of shaping Finchley Central and Finchley Church End, therefore the strategy encourages the involvement of local people in future initiatives. There are a number of projects that could be led by active community groups or organisations including:

- Organising a cultural event on the high street
- Establishing a town team
- Contributing towards establishing Finchley Square by organising a regular event or market
- Establishing a relationship between older people and local enterprise groups
- Contributing towards affirming the historic identity of Finchley Church End

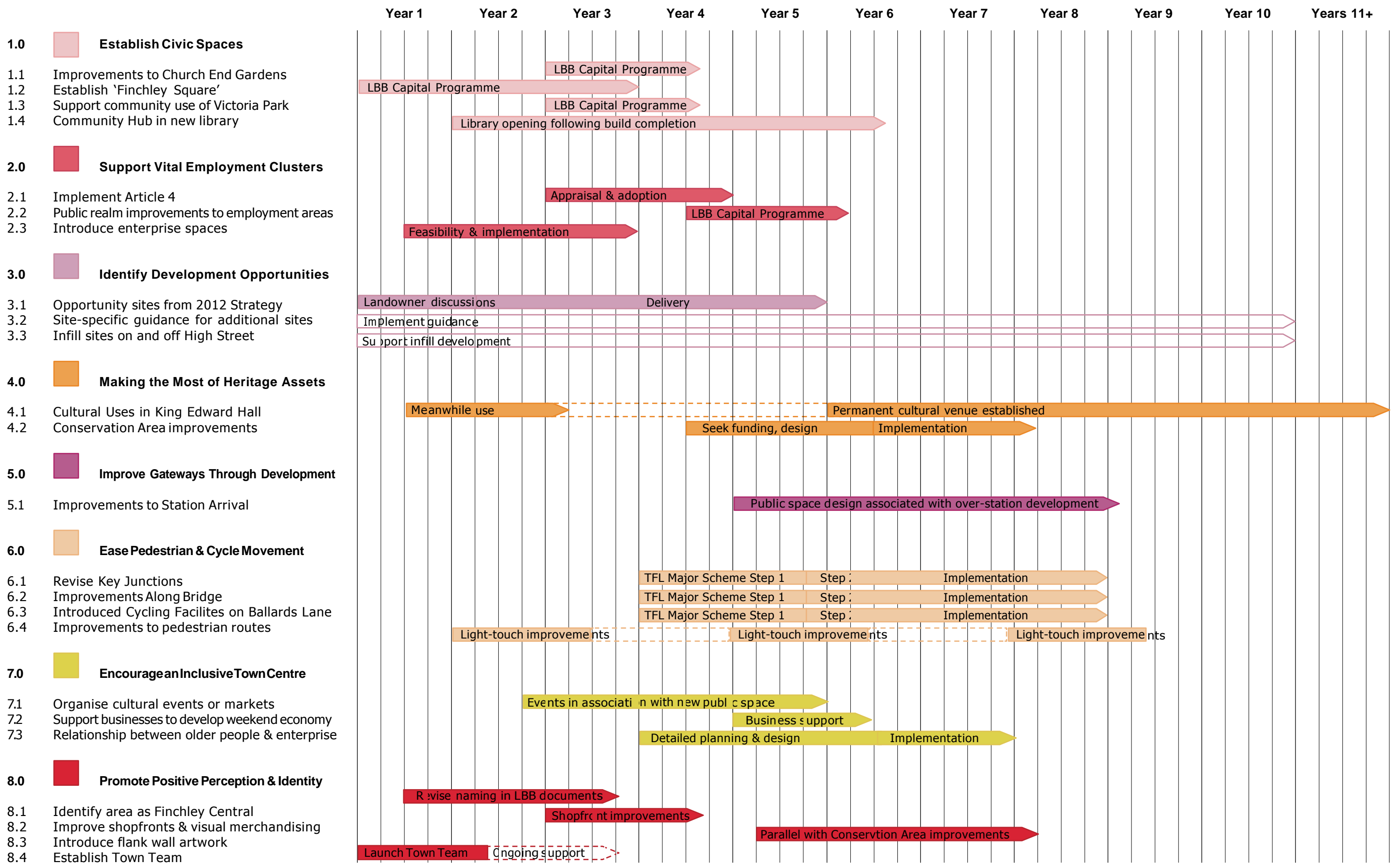
Activities within Victoria Park including Finchley Bowls Club and a proposed farmers market are being led and managed by local Finchley residents with the support of LB Barnet.

Funding sources

Development control
GLA Growth Fund
TfL Major Schemes Bid

Overleaf is a diagram which organises the projects into a priority list over a ten year period, indicating where funding could be sourced.

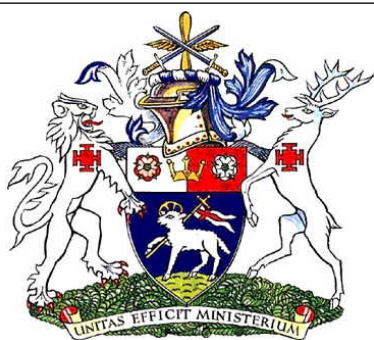
FINCHLEY FIRST STEPS



We Made That LLP
studio@wemadethat.co.uk

30-32 Stamford Road
London N1 4JL
T +44 (0)20 7249 6336
www.wemadethat.co.uk

We Made That LLP is
registered in England &
Wales at the above address
Reg. no. OC367789



ASSETS, REGENERATION & GROWTH COMMITTEE

27TH NOVEMBER 2017

Title	West Hendon Compulsory Purchase Orders 2 & 2a (CPO2 and CPO2a)- Communications Update
Report of	Councillor Daniel Thomas
Wards	West Hendon
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – CPO2 and CPO2a Communications Update
Officer Contact Details	Emily Morris, Regeneration Officer emily.morris@barnet.gov.uk, 0208 359 4473

Summary

A report went to ARG on the 17th March 2016 seeking authority to make two Compulsory Purchase Orders at West Hendon, CPO2 & CPO2a. The committee referred the report to Full Council on the 4th of April 2016. Full Council agreed the recommendations.

Full Council also requested that an update of all communications undertaken at West Hendon, with particular regard to CPO activities, was presented to all future ARG meetings until further notice. This was to ensure that all necessary consultation action was being undertaken to keep residents informed of the outcomes for them, what options were on the table for them, and how they would be supported.

The use of the Compulsory Purchase Orders is an option of last resort and will only be utilised where third party interests cannot be acquired through private treaty negotiations.

Recommendations

That the Asset, Regeneration & Growth Committee notes the communication activities undertaken regarding the West Hendon Regeneration Scheme attached in Appendix 1

1. WHY THIS REPORT IS NEEDED

- 1.1 Full council on the 4th April 2016 requested that a communications update for West Hendon, with particular regard to CPO activities, is presented to all subsequent Asset, Regeneration & Growth Committee meetings until further notice.

2. REASONS FOR RECOMMENDATIONS

- 2.1 CPO2 and CPO2a are required to provide certainty with regard to site assembly in order to deliver the benefits of the regeneration to the estate and the wider area. Without a Compulsory Purchase Order as a 'backstop', there would be no realistic prospect 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.
- 2.3 CPO2 will apply to residential properties at 33-125 Tyrell Way and 11-72 Warner Close and will be promoted using statutory powers under the Town and Country Planning Act 1990. CPO2a is required to deliver the major highways works required as part of the West Hendon Regeneration Scheme. In accordance with the Section 106 Agreement for West Hendon Barratt Metropolitan LLP (BMLLP) are required to deliver the highway works as part of Phase 4 of the Regeneration Scheme.
- 2.4 In order to ensure the smooth running of the CPO process and/or private treaty negotiations the committee are requested to review and note the communications plan and be reassured that all appropriate communication activity is taking place to ensure amicable agreement with residents with interests within the CPO area, and beyond.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The submission of a communications update for the West Hendon CPO process was a request of Full Council. No other option needs to be considered or is required.

4. POST DECISION IMPLEMENTATION

- 4.1 ARG Committee will review the communications update at each ARG, as the CPO/private treaty negotiations progresses. Any recommends made by ARG Committee regarding the approach to communications/consultation at West Hendon will be incorporated into the communications strategy where feasible.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As set out in the substantive report to 17th March ARG.

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

5.2.1 As set out in the substantive report to 17th March ARG.

5.3 Social Value

5.3.1 As set out in the substantive report to 17th March ARG.

5.4 Legal and Constitutional References

5.4.1 As set out in the substantive report to 17th March ARG.

5.5 Risk Management

5.5.1 As set out in the substantive report to 17th March ARG.

5.6 Equalities and Diversity

5.6.1 As set out in the substantive report to 17th March ARG.

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. A summary of consultation activity is at Appendix 1.

6. BACKGROUND PAPERS

Full Council, 4 April 2016, West Hendon Compulsory Purchase Order 2 & 2a (CPO2 and CPO2a)

<https://barnet.moderngov.co.uk/documents/s30993/Report%20to%20Council%20-%20ARG%20CPOs.pdf>

Asset, Regeneration and Growth Committee, 17 March 2016, West Hendon Compulsory Purchase Order 2 & 2a (CPO2 and CPO2a)

<http://barnet.moderngov.co.uk/documents/s30497/West%20Hendon%20CPO%202%20a%20CPO2%20and%20CPO2a.pdf>

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

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

This page is intentionally left blank

Appendix 1 – CPO2 & CPO2a Communications Update – November 2017

Dedicated West Hendon Website: <http://west-hendon.co.uk/>

Method of Communication	Purpose of Communication	Stakeholder	Date/s	Frequency	Comments
Closed Partnership Board	The Board comprises of key stakeholders which support, represent and promote the interests of all residents living on the estate.	London Borough of Barnet, Re, Barratt Metropolitan LLP, Barnet Homes, Resident Representatives, ITA	02/08/2017 13/09/2017 04/10/2017 01/11/2017	Monthly	Development Partners provide relevant information and reports as required by the board, subject to data protection and commercial sensitivities. Fire safety, the Neighbourhood Investment Strategy and CPO2 housing assessments were items of discussion.
Open Partnership Board	The Partnership Board holds an open meeting to discuss regeneration matters with the wider community	London Borough of Barnet, Re, Barratt Metropolitan LLP, Barnet Homes, Resident Representatives, ITA, Wider Community	18/10/2017	Quarterly	Development Partners provide relevant information to the wider community, subject to data protection and commercial sensitivities. CPO2, the regeneration programme and the Neighbourhood Investment Strategy were discussed.
Construction Working Group	A forum for residents to discuss construction activities and programme with the Barratt's construction team	Barratt London, Wider Community	17/08/2017 21/09/2017 19/10/2017 16/11/2017	Monthly	Minutes for the Construction Working Group can be found on the dedicated West Hendon Regeneration website at http://west-hendon.co.uk/construction/construction-working-group/
Regeneration Newsletter	A newsletter that is sent to all West Hendon residents notifying them of key development and community information		July 2017	Quarterly	A Regeneration Newsletter, created by the Development Partners, is sent to all residents on the West Hendon estate. The newsletter provides relevant information to the wider community. The latest newsletter advertised the Neighbourhood Investment Strategy, the approval of the Phase 4 Reserved Matters Application and the Community Trust Fund.
Leaseholder Negotiations	Ongoing leaseholder negotiations to purchase properties through private treaty acquisitions.	London Borough of Barnet, Re, GVA, West Hendon Leaseholders, Barratt Metropolitan LLP	Ongoing	Ongoing	34 leasehold interests fall within CPO2. 11 leasehold properties have been acquired. A further 4 leaseholders have agreed to a deferred purchase and an additional 10 Heads of Terms have been agreed.
CPO2 Housing Assessment Meeting	An information meeting for non-secure tenants affected by CPO2 to discuss the housing assessment process and housing options.	London Borough of Barnet, Re, Barnet Homes	11/10/2017	As required	A letter advertising the meeting was posted to all non-secure tenants within CPO2 on the w/c 2 nd October 2017. The meeting addressed issues such as the housing assessment process, the Council's allocation policy, rehousing and assistance with removals etc.
CPO2 & 2a CPO Decision Letter	CPO2 & CPO2a were confirmed by the Secretary of	London Borough of Barnet, West Hendon	23/10/2017	As required	Residents affected by CPO2 & CPO2a were sent a letter informing them of the decision. Residents were also informed

States on 20th
October 2017.

residents

that the development partners will be holding information sessions to assist them through the process.

**London Borough of Barnet
Assets Regeneration and
Growth Committee Work
Programme
November 2017 - May 2018**

Contact: Faith Mwendé - faith.mwende@barnet.gov.uk 02083594917

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
27 November 2017			
Open Market Purchases of Affordable Housing	<p>This report presents both short-term and long-term leasing models through which the Council would lease affordable housing, purchased on the open market by private investment funds.</p> <p>The paper seeks approval for the Council to enter into such leasing agreements with private investment funds to increase the supply of affordable housing.</p>	Deputy Chief Executive	Key
Microsites Programme, Business Justification Case	To approve the funding and business case.	Deputy Chief Executive	Key
Prospect Ring Compulsory Purchase Order	To Authorise the Compulsory Purchase Order for the leasehold properties to secure the delivery of the Prospect Ring new housing development scheme	Deputy Chief Executive	Key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Brent Cross Cricklewood - Update	<p>To receive a quarterly update on the Brent Cross Cricklewood Programme, and take such decisions as are required.</p> <p>To note any decisions of the Brent Cross South Shareholder Board and provide an update on community engagement.</p>	Deputy Chief Executive	Key
Stag House- Extra Care	Adult Services has commissioned an Extra Care scheme to be delivered on the site of Stag House, Burnt Oak. The purpose of the paper is to release funds subject to Full Business Case so that the scheme can be delivered.	Strategic Director of Adults, Communities and Health	Key
West Hendon Compulsory Purchase Orders - Quarterly Community Engagement Update	Update on community engagement in relation to West Hendon Compulsory Purchase Orders.	Deputy Chief Executive	Key
Business Planning report 2018/19	Agree and consider proposals for the committee in line with the Council's MTFS process.	Deputy Chief Executive	Key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Entrepreneurial Barnet - Annual Update and Forward Plan	This report provides an update on progress towards delivering the 2017 programme of activity for Entrepreneurial Barnet.	Deputy Chief Executive	Key
Proposed cemetery acquisition - Milesplit Hill	This report provides an update and recommendations for the acquisition of the Milesplit Cemetary.	Director of Resources (Section 151 Officer and Chief Finance Officer)	Key
Barnet House Fire Safety Recommendations	To note the findings of the additional investigations undertaken the Councils Operational Building, Barnet House, Whetstone and agrees the methodology and approach in developing a priority action plan	Deputy Chief Executive	Non-key
Regeneration Strategy	The paper will initiate work developing of a new regeneration strategy for Barnet, setting out the scope and timescale of this work.	Deputy Chief Executive	Key
12 March 2018			
Assets Regeneration and Growth Committee Commissioning Plan	To receive the Assets Regeneration and Growth Committee Commissioning Plan and Annual Performance Report	Deputy Chief Executive	Key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Referral from Chipping Barnet Area Committee for a Decision on Options for dealing with 56 Bedford Avenue A Long Term Empty Property	Approve for CPO If 'Sufficient Progress has not made in renovating the property'	Director of Resources (Section 151 Officer and Chief Finance Officer)	Key
Royal Air Force Museum Parking Spaces	Approve the Heads of Term for the parking spaces at Royal Air Force Museum in Colindale.	Director of Resources (Section 151 Officer and Chief Finance Officer)	Key
To be allocated			
Donoghue - Exploring options to re-locate Update Report	Committee to consider the Business Case.	Deputy Chief Executive	Key
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
Development Pipeline Tranche 1, Housing Full Business Case	The report updates committee on progress to date and seeks the necessary authority to progress with the proposed redesign & commercial agreement.	Deputy Chief Executive	Key

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 21

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 22

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 23

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 24

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank