

Outline Business Case (OBC): Meadow Close Relocation

Author:	Megan Hallett
Date:	28/10/16
Service / Dept:	Corporate Programmes

Contents

Executive Summary	iii
1 Introduction.....	1
2 Strategic Case.....	1
2.1 Strategic Context / drivers	1
2.2 Constraints	3
2.3 Dependencies.....	3
2.4 Risks.....	3
2.5 Equalities and Diversity4	
2.6 Conclusion.....	4
3 Economic Case	4
3.1 Critical Success Factors	4
3.2 Introduction to options	5
3.3 Site Option 1 - Retain the existing Meadow Close Children’s Home	5
3.4 Site Option 2 - Relocation to Private Sector site	6
3.5 Overview of Site Options 3 -5 Council owned sites with possible development opportunities.....	7
3.6 Site Option 3: Relocate to 27 Woodside Avenue N12 8AT (see Appendix D for Photos).....	8
3.7 Site Option 3A – Woodside Avenue; Refurbishment of Existing Site and Extension	9
3.8 Site Option 3B– Woodside Avenue: Demolition and Rebuild of Existing Site (including the proposed provision for a space for individual work with children and families).....	11
3.9 Site Option 3C– Woodside Avenue: Demolition and Rebuild of Existing Site (Excluding the proposed provision for a space for individual work with children and families).....	13
3.10 Site Option 3D1– Woodside Avenue – Refurbishment excluding separate space	15
3.11 Site Option 3D2– Woodside Avenue – Refurbishment including separate space	17
3.12 Site Option 3D3– Woodside Avenue – New build including separate space	18
3.13 Site Option 3D4– Woodside Avenue – Exclusion of extension.....	20
3.14 Site Option 3D5– Woodside Avenue – Exclusion of Top Floor.....	21
3.15 Site Option 3D6 – Woodside Avenue – Exclusion of Top Floor and extension.....	22
3.16 Site Option 3D7– Woodside Avenue – New build with reduced area	24
3.17 Site Option 4 – Adamson Court, Hertford Road, East Finchley	25
3.18 Site Option 5 – 80 Daws Lane, Mill Hill, NW7 4SL.....	28

3.19	Conclusion	29
4	Commercial Case	31
4.1	Required services.....	31
4.2	Development sourcing approach.....	32
4.3	Procurement approach and implementation timescales	32
4.4	Management of Children’s Home and separate ‘Hub’ space	33
4.5	Conclusion and next steps	33
5	Financial Case.....	33
5.1	Funding requirements.....	33
5.2	Implementation costs.....	34
5.3	Cost control in construction	35
5.4	Conclusion.....	36
6	Management Case	36
6.1	Overarching governance arrangements	36
6.2	Roles and Responsibilities	40
6.3	Project plan.....	42
6.4	Key milestone dates	43
6.5	Risks and issues.....	44
6.6	Benefits realisation approach	46
6.7	Communications approach.....	48
6.8	Post project evaluation approach	49
6.9	Conclusion.....	49
7	Summary	49

Executive Summary

This document is the Outline Business Case (OBC) for London Borough of Barnet's (LBB) proposed re-location of the Children's Home at Meadow Close.

The existing children's home at Meadow Close does not meet with the current Department for Education (DfE) Children's Homes Regulations and Standards and Ofsted has reported the current home will not achieve a higher rating than 'GOOD' in the future. One of the strategic objectives is to ensure a high quality home for the young people, which would result in an Ofsted rate of 'OUTSTANDING'.

This OBC appraises a number of options, including those reported to Assets and Capital Board (ACB) in July 2015, and in February 2016 and further options subsequently proposed in an Options Appraisal of the preferred site undertaken in March 2016.

The chart overleaf summarises these options.

Previous reports to ACB identified the following options:

- **Retaining the existing Meadow Close Children's Home**
- **Relocating Children's Home, which includes a number of site options.**

Features of each option are summarised as;

Retaining the existing Meadow Close Children's Home

Due to the current physical limitations of the existing Children's Home at Meadow Close, the home does not comply with current DfE Children's Homes Regulations and would require remedial works to meet the requirements. Furthermore, it would be uneconomical to reconfigure the current site.

Relocation of Children's home

In relocating the children's home a number of private sector properties and council owned sites have been investigated. The private sector market provided predominantly smaller properties which did not meet the spatial requirement stated in the brief. These sites would require extending, even if excluding the 'separate space' for teams supporting the young people. The cost of acquisition and conversion of private accommodation is an expensive option. Subsequently, a number of council owned sites were identified through the Development Pipeline Programme Board. These sites were identified as being suitable for extension and adaptation to the requirements of the brief as well as being more cost effective.

A strategic review of Council owned sites has found Woodside Avenue to be the preferred site for relocation of the home. Woodside Avenue is a large spacious site with the option to extend and meets all strategic objectives set out by Family Services (FS). Following a budget review, a reduced target of £1.6m was instructed and a further Options Appraisal (April 2016) undertaken, which identified a further seven configurations.

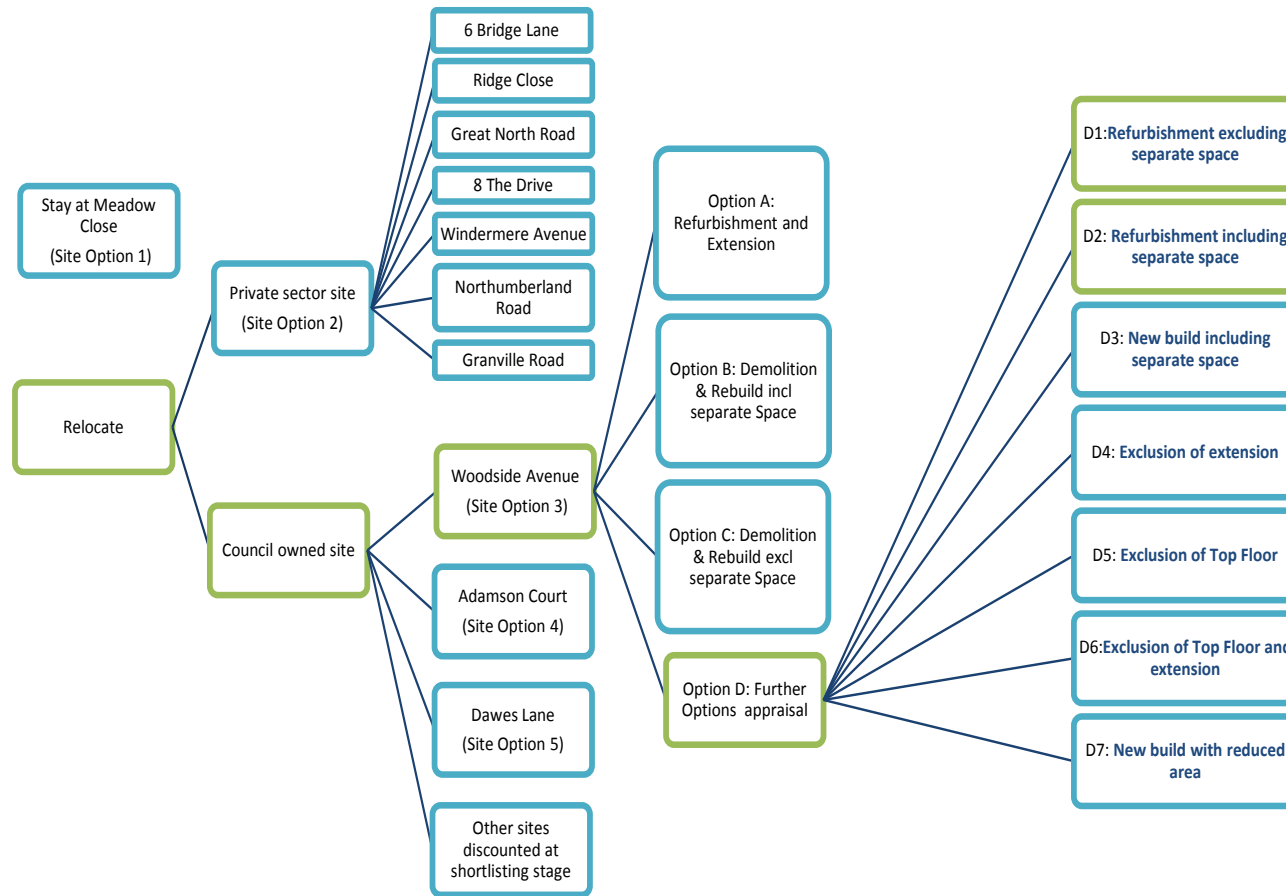
The recommended option from the March 2016 Options Appraisal was Woodside Avenue Refurbishment excluding 'separate space' (Option 3D1), as this option is forecast within the project budget (though exceeds £1.6m target). The March 2016 Options Appraisal was written at summary level, and exploratory work has since been undertaken before presenting this Business Case. In line with the vision of Family Friendly Barnet, Family Services have started to develop the technical requirements for the separate space, which has identified a preference for the separate space to be provided as a 'Hub' in a standalone building for which additional funding will be required. Although excluded from the preferred option in the March 2016 Options Appraisal, the 'separate space' is a critical requirement of the Service and a potential feature of the selected site subject to budget and planning constraints.

Note: Link to Department of Education Children's Homes Regulations and Standards

<https://www.gov.uk/government/publications/childrens-homes-regulations-including-quality-standards-guide>

Note: Link to Ofsted report – providing description of OUTSTANDING rating requirements (page 18)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/481847/Inspection_of_childrens_homes_framework_for_inspection_from_1_April_2015.pdf



Options Summary Chart

1 Introduction

This document is the Outline Business Case (OBC) for London Borough of Barnet's (LBB) proposed re-location of the Children's Home at Meadow Close.

The existing children's home at Meadow Close does not meet with the current Department for Education (DfE) Children's Homes Regulations and Standards and Ofsted has reported the current home will not achieve a higher rating than 'GOOD' in the future. One of the strategic objectives is to ensure a high quality home for the young people, which would result in an Ofsted rate of 'OUTSTANDING'.

This BC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:

- Strategic Case – setting out the context, arrangements and the case for change, constraints and investment objectives;
- Economic Case – appraising the options for a relocated Children's Home , and the preferred option;
- Commercial Case – indicating the commercial implications of the option;
- Financial Case – indicating how the preferred option could be funded; and
- Management Case – outlining the initial plans for delivery to manage the way forward.

2 Strategic Case

2.1 Strategic Context / drivers

This OBC provides options for the relocation of the current children's home, situated at 68a Meadow Close to a new location within the borough.

LB Barnet currently has two six bed children's homes, located at Meadow Close and New Park House, which provide placements for looked-after children and young people aged 12 and above, of either gender with emotional and/or behavioural difficulties. The quality of service offered by both units is high and is Meadow Close is judged as 'Good' by Ofsted¹.

The regulations for the standard to which children's homes should adhere are defined by the current Department of Education Children's (DFE) Homes Regulations and Standards. These Regulations include Quality Standards which set out the aspirational and positive outcomes homes are required to achieve. They also set out the underpinning requirements that homes must meet in order to achieve those overarching outcomes which are, to an important extent, dependent upon the physical qualities and location of a children's home. Meadow Close does not meet with required standards concerning accessibility, fire safety and service delivery, which would require significant investment to meet the required standards. The current site whilst rated GOOD in its last Ofsted Inspection, (Nov 2015) is unlikely to be graded any higher (OUTSTANDING) due to these physical limitations. In addition to these physical limitations for the children living there, the building itself does not comply with current Building Regulations, specifically Approved Document M (access and

¹ <http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/CARE/SC034134>
<http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/CARE/SC033805>

use of a building), and various best practice standards which comply with accessibility matters such as British Standards 8300:2010.

The re-location of the Children's home from Meadow Close supports organisational objectives and strategy in a number of ways:

- Providing high quality placement provision supports the Council's objective to promote the achievement of good outcomes for looked after children and achieve an Ofsted rating of 'OUTSTANDING'
- Providing placements in or close to Barnet supports the strategy to offer looked after children local placements. This is in line with the Department for Education (DfE) performance indicator to reduce the number of placements at a distance of 20 miles or more
- In-house placement provision enables LB Barnet to develop closer links with Barnet foster carers to develop pathways for children and young people who are currently in a residential placement to step down to foster care where appropriate
- The provision of places in more affluent areas of the borough in order to increase the children's self-worth and self-esteem.
- The relocation of the home should also provide an opportunity to include a space for a team to operate that will support young people in care, residing both within and beyond the home, which will in turn help to benefit some of Barnet's most vulnerable children and young people and reduce the need to escalate some children and young people to higher cost placements.
- The inclusion of space for teams to support the young people will enable staff and families a space for support activities, further enhancing provision for looked after children.
- The project will enable links to new models of working, demand management that in turn reduce spend in the long term
- The project sits within the Family Friendly Barnet 2020 Programme. Delivery of the project will help support the Barnet Children & Young People's Plan 2016-2020 vision for Barnet to be the most 'Family Friendly' borough in London by 2020.
- The project supports the Barnet Children & Young People's Plan 2016-2020 objective that Children, Young People and their families are safe, healthy, resilient, knowledgeable, responsible, informed and listened to

2

<http://www.google.co.uk/url?url=http://www.ofsted.gov.uk/filedownloading/%3Ffile%3Ddocuments/surveys-and-good-practice/f/From%2520a%2520distance%2520Looked%2520after%2520children%2520living%2520away%2520from%2520their%2520home%2520area.pdf%26refer%3D0&rct=j&frm=1&q=&esrc=s&sa=U&ei=2Yw2VLbNG8bW7Qb9toCADg&ved=0CCYQFjAD&usg=AFQjCNHtHIT3wMuzCPqA6PL2VwLW9DanDA>

- The Planning application / design needs to take into consideration LBBs planning policies for residential areas. Managing the expectation of the local residents through consultation will be fundamental to minimise the risk of objections.

2.2 Constraints

There are a number of constraints for LBB to consider in its approach to the proposed relocated Children's Home:

- Availability of funding
- Planning requirements
- Family Services desire to co-locate separate Hub space on the same site as the home, this limits availability of suitable sites

2.3 Dependencies

The successful delivery of this project is dependent on:

- Sufficient funding being available to cover requirements
- Vacant possession of 27 Woodside Avenue being provided
- Securing Planning Consent
- Procurement route for Construction/Build – Design & Build
- Stakeholder Engagement
- Legal title due diligence on the Woodside site is required

2.4 Risks

The Strategic Risks for LBB to manage and mitigate as it considers the proposed relocated Children's Home are:

- Inability to gain sufficient funding to deliver the preferred option.
- Inability to gain vacant possession at the time required in the programme, which could delay start on site
- Inability to satisfy the planners that the Hub building is appropriate in a residential area
- Objections from the local community about the new Children's Home during planning approval process, which may defer planning consent.
- Potential cost and time overruns resulting in new accommodation not being available on time and budgetary pressures

Detailed risk analysis, with mitigations is found in Section 7, Management Case.

2.5 Equalities and Diversity

Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

We anticipate that the planned new Children's Home will have a positive impact on equalities because it will provide improved access and circulation for the residents, including an accessible bathroom. The equalities impact will be kept under review and updated as the proposals develop.

The proposed works will comply with all current relevant legislation including disability requirements.

The proposed works will enhance the Borough's reputation as a good place to live and work.

2.6 Conclusion

This section has set out the strategic context for the proposed relocation of the Children's Home and demonstrated there is also alignment with the Council's Corporate Plan, FS2020 Plan and Resilient Futures agenda. It has set out the strategic case for investment in a relocated Children's Home at Woodside Avenue.

3 Economic Case

The Economic Case sets out the Critical Success Factors (CSF's) for the decision, appraising the short-listed options to indicate the preferred option.

3.1 Critical Success Factors

Based on the strategic drivers, business needs and constraints, the following Critical Success Factors (CSFs) have been established for LBB's approach to the proposed development of the children's home:

- **CSF1:** Is financially sustainable for the Council
- **CSF2:** Provides a fit for purpose solution that facilitates Children's Home
- **CSF3:** Alignment with the wider strategic aims of LBB (including likelihood of responding to Children's Home needs and reducing inequality)
- **CSF4:** Transport Links
- **CSF5:** Home that exceeds Ofsted (regulator) expectation
- **CSF6:** Located in the best possible local environment

3.2 Introduction to options

An options appraisal was presented to Assets and Capital Board (ACB) in July 2015, and a further Options report was taken to ACB in February 2016, ultimately recommending Woodside Avenue as the preferred site for the Children’s Home. Subsequently, in March 2016, further options were considered for this site at the request of Senior Managers.

The following section sets out the options in more detail and outlines the preferred option. An overview of Options is provided in the Executive Summary

In identifying the opportunities available, the following options have been reviewed:

1. Retain the existing Meadow Close Children’s Home (Site Option 1)
2. Relocation of Children’s Home (Site Options 2 – 5)

3.3 Site Option 1 - Retain the existing Meadow Close Children’s Home

This Option involves keeping the Children’s Home at 68a Meadow Close - works would be required to bring the property up to required standards.

Qualitative appraisal

If the Children’s Home remains at Meadow Close there will be substantial costs to refurbish in line with regulations, but this option will not achieve any of the benefits outlined in the Critical Success Factors in terms of delivering a financially sustainable solution providing a fit for purpose Children’s Home or a Home that exceeds Ofsted (regulator) expectations, having suitable transport links or being located in the best possible environment. In addition it cannot accommodate any additional staff that support young people or have sufficient space for families to have contact with their children.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council		<ul style="list-style-type: none"> • More expensive than Woodside Avenue • Current children’s home does not comply with regulations therefore substantial costs to refurbish in line with regulations 	RED
CSF2: Provides a fit for purpose solution that facilitates Children’s Home	<ul style="list-style-type: none"> • Has been rated as a ‘good’ by Ofsted 	<ul style="list-style-type: none"> • Does not comply with regulations and therefore unlikely to get anything above a good. 	RED
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> • In line with strategic aims and objectives 	<ul style="list-style-type: none"> • Not in line with building regulations • Not able to get above good in Ofsted ratings. 	RED
CSF4: Transport Links	<ul style="list-style-type: none"> • Poor transport links deter travel without permission. • Fourteen minute to High Barnet station, which is seven minutes longer than walk to 		AMBER

	train station from Woodside Avenue <ul style="list-style-type: none"> • Train station is located in zone 5 and therefore would cost more to travel from than Woodside Avenue which is located in zone 4 		
CSF5: Home that exceeds Ofsted (regulator) expectation		<ul style="list-style-type: none"> • Will not get above GOOD rating from Ofsted • Building not compliant with current building standard 	RED
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> • No Local resident objections 	<ul style="list-style-type: none"> • In area where youths congregate and with potential for any negative influences 	RED

Quantitative appraisal

This option has substantial costs associated with refurbishment to meet with the regulations.

3.4 Site Option 2 - Relocation to Private Sector site

The private sector market was investigated to identify potential properties for acquisition and details of potential properties are scheduled below.

Property	Description	Advantages	Disadvantages
6 Bridge Lane, Temple Fortune, NW 11	6 bed detached House	It comes with planning permission to develop	£1,800,000 to buy the property and additional cost to develop is expensive
Ridge Close, NW4	7 bed detached house with 1 bedroom annex to the rear.	Potential to extend to increase floor area is subject to planning	£1,500,000 to buy the property and additional cost to develop is expensive. Planning permission is not guaranteed
Great North Road, New Barnet	6 bed detached House with potential to extend subject to planning, currently 4000 sq. ft. large corner plot	Potential to extend to increase floor area and subject to planning	£1,500,000 to buy the property and additional cost to develop is expensive. Planning permission is not guaranteed
8 The Drive, New Barnet	7 bed detached house	Subject to planning permission if a 'Learning and Support Hub' is to be built	£1,850,000 to buy the property and additional cost to develop is expensive. Planning permission is not guaranteed
Windermere Avenue, N3	6 bed	No data	No data
Northumberland Road, New Barnet	7 bed semi-detached house	Potential to extend to increase floor area subject to planning	£1,250,000 to buy the property and additional cost to develop is expensive.

			Planning permission is not guaranteed
Granville Road, EN5	6 bed semi-detached house	Potential to extend to increase floor area subject to planning	£1,350,000 to buy the property and additional cost to develop is expensive. Planning permission is not guaranteed

The majority of these properties are smaller than required by the brief and would, therefore, require extending subject to planning permission. The cost of acquisition and conversion is an expensive option.

3.5 Overview of Site Options 3 -5 Council owned sites with possible development opportunities

A number of sites were identified through the Development Pipeline Programme Board; the below were identified as being suitable for extending and adapting to the requirements of the brief. The shortlisted sites were:

- Adamson Court, 7 Hertford Road, East Finchley, N2 9B
- Fairmead Crescent, HA8 8YP
- 27 Woodside Avenue, North Finchley, N12 8AT
- 694/696 Finchley Road, N11 7NN
- Alexandra Grove, Finchley N11 8NU
- 80 Daws Lane, Mill Hill, NW7 4SL

(Appendix B shows a map of these identified properties)

Following site visits to the above location, the following sites were short-listed by the Project Team as being the most suitable options (against the brief):

- Site Option 3: 27 Woodside Avenue, North Finchley, N12 8AT
- Site Option 4: Adamson Court, 7 Hertford Road, East Finchley, N2 9B
- Site Option 5: 80 Daws Lane, Mill Hill, NW7 4SL

(Refer to Appendix C for map of locations of these short-listed properties)

A minimum of 438m² is required for the residential unit. It should provide an appropriate environment for Barnet's looked after-children in line with the current Department of Education Children's Homes Regulations and Standards. Opportunities have been looked at identifying any additional space that can be used for teams that supports young people that reside in the home. As a guide a figure of 600m² of total space is being sought, but the service is flexible about this and keen to maximise opportunities to benefit Barnet's children.

No further site possibilities have arisen since ACB May 2015, and therefore the list above will be appraised in further detail at this BC stage and includes multiple options for the Woodside Avenue site.

3.6 Site Option 3: Relocate to 27 Woodside Avenue N12 8AT (see Appendix D for Photos)

The property covers an area of 1353m²: the building has a gross internal area of 440m² with parking, a large rear garden and access available from adjoining road. A kitchen extension would be required to give the children's home an open plan living arrangement. There may be planning challenges associated with building an extension on the site.

The council has carried out a high level feasibility of the site as a residential development scheme. It is estimated, subject to detailed planning and consultation, that the site could accommodate a scheme of fourteen units. Based on a high level viability assessment, the site does have some development value but this is outweighed by the merits of providing a suitable home environment, in the right location, for the borough's most vulnerable children and young people. There is also the opportunity of having space to support young people and their carers at the children's home, which would help to manage demand for higher tier services, contributing to the demand management budget savings proposed for Family Services.

The property is currently configured as a hostel containing eleven individual flats, which are fully occupied and generate a rental income of circa £213k per annum. Current occupants are on six-month tenancies and therefore require rehousing, for which suitable alternative accommodation will need to be provided by Barnet Homes including associated costs. Depending on housing availability elsewhere within the borough, this could potentially delay the overall project. To mitigate this risk, on-going discussions with Barnet Homes are being held to explore alternate options and provide vacant possession of the site in line with our construction programme.

The site is in close proximity to Woodside Park tube station. Family Services requirement is to have transport access, however not too accessible to reduce the likelihood of young people taking unnecessary trips and/or going missing. With Woodside Park being a small quiet station this will reduce the potential for negative influences compared to a larger transport hub.

The local environment of Woodside Avenue offers a quiet, spacious and relaxed atmosphere with no proximity to areas where youths congregate and with minimal potential for any negative influences. Moreover, the spacious site would help reduce any noise from the building as well as reducing the likelihood of any negative impact on neighbours.

There are three* options to consider for Woodside Avenue; Option A, refurbishment of existing site with an extension (excluding proposed provision for a space for individual work with children and families), Option B, demolish and rebuild of existing site (including proposed provision for a space for individual work with children and families) and Option C, demolish and rebuild of existing site (excluding proposed provision for a space for individual work with children and families).

* Subsequently, in March 2016, further options were considered for this site at the request of Senior Managers. Refer to Options 3D1 – 7.

Woodside Avenue, 1262m², Asset Value: £1.24m

3.7 Site Option 3A – Woodside Avenue; Refurbishment of Existing Site and Extension

This option proposes the refurbishment of the existing site including an extension to the existing building.

Qualitative appraisal

Option A (456m²), to refurbish the existing site will require a side extension to accommodate the needs of the children’s home, and consequently a planning application must be submitted. Due to the spacious site, the application should be approved. The renovation will maintain a homely feel and street setting which in turn will assist the planning process reducing the chances of objections. Planners have also been receptive of the site during early discussions of the design and see no issues proceeding with planning. Furthermore, initial discussions have been carried out with the ward councillors, providing positive feedback. However, Local resident’s expectation will need to be managed through the consultations to avoid objections, which could result in design changes and delays to programme.

Due to internal restrictions and type of construction required to bring the property up to the required standards, some significant adaptations to the property would be required. These include the removal of internal load bearing walls to gain the required configuration and the inclusion of a platform lift to meet with the Disability Discrimination Act (DDA).

A strategic review of the site has been undertaken to assess the requirements of renovating the site, including measured surveys, concept design work, structural reviews and an initial assessment of cost. These works have established that the building can be converted into a children’s home, by the means of a single story side extension and extensive internal structural works and underpinning of the existing structure.

Proposed Site Area: 456m²

Estimated Build Cost: £1.419m

Estimated Capital Cost: £2.372m

Time line (design, procurement & construction): 18 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	<ul style="list-style-type: none"> Would utilise the asset at a lower capital cost than Adamson Court 	<ul style="list-style-type: none"> Costs for re-location of current occupants 	GREEN
CSF2: Provides a fit for purpose solution that facilitates Children’s Home	<ul style="list-style-type: none"> Purpose built property for Children’s home Design would enable a ‘house feel’ and there would be no need to significantly change the look of the building Enables space for young people intervention 	<ul style="list-style-type: none"> Constraints of the existing structure may limit design options 	GREEN
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also 	<ul style="list-style-type: none"> Risk of objection to planning application – although initial discussions have commenced 	AMBER

	help to reduce any noise from the building and less likelihood of any negative impact on neighbours	with the planning team and local councillors <ul style="list-style-type: none"> • Reputational damage during evictions 	
CSF4: Transport Links	<ul style="list-style-type: none"> • Seven minute walk to Woodside Park tube • Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> • Outstanding home • Improved children space to include staff • Creation of family space • Better circulation 	<ul style="list-style-type: none"> • Condition of existing structure and conditions of existing services may complicate design solutions 	GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> • In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences • Is located in the part of the borough where the majority of children go to school • Retained garden space 	<ul style="list-style-type: none"> • Local resident objections • Limited amenity close to site 	GREEN

Quantitative appraisal

Breakdown of costs

Option A: Refurbishment of Existing Site and Extension (excluding the proposed provision for a space for individual work with children and families)

Construction Costs	c. £1.419m
Professional Core Fees @ 15%	c. £0.213m
Project Management	c. £0.060m
Surveys	c. £0.065m
FF&E	c. £0.300m
ICT	c. £0.100m
Contingency @ 10%	c. £0.216m
Total estimated cost	c. £2.372m*

*NB Please note these are budget figures and will be refined following quotations and further design development as the project progresses.

*High level estimated breakdown of costs (Appendix E) includes for construction cost only.

High Level Estimate Breakdown of costs can be found in Appendix E

Site Plan and Proposed Site Plan can be found in Appendix F

3.8 Site Option 3B– Woodside Avenue: Demolition and Rebuild of Existing Site (including the proposed provision for a space for individual work with children and families)

Qualitative appraisal

Option B(600m²), to demolish and rebuild the property would provide a larger bespoke children’s home that meets Ofsted expectation and also provide greater internal space including a provision for a space for individual work with children and families. However, a new build would create a more institutionalised feel, losing the intimate feel that a refurbished property would maintain. Additionally, the new build would lose the architectural character of the current residential building and affect the street appearance that could lead to potentially planning objections, resulting in planning consent not being granted.

Following discussions with the planners it has been advised that for a new build property will need to take consideration of the established building line, which is set well back from the sites frontage, as well as the restriction of the root and crown protection areas associated with a site with so many quality trees.

The new build Options B would increase the project durations by circa 8 months and also adds additional costs to the project, as estimated in breakdown below. The breakdown of the estimated 8 months is as follows

- High level feasibility study – 1 month
- Additional design development for Stage 2 and 3 – 1 month
 - (Including, planning pre application, additional engagement with stakeholders and planners, change to room relationship, input from specialists regarding highways and site drainage etc.)
- Construction Period
 - Demolition, sub-structure construction works and re-profiling of the land)

Proposed Site Area: 600m²

Estimated Build Cost: £2.092m

Estimated Capital Cost: £3.257

Time line (design, procurement & construction): 26 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council		<ul style="list-style-type: none"> • Costs for re-location of current occupants • Costs for Construction works to manage the demolishing of existing property • Estimated costs exceed capital budget by circa 500k • Increasing costs due to larger internal area (600m²) than refurbishment (456m²) 	RED
CSF2: Provides a fit for purpose solution that facilitates Children’s Home	<ul style="list-style-type: none"> • Purpose built property for Children’s home • Enables space for young people intervention • Able to accommodate support hub within property 	<ul style="list-style-type: none"> • Lose of the architectural character of the property. • Loss of homely setting as new build design would create a more institutionalised feel. • Affect the residential setting and street appearance 	RED

CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> Risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors Reputational damage during evictions New build would increase the duration of the project by circa 8 months 	RED
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> New build gives opportunity to build to Ofsted expectation Improved children space to include staff Creation of family space Better circulation 	<ul style="list-style-type: none"> The property will look different than the surrounding buildings, which is not ideal. Unknown current ground conditions will need to be surveyed. 	AMBER
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences Is located in the part of the borough where the majority of children go to school 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site Loss of green space within the site. Potential limited space due to constraints such as established building line is set well back from the sites frontage and potential restriction of the root and crown protection areas associated with a site with so many quality trees. 	AMBER

Quantitative appraisal

Breakdown of costs:

Option B: Demolition and Rebuild of Existing Site (including the proposed provision for a space for individual work with children and families)

Construction Costs	c. £2.091m
Professional Core Fees @ 15%	c. £0.313m
Project Management	c. £0.090m
Surveys	c. £0.065m

FF&E	c. £0.300m
ICT	c. £0.100m
Contingency @ 10%	c. £0.296m
Total estimated cost	c. £3.257m*

*NB Please note these are budget figures and will be refined following quotations and further design development as the project progresses.

*High level estimated breakdown of costs (Appendix E) includes for construction cost only.

High Level Estimate Breakdown of costs can be found in Appendix E

3.9 Site Option 3C– Woodside Avenue: Demolition and Rebuild of Existing Site (Excluding the proposed provision for a space for individual work with children and families)

Qualitative appraisal

Option C (456m²), to demolish and rebuild the property would provide similar benefits and issues as Option B (stated above), with the exception of a provision for a space for individual work with children and families. Therefore, providing the same gross internal area as Option A.

The new build Option C would increase the project durations by circa 8 months and also adds additional costs to the project, as estimated in breakdown below. The breakdown of the estimated 8 months is as follows

- High level feasibility study – 1 month
- Additional design development for Stage 2 and 3 – 1 month
 - (Including, planning pre application, additional engagement with stakeholders and planners, change to room relationship, input from specialists regarding highways and site drainage etc.)
- Construction Period
 - Demolition, sub-structure construction works and re-profiling of the land)

Proposed Site Area: 456m²

Estimated Build Cost: £1.739m

Estimated Capital Cost: £2.810m

Time line (design, procurement & construction): 26 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council		<ul style="list-style-type: none"> • Costs for re-location of current occupants • Costs for Construction works to manage the demolishing of existing property 	RED

		<ul style="list-style-type: none"> Estimated costs exceed Capital budget by circa £150k 	
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> Purpose built property for Children's home 	<ul style="list-style-type: none"> Lose of the architectural character of the property. Loss of homely setting as new build design would create a more institutionalised feel. Affect the residential setting and street appearance 	RED
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> Risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors Reputational damage during evictions New build would increase the duration of the project by circa 8 months 	RED
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> New build gives opportunity to build to Ofsted expectation Improved children space to include staff Creation of family space Better circulation 	<ul style="list-style-type: none"> The property will look different than the surrounding buildings, which is not ideal. Unknown current ground conditions will need to be surveyed. 	AMBER
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences Is located in the part of the borough where the majority of children go to school Retained Garden Space 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site 	GREEN

Quantitative appraisal

Breakdown of costs

Option C: Demolition and Rebuild of Existing Site (Excluding the proposed provision for a space for individual work with children and families)

Construction Costs	c. £1.739m
Professional Core Fees @ 15%	c. £0.260m
Project Management	c. £0.090m
Surveys	c. £0.065m
FF&E	c. £0.300m
ICT	c. £0.100m
Contingency @ 10%	c. £0.255m
Total estimated cost	c. £2.810m*

*NB Please note these are budget figures and will be refined following quotations and further design development as the project progresses.

*High level estimated breakdown of costs (Appendix E) includes for construction cost only.

High Level Estimate Breakdown of costs can be found in Appendix E

3.10 Site Option 3D1– Woodside Avenue – Refurbishment excluding separate space

Qualitative appraisal

Option 3D1 (456m²), to refurbish the existing site will provide similar benefits and issues as Option A. It requires a side extension to accommodate the needs of the children’s home, and consequently a planning application must be submitted. Due to the spacious site, the application should be approved. The renovation will maintain a homely feel and street setting which in turn will assist the planning process reducing the chances of objections.

Due to internal restrictions and type of construction required to bring the property up to the required standards, some significant adaptations to the property would be required. These include the removal of internal load bearing walls to gain the required configuration and the inclusion of a platform lift to meet with the Disability Discrimination Act (DDA) but strategic review has established that these internal structural works and underpinning of the existing structure are feasible.

A separately accessed space for work with Children and Families is excluded from this option. Whilst reconfiguration of the existing layout could provide some space for this within the existing building, this would not be acceptable to Ofsted.

This Option is within the capital budget but slightly over the target budget.

Proposed Site Area: 456m²

Estimated Build Cost: £ 1,338,542

Estimated Capital Cost: £2,271,542 (CSG have undertaken a bottom up review of costs for this option only, £1.813m originally stated in March 2016 Options Appraisal.)

Time line (design, procurement & construction): 18 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	<ul style="list-style-type: none"> • Within capital budget 	<ul style="list-style-type: none"> • Costs for re-location of current occupants • Exceeds target budget by approx. £200k 	GREEN
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> • Purpose built property for Children's home • Design would enable a 'house feel' and there would be no need to significantly change the look of the building 	<ul style="list-style-type: none"> • Constraints of the existing structure may limit design options • Excludes separate space for individual work with children and families 	AMBER
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> • In line with strategic aims and objectives • More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> • Risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors • Reputational damage during evictions 	AMBER
CSF4: Transport Links	<ul style="list-style-type: none"> • Seven minute walk to Woodside Park tube • Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> • 'Outstanding' home • Improved children space to include staff • Creation of family space • Better circulation 	<ul style="list-style-type: none"> • Condition of existing structure and conditions of existing services may complicate design solutions 	GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> • In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences • Is located in the part of the borough where the majority of children go to school • Retained garden space 	<ul style="list-style-type: none"> • Local resident objections • Limited amenity close to site 	GREEN

Quantitative appraisal

Estimated Build Cost: £1.294,686

Estimated Capital Cost: £1,812,995

3.11 Site Option 3D2– Woodside Avenue – Refurbishment including separate space

Qualitative appraisal

Option 3D2 (600m²), to refurbish the existing site will provide similar benefits and issues as Option 3D1, but with the additional benefit of a separate Hub space for work with Children and Families. The latter increases the cost exceeding the capital budget and extends the duration of the works by 2 months to allow for additional feasibility to be undertaken. Inclusion of a separate standalone space also increases the planning risk.

The separate standalone space will provide the accommodation for a ‘virtual’ specialist team to access meeting rooms and activity space to work with children, young people and their carers through pre-planned appointments and scheduled training and workshop activity. The focus of the team’s work will be on building resilience in families to enable children looked after to return home where appropriate with support and enable Barnet foster carers to maintain the care of children and young people whose challenging behaviours would otherwise lead them to escalate them into more costly placements. Additionally, the team would support children and young people stepping down from more costly out of borough placements to lower cost local resources.

Proposed Site Area: 600m²

Total Build Cost: £1,737,542

Total Estimated Cost: £2,670,542

Project Duration: 20 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council		<ul style="list-style-type: none"> Costs for re-location of current occupants Exceeds capital budget by £170k Project duration increases by 2 months to include for feasibility study 	RED
CSF2: Provides a fit for purpose solution that facilitates Children’s Home	<ul style="list-style-type: none"> Purpose built property for Children’s home Design would enable a ‘house feel’ and there would be no need to significantly change the look of the building Includes separate space for individual work with children and families 	<ul style="list-style-type: none"> Constraints of the existing structure may limit design options 	GREEN
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on 	<ul style="list-style-type: none"> Increased risk of objection to Hub element of planning application – although initial discussions have commenced with the planning team and local councillors Reputational damage during 	AMBER

	neighbours	evictions	
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> 'Outstanding' home Improved children space to include staff Creation of family space Better circulation 	<ul style="list-style-type: none"> Condition of existing structure and conditions of existing services may complicate design solutions 	GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences Is located in the part of the borough where the majority of children go to school Retained garden space 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site 	GREEN

Quantitative appraisal

Total Build Cost: £1,647,782

Total Estimated Cost: £2,211,994

3.12 Site Option 3D3– Woodside Avenue – New build including separate space

Qualitative appraisal

Option 3D3 (600m²), to demolish and rebuild the property would provide similar benefits and issues as Option B. It would provide a larger bespoke children's home that meets Ofsted expectation and also provide greater internal space including a provision for a space for individual work with children and families. However, a new build would create a more institutionalised feel, losing the intimate feel that a refurbished property would maintain. Additionally, the new build would lose the architectural character of the current residential building and affect the street appearance that could lead to potentially planning objections, resulting in planning consent not being granted. The Planning application for a new build property would need to take consideration of the established building line, which is set well back from the sites frontage, as well as the restriction of the root and crown protection areas associated with a site with so many quality trees.

The new build Options 3D3 would increase the project durations by circa 8 months as detailed under Option B, and also add additional costs to the project.

Proposed Site Area: 600m²

Total Build Cost: £2,091,954

Total Estimated Cost: £2,771,900

Project Duration: 26 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council		<ul style="list-style-type: none"> • Costs for re-location of current occupants • Increased cost due to larger internal area • Exceeds target budget by approx. £1.1m and capital budget by approx. £200k • Project duration increases by 8 months to make allowance for additional design and construction works 	RED
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> • New build, Purpose built property for Children's home • Includes separate space for individual work with children and families 	<ul style="list-style-type: none"> • Loss of the architectural character of the property. • Loss of homely setting as new build design would create a more institutionalised feel. • Affect the residential setting and street appearance 	RED
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> • In line with strategic aims and objectives • More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> • Increased risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors • Potential planning consent not being granted because of loss of architectural character of property and homely feel, affect residential setting and street appearance • Reputational damage during evictions 	AMBER
CSF4: Transport Links	<ul style="list-style-type: none"> • Seven minute walk to Woodside Park tube • Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> • 'Outstanding' home • Improved children space to include staff • Creation of family space • Excellent circulation 		GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> • In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences • Is located in the part of the borough where the majority of children go to school 	<ul style="list-style-type: none"> • Local resident objections • Limited amenity close to site 	GREEN

Quantitative appraisal

Total Build Cost: £2,091,954

Total Estimated Cost: £2,771,900

3.13 Site Option 3D4– Woodside Avenue – Exclusion of extension

Qualitative appraisal

Option 3D4 (368m²) excludes the single story kitchen extension which makes this option less costly in construction terms. However it also results in a loss of circulation on the ground floor and in particular a reduction in kitchen space, although circulation would still be better than in the existing Meadow Close home. There is limited risk of objection to a planning application as the property is not being extended, although an application for change of use will still be required.

Proposed Site Area: 368m²

Total Build Cost: £1,078,906

Total Estimated Cost: £1,569,164

Project Duration: 20 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	<ul style="list-style-type: none"> Would utilise the asset at a lower capital cost than Adamson Court Within capital budget and target budget due to reduced floor area 	<ul style="list-style-type: none"> Costs for re-location of current occupants Overall duration increased to accommodate a feasibility study which is 2 months additional work 	GREEN
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> Purpose built property for Children's home Design would enable a 'house feel' and there would be no need to significantly change the look of the building Loss of circulation on ground floor, in particular kitchen space (88m²) 	<ul style="list-style-type: none"> Constraints of the existing structure may limit design options Excludes separate space for individual work with children and families 	AMBER
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> Limited risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors Reputational damage during evictions 	AMBER
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		AMBER
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> 'Outstanding' home Improved children space to include staff Creation of family space Better circulation than existing 	<ul style="list-style-type: none"> Condition of existing structure and conditions of existing services may complicate design solutions 	GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site 	GREEN

	<ul style="list-style-type: none"> influences Is located in the part of the borough where the majority of children go to school Retained garden space 		
--	--	--	--

Quantitative appraisal

Total Build Cost: £1,078,906

Total Estimated Cost: £1,569,164

3.14 Site Option 3D5– Woodside Avenue – Exclusion of Top Floor

Qualitative appraisal

Option 3D5 (337m²) includes the kitchen extension but excludes work to the top (second) floor apart from a contingency allowance for essential upgrades such as structural items. The works are within budget but exclude a separate space for individual work with Children and Families and provide reduced facilities within the Home.

Proposed Site Area: 337m²

Total Build Cost: £1,253,491

Total Estimated Cost: £1,766,445

Project Duration: 20 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	<ul style="list-style-type: none"> Within capital budget 	<ul style="list-style-type: none"> Costs for re-location of current occupants Approx. £150k over target budget Includes additional 20% contingency for essential upgrades required (e.g. windows and structure) to the 2nd floor Overall duration increased to accommodate a feasibility study which is 2 months additional work 	GREEN
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> Purpose built property for Children's home Design would enable a 'house feel' and there would be no need to significantly change the look of the building 	<ul style="list-style-type: none"> Constraints of the existing structure may limit design options Excludes separate space for individual work with children and families Excludes 2nd Floor refurbishment (senior support, storage linen, games room, quiet room, store) 	AMBER
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from 	<ul style="list-style-type: none"> Risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors 	AMBER

	the building and less likelihood of any negative impact on neighbours	<ul style="list-style-type: none"> Reputational damage during evictions 	
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> 'Outstanding' home Improved children space to include staff Creation of family space Better circulation 	<ul style="list-style-type: none"> Condition of existing structure and conditions of existing services may complicate design solutions 	GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences Is located in the part of the borough where the majority of children go to school Retained garden space 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site 	GREEN

Quantitative appraisal

Total Build Cost: £1,253,491

Total Estimated Cost: £1,766,445

3.15 Site Option 3D6 – Woodside Avenue – Exclusion of Top Floor and extension

Qualitative appraisal

Option 3D4 (249m²) excludes both the works to the top (second) floor and the single story kitchen extension which makes this option the lowest cost option being considered. However it also results in a loss of circulation on the ground floor and in particular a reduction in kitchen space. It provides the smallest floor area and does not meet the schedule of accommodation target for floor area. There is limited risk of objection to a planning application as the property is not being extended, although an application for change of use to a Children's Home will still be required.

Proposed Site Area: 249m²

Total Build Cost: £994,554

Total Estimated Cost: £1,493,737

Project Duration: 20 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	<ul style="list-style-type: none"> Within capital budget and target budget due to reduced floor area 	<ul style="list-style-type: none"> Costs for re-location of current occupants Overall duration increased to accommodate a feasibility study which is estimated 2 months additional work Includes additional 20% contingency for essential upgrades required (e.g. windows and structure) to the 2nd floor. 	GREEN
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> Purpose built property for Children's home Design would enable a 'house feel' and there would be no need to significantly change the look of the building Loss of circulation on ground floor, in particular kitchen space (88m2) 	<ul style="list-style-type: none"> Constraints of the existing structure may limit design options Excludes separate space for individual work with children and families Excludes 2nd Floor refurbishment (senior support, storage linen, games room, quiet room, store) Excludes side extension (kitchen space, 88m2). Unable to meet schedule of accommodation target area (315m2) 	RED
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> Limited risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors Reputational damage during evictions 	AMBER
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> Improved children space to include staff Creation of family space Better circulation than existing 	<ul style="list-style-type: none"> Condition of existing structure and conditions of existing services may complicate design solutions Affect Ofsted rating possibly receive lower rating than outstanding due to reduced refurbishment 	RED
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences Is located in the part of the borough where the majority of children go to school Retained garden space 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site 	GREEN

Quantitative appraisal

Total Build Cost: £1,078,906

Total Estimated Cost: £1,569,164

3.16 Site Option 3D7– Woodside Avenue – New build with reduced area

Qualitative appraisal

Option 3D7 (600m²), to demolish and rebuild the property would provide a bespoke children's home that meets Ofsted expectation and also provide greater internal space but not a separate space for work with families and young people. It would create a more institutionalised feel, losing the intimate feel that a refurbished property would maintain. Additionally, the new build would lose the architectural character of the current residential building and affect the street appearance that could lead to potentially planning objections, resulting in planning consent not being granted. The Planning application for a new build property would need to take consideration of the established building line, which is set well back from the sites frontage, as well as the restriction of the root and crown protection areas associated with a site with so many quality trees. However these restrictions would be less onerous for this option than with the other new build options, given the smaller build area. As with other new build options the project duration would be increased by circa 8 months as detailed under Option B. It would also add additional costs to the project taking the costs over the target budget.

Proposed Site Area: 368m²

Total Build Cost: £1,523,077

Total Estimated Cost: £2,071,077

Project Duration: 26 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	<ul style="list-style-type: none">• Within Capital budget	<ul style="list-style-type: none">• Costs for re-location of current occupants• Exceeds target budget by approx. £0.33m• Project duration increases by 8 months to make allowance for additional design and construction works	AMBER
CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none">• New build, Purpose built property for Children's home	<ul style="list-style-type: none">• Reduced internal area (368m²) loss of circulation space• Excludes separate space for individual work with children and families• Loss of the architectural character of the property.• Loss of homely setting as new build design would create a more institutionalised feel.• Affect the residential setting and street appearance	RED

CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> In line with strategic aims and objectives More spacious site would also help to reduce any noise from the building and less likelihood of any negative impact on neighbours 	<ul style="list-style-type: none"> Increased risk of objection to planning application – although initial discussions have commenced with the planning team and local councillors Potential planning consent not being granted because of loss of architectural character of property and homely feel, affect residential setting and street appearance Reputational damage during evictions 	AMBER
CSF4: Transport Links	<ul style="list-style-type: none"> Seven minute walk to Woodside Park tube Four minute walk to high road where buses to Barnet Hospital and Brent Cross shopping centre are available. 		GREEN
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> 'Outstanding' home Improved children space to include staff Creation of family space Excellent circulation 		GREEN
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> In a quiet, spacious, relaxed environment with no proximity to areas where youths congregate and with minimal potential for any negative influences Is located in the part of the borough where the majority of children go to school Retained Garden space 	<ul style="list-style-type: none"> Local resident objections Limited amenity close to site 	GREEN

Quantitative appraisal

Total Build Cost: £1,523,077

Total Estimated Cost: £2,071,077

3.17 Site Option 4 – Adamson Court, Hertford Road, East Finchley

(see Appendix H for photos)

Qualitative appraisal

Adamson Court is approximately 0.5 miles from East Finchley Town Centre. East Finchley tube is located about 6.3 miles north of central London. The existing accommodation is predominantly residential and is subdivided in to a number of flats resulting in a gross internal area (GIA) of about 390m². The property is partially occupied by three tenants on the top floor of the property. Rehousing tenants, currently on six-month tenancies, will therefore be required, for which suitable alternative accommodation will need to be provided by Barnet Homes including rehousing costs.

The area where Adamson Court is located is well served in terms of connectivity to major thoroughfares such as the A1, M1 and the A406 North Circular gyratory, which is not ideal as too much proximity to transport can increase the likelihood of children taking unnecessary trips and/or going missing. Furthermore, East Finchley High Road and the Grange Estate are in close proximity of Adamson Court, which has the potential to promote negative behaviours for looked after children.

The area, as a whole, is characterised by medium density suburban residential housing and it benefits from a number of local amenities including schools and health care facilities. Local shopping facilities are available in East Finchley which provides a diverse number of retail shops, services and supermarket.

Due to the diverse nature of properties in the area, it is possible that planning would be receptive of a residence which achieves the requirement of 600m² internal floor area in a new building on the site. Furthermore, the existing building is three storeys high and a future development could achieve four storeys while not exceeding the roof heights of surrounding buildings. However, the density of the site would be more likely to have a potentially negative impact on neighbours.

In order to meet the strategic objectives, the existing building would have to be demolished. Space for teams that supports young people that reside in the home could then be built within the grounds and the residential portion could be designed as a bespoke children's residential home but this would leave very little space for parking/garden. The redevelopment of the Adamson Court site would provide a gross area of 162m² for teams that supports young people that reside in the home and a residential area of 438m².

Programme / Dependencies

- Demolition period will need to be built into construction programme
- Site survey required
- Negotiations with utilities companies
- Planning permission
- Procurement strategy
- Stakeholder management (Resident and member consultation)

Adamson Court, 900m², Asset Value: £1.73m

Proposed Area: 600m²

Estimated Build Cost: £2.021m

Estimated Capital Cost: £3.157

Time line (design, procurement & construction): 24 months

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1 -Is financially sustainable for the Council	•	<ul style="list-style-type: none"> • Significant construction works will need to be managed in demolishing existing property • Selling the property can be used to generate income for the council • Costs for re-location of current occupants 	RED

CSF2: Provides a fit for purpose solution that facilitates Children's Home	<ul style="list-style-type: none"> • Purpose built property for Children's home • New build will enable space for young people intervention 	<ul style="list-style-type: none"> • The site is located in a fairly densely populated area, which may not help to promote positive behaviours. • It is very close to the high road and to the Grange estate which has some serious youth violence challenges 	RED
CSF3 -Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> • In line with strategic aims and objectives 	<ul style="list-style-type: none"> • Risk of objection to planning application • The density of the site would be more likely to have a potentially negative impact on neighbours 	AMBER
CSF4: Transport Links	<ul style="list-style-type: none"> • Ten minute walk to East Finchley tube • Bus links available on high road including bus to Barnet hospital 	<ul style="list-style-type: none"> • Large transport hub, risk of potential negative influences • too much proximity to transport can increase the likelihood of children taking unnecessary trips and/or going missing 	AMBER
CSF5: Home that exceeds Ofsted (regulator) expectation	<ul style="list-style-type: none"> • New build gives opportunity to build to Ofsted expectation 	<ul style="list-style-type: none"> • The block building will look different than the surrounding terraced buildings, which is not ideal. • Unknown current structural and service condition • Possible asbestos • For the demolition and rebuild option, this would entail four storeys, which would make it even more distinct in comparison to surrounding houses 	RED
CSF6: Located in the best possible local environment	<ul style="list-style-type: none"> • Unlikely to attract significant planning objections • Is located west to the borough, which is where the majority of children go to school 	<ul style="list-style-type: none"> • In an area where youths congregate and with potential for any negative influences • Close proximity to neighbours • Loss of garden space to rebuild building • Limited external space within site 	RED

Quantitative appraisal

Breakdown of costs:

Construction Costs	c. £2.022m
Professional Core Fees @ 15%	c. £0.303m
Project Management	c. £0.080m
Surveys	c. £0.065m
FF&E	c. £0.300m
ICT	c. £0.100m

Contingency @ 10%	c. £0.287m
Total estimated cost	c. £3.157m*

*NB Please note these are budget figures and will be refined following quotations and further design development as the project progresses.

*High level estimated breakdown of costs (Appendix I) includes for construction cost only.

High Level Estimate Breakdown of costs can be found in Appendix I
Site Plan and Proposed Site Plan can be found in Appendix J

3.18 Site Option 5 – 80 Daws Lane, Mill Hill, NW7 4SL

Qualitative appraisal

Daws Lane is not currently a viable option because it is planned to be developed by a separate project into a community hub. It is referenced as a reserve site only.

This building was known as ‘The Civil Defence Building’ comprises a two storey masonry structure with a flat roof. The site is approximately 1700m² of which 900m² gross consist of buildings. It is located on the Greenbelt and backs into public fields and is currently unoccupied. Adjacent to the Daws Lane buildings is a large council parking area from which a portion could be expanded (subject to the appropriate planning permissions and consents).

A combined scheme (children’s home & community hub) was considered at this site but was ruled out because of spatial constraints and incompatibility. Should the proposed community hub project be cancelled the site could once again be considered as an option, but only if the site were to become available before February 2017. It was made clear through a number of inquiries that a share of more than 66% of the proposed development will not be given exclusively for use for a children’s residential home.

Quantitative appraisal

Breakdown of costs:

Construction Costs	c. £2.000m
Professional Core Fees @ 15%	c. £0.300m
Project Management	c. £0.060m
Surveys	c. £0.065m
FF&E	c. £0.300m
ICT	c. £0.100m
Contingency @ 10%	c. £0.283m

Total estimated cost	c. £3.108m*
-----------------------------	--------------------

*NB Please note these are budget figures and will be refined following quotations and further design development as the project progresses.

3.19 Conclusion

The potential capital receipt for the current Meadow Close site has been explored and it is valued at £140,000. Given the low cashable value of the Meadow Close site, Family Services propose to explore the potential to use this site to support young people who require semi-independent living accommodation.

There is a budget of £2.5million in the Capital Programme which was agreed at the Policy and Resource Committee on the 16 December 2015. The table below provides a comparison of estimated capital investment including professional fees, surveys and other related costs for all the Options discussed above. The recommended site, Woodside Avenue has ten sub-options which have estimated costs ranging from £1.494m to £3.257m.

For Options 3A-C the total estimated costs include a 15% allowance for professional fees and 10% for client contingency. Price assumptions have been made at this early stage (RIBA Stage 1) of the project for the following services;

- Project Management
- Surveys
- Furniture Fixtures & Equipment (FF&E)
- Information and Communications Technology (ICT)

Option A's estimated cost is within the capital budget of £2.5m but Options B and C provide a shortfall and therefore additional funding would be required for these options if chosen.

At the time Options 3D1-7 were produced the project had been set a target budget of £1.6m. (although a project budget of £2.5million remains in the Capital Programme) The total estimated costs for these seven options include a 13% allowance for professional core fees but no allowance for client contingency as contingencies have been built in within the estimated costs provided. Professions included in the core fees as follows:

- Project Management
- Employers Agent
- Communication / Stakeholder Management
- Planning Consultancy
- Cost Management
- Fire Consultant
- Ecology

Fees for surveys have been included as an estimated lump sum, along with additional fees for non-core services and submission fees Provision for fixed furniture (FF&E) and hard ICT (cabling) has been included within the cost estimate so fees for these elements have been reduced to avoid any double counting.

Site (Option)	Estimated Cost*	CSF Rating
Site Option 3A: Woodside Avenue: Refurbishment of Existing Site and Extension	£2.372m	GREEN
Site Option 3B: Woodside Avenue:: Demolish and Rebuild of Existing Site including provision for a space for individual work with children and families	£3.257m	AMBER
Site Option 3C: Woodside Avenue:: Demolish and Rebuild of Existing Site excluding provision for a space for individual work with children and families	£2.810m	AMBER
Site Option 3D1 : Woodside Avenue: Refurbishment excluding separate space	£2.272m(£1.813m)***	GREEN
Site Option 3D2: Woodside Avenue: Refurbishment including separate space	£2.671m (£2.212m)****	RED
Site Option 3D3: Woodside Avenue: New build including separate space	£2.772m	RED
Site Option 3D4: Woodside Avenue: Refurbishment, Exclusion of extension	£1,569m	AMBER
Site Option 3D5: Woodside Avenue: Refurbishment, Exclusion of Top Floor	£1,776m	AMBER
Site Option 3D6: Woodside Avenue: Refurbishment , Exclusion of Top Floor and Extension	£1,494m	RED
Site Option 3D7: Woodside Avenue: New Build, reduction of area	£2,071m	RED
Site Option 4: Adamson Court Full demolition of current site and rebuild including provision for a space for individual work with children and families	£3.157m	RED
Site Option 5: Daws Lane** New Build	£3.108	RED

*NB Please note these are budget figures and will be refined following quotations and further design development as the project progresses.

** NB Daws Lane is no longer an available option.

*** CSG have undertaken a bottom up review of costs for this option only, £1.813m originally stated in March 2016 Options Appraisal.

**** Following amendment to 3D1, consequential increase in cost to 3D2.

Recommended Option – Option 3D2: Refurbishment, Refined Cost Plan

Within the Option Appraisal undertaken in March 2016 Costs for refurbishment option 3D1 were reduced by £500,000 compared with Option 3A . However the CSG project team have undertaken a further review of costs (including agreed rather than assumed professional fees, and reassessment of risk and contingency allowances). The forecast project cost is

within the Capital budget but exceeds the target budget (£1.6m) by £672k. This option will meet all objectives set out in the OBC and Ofsted 'OUTSTANDING' rating. The option also has the shortest project duration because feasibility studies have already been completed. Option 3D2 includes all elements of 3D1 plus a separate 'Hub' which has not yet been costed, so an allowance has been made for this ahead of further feasibility and design work. This option is over current capital budget but there is a strong rationale behind its inclusion, including reduced spend on placements. This will be achieved through targeted interventions to reduce reception into care and encourage a step down from high cost residential placements into suitable local foster care. Inclusion of Hub is subject to meeting planning requirements and sufficient additional funding being in place. Refurbishment options 3D4 – 3D6 will reduce circulation space and building efficiencies due to loss of area. New build options are the most expensive options which would lose the architectural character of the current residential building and affect the street appearance and potentially lead to planning objections, resulting in project delay or cancellation.

4 Commercial Case

This section details the commercial case for the preferred option by demonstrating how this option could be sourced through procurement and its viability once delivered as a financially sustainable solution.

4.1 Required services

As described within the Economic Case, the preferred option centres on refurbishing and remodelling the existing residential building at Woodside Avenue as a Children's Home. In addition, Family Services would like to progress with a standalone building on the site to provide the separate Hub space for teams to support young people in care.

Design and build of the relocated Children's Home

LBB is able to utilise its existing contractual arrangements with CSG to facilitate the redevelopment of the Children's Home at Woodside Avenue through a Design and Build Contract. The same arrangements could also be used for any additional buildings. Additional services will be required comprising three principle areas as follows:

- Full development support services
- Development contractor
- Provision of funding

Building services and facilities management

The Children's Home at Woodside Avenue will be operated on the same model as the current home at Meadow Close. Arrangements for any standalone Hub space to be agreed once requirements finalised.

4.2 Development sourcing approach

Design and construction of the Children's Home and Hub

The physical development will be undertaken through a JCT (Joint Contracts Tribunal) contract project managed by the Council's technical experts. The appointment of the contractor will be managed by the CSG Capital Works team, in association with the CSG Procurement team and in line with EU public procurement regulations and the Public Contracts Regulations 2015. CSG Capital Works will provide the following development support services for the programme, under existing contractual arrangements:

- Preparation of the design
- Submission of a full planning application
- Cost consultancy
- Technical Project management;
- Development management

4.3 Procurement approach and implementation timescales

4.3.1 Procurement

The EU procurement regime, implemented in the UK by the Public Contracts Regulations 2015, applies to contracts let by contracting authorities for works, services and supplies. Having carefully considered all procurement options, the recommendation is to proceed with a single stage tender with the use of an established procurement framework. The traditional build single stage process will limit risk to the Council going forward as a confirmed price will be agreed before entering into a contract.

The framework will assist to procure the correct contractor through their methodology. It will address the needs of the project and provide a selection of the most appropriate suppliers and having established a number of companies under the framework, the process of calling off projects and commissioning work is very efficient.

Furthermore, through utilising the existing Capita / LBB contract alongside the council's internal procurement team, the commercial risks can be minimised. The refurbishment of Woodside Avenue will be undertaken through a Joint Contracts Tribunal (JCT) Contract project managed by Capita's CSG team.

The single stage process and traditional route will help the predictability of costs, time and quality. The contractor will be appointed following approval of the documents prepared up to Stage 4 (including planning submission). The parties will enter into a contract and the contractor will commence the construction on site which is estimated to be completed in April 2018 unless the programme is altered in connection with provision of a separate 'Hub' building.

4.3.2 Planning permission

Initial conversations have taken place between the project team, planning consultants and the Local Planning Authority. Engagement with stakeholders has taken place over the proposed designs and resident engagement will be carried out ahead of the statutory planning consultation. The design team will work through the duration of the planning process and are already within the overall project team. It is envisaged that a planning

application will be submitted in March 2017 with the aspiration that this would have a decision by the end of June 2017, unless the programme is altered in connection with provision of a separate 'hub' building.

4.4 Management of Children's Home and separate 'Hub' space

Initially the Children's Home is proposed to be run as per the existing home at Meadow Close. The separate 'Hub' space will be used by a virtual team who will run appointment based targeted interventions for children in or on the edges of care and their carers. The Hub will need to be separate from the home in order to retain the home as a standalone home for the young people placed there and in order to meet Ofsted requirements of the two being separate.

4.5 Conclusion and next steps

This Commercial Case has indicated the sourcing approach that the Council proposes to deliver for the preferred option. Next steps are to complete the design for the Children's; home and to finalise requirements and funding sources for the Hub, and for the Council to procure and appoint a contractor, to submit a full planning application and for Technical Design (Stage 4). Dates for these steps are indicated in section 7.2 – Project Plan.

5 Financial Case

The Economic Case indicated the preferred option for the Council's proposed Children's Home at Woodside Avenue. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

5.1 Funding requirements

The preferred option emerging from the Economic Case requires estimated one-off implementation cost of development of **£2,272m, plus the cost of a separate standalone Hub**. This makes appropriate allowance for risk and optimum bias given we are at an early stage of the project, Risk allowance and optimum bias will reduce as the project progresses and design and costings become more detailed.

The Council has allocated a budget for the re-provision of the Meadow Close Children's Home which stands at £ 2.5m. This comes from Council capital funding, as approved at Policy and Resources Committee in December 2015.. Subsequently the project has been set a target budget of £1.6m. Additional funding will be needed for the Hub if the Option for a standalone building is progressed.

Implementation costs and funding shortfall table

		Total
Implementation costs		£ 2,271,542

Funding	Meadow Close relocation capital	£ 2,500,000
	Additional capital funding for Hub	£ tbc
	Total funding	£
	Shortfall (-) /Surplus	£ 228,458

Cost profile table to 2018/19

	Total	2015/2016	2016/2017	2017/2018	2018/19
Cost Profile	2,271,542	£ 0	£ 394,664	£ 1,848,289	£ 28,589
Cumulative Spend	£	£ 0	£ 394,664	£ 2,242,953	£ 227,1542
Cumulative Funding	£	£	£	£	£
	£	£	£	£	£

5.2 Implementation costs

To implement the project a number of items have been costed including project management, planning and legal. The below table summarises the projected cost implementation for these items, but does not include any costs associated with the Hub and highlights the addition of project contingency.

Item	Notes	Cost (£)
Construction Costs	This is upper limit / highest cost, and allows for +40% optimum bias on the construction cost	1,338,542
Staff - Previous project costs	Agreed SPIR fees	51,000
Staff -Project manager fees	Agreed SPIR fees	84,000
Staff - Technical services (design / technical advisors incl QS and CDMC)	Agreed SPIR fees	321,000
Additional non –core fees	Indicative Allowance as per SPIR	82,500
Surveys		38,500
Planning		10,500
Building Control		4,000
BREEAM	Building Research Establishment Environmental Assessment Method - measure used to describe building environmental performance	10,000
Highways		30,000
Legal		30,000
Diversion work by stats	Risk item to be investigated further, no allowance to date	0*
FF&E allowance		150,000
ICT allowance		50,000
Contingency	10% of project cost	200,000
Total	This is upper limit / highest cost, and	2,271,542

	allows for +40% optimum bias on the construction cost**	
--	---	--

* Assumption that this would not be required and this will be added to the project risk register to ensure correct governance.

** Lower limit / lowest cost would be £1,651,881 in total, including £764,881 construction cost (allowing -20% optimum bias on construction cost.) Other costs would remain the same apart from project contingency which would reduce to £160,000.

Quantified risk

As part of the project governance a quantified risk register will be produced for the project. This will measure probability, cost and impact with details of mitigation and risk owners. A contingency figure of £200,000 has been allowed with the budget and will be managed under the project governance control mechanisms.

More information is found in Section 7 – risks & issues.

Note on capital and one-off costs

The cost estimates in this appraisal are as provided by Council’s appointed technical advisors for the new build construction, based on RIBA stage 1 design. These include contractor contingency of 10% to the implementation costs as a cost of risk. Where costs are not known, provisional sums have been provided at this stage. Further work will be required to refine the following costs for Stage 2 onwards including .

- Lifecycle costs for the new building
- More detailed project and implementation costs

5.3 Cost control in construction

The Council’s technical advisors have prepared a Stage 1 cost plan which includes all construction costs, all other items of project cost including professional fees and contingency. The objective of cost control is to manage the delivery of the project within the approved budget. Regular cost reporting will facilitate, at all times, the best possible estimate of established project cost to date, anticipated final cost of the project and future cash flow. The Council’s technical advisors will be reporting on costs in accordance with the management approach detailed in Section 7 of this business case.

As the scheme progress through the design phases, the following actions will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded.
- Regularly reviewing the cost plan and reissuing if necessary, as well as reviewing any variation orders causing any alterations to the brief.
- Adjusting the cash flow to reflect alterations in the target cost.
- Developing the cost plan in liaison with the project team as design and construction progress.

- Reviewing contingency and risk allowances at intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost.
- Checking that the agreed change management process is strictly followed at all stages of the project.
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation.
- Ensuring that the project costs are always reported back against the original approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports.
- Plotting actual expenditure against predicted to give an indication of the project's progress.

5.4 Conclusion

This section has outlined the financial case for the preferred option for relocating the existing Meadow Close Children's Home to Woodside Avenue. It presents the detailed costing and funding requirements.,

6 Management Case

This Management Case provides the outline plans for project management, governance, risk management and benefits realisation that will be required to ensure successful delivery.

6.1 Overarching governance arrangements

Governance arrangements have altered for this project over its lifetime. The Project falls within the FS2020 Programme, and reports to the Meadow Close Project Board. The latter is responsible for overseeing the Capital Project to relocate the existing Children's home at Meadow Close, plus any in scope hub facilities. The Chair and Project Sponsor is the Assistant Director of Social Care.

In addition to the Project and FS2020 Programme Board the Council has an internal resource-enabling board – the Assets and Capital Board– and client teams, led by the Head of Estates Management to review costs, scope of activity and assurance of estates delivery plans.

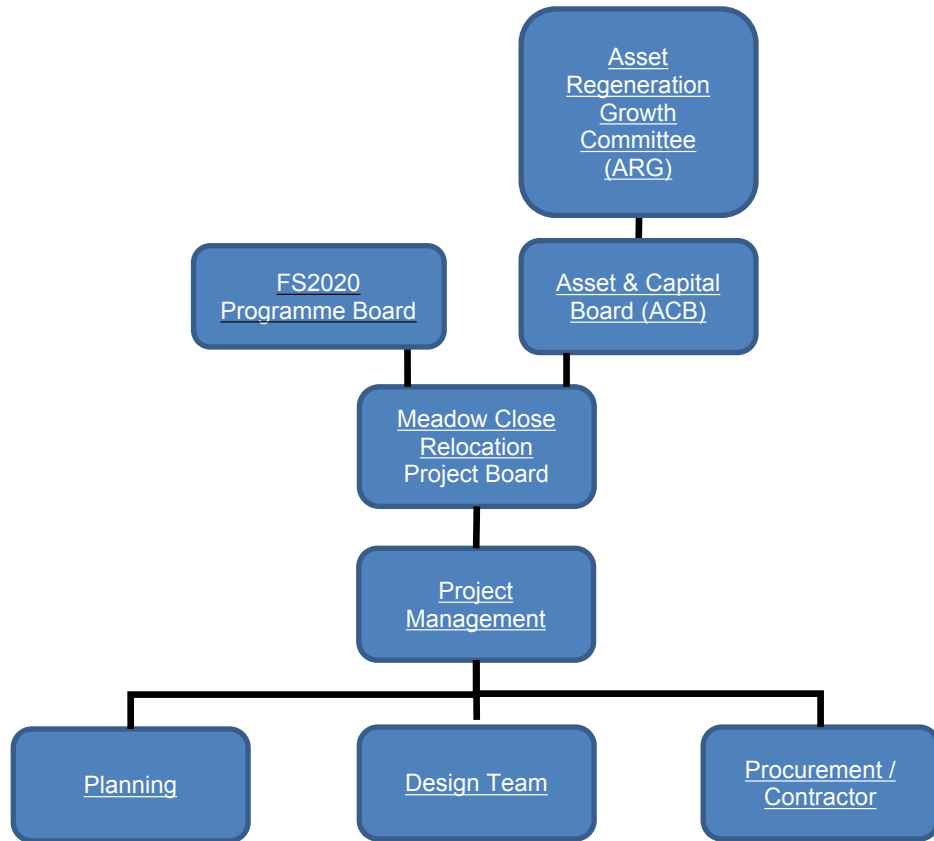
Further subject matter expertise and assurance on IS, HR, programme management and change management is provided by the Council's client team within Commissioning Group.

This project will be delivered in accordance with the Council's established project management toolkit and compliance with the Council's agreed gateway review methodology and we will put in place a comprehensive plan of programme assurance, including:

- Technical and subject management expertise to be provided by technical experts within CSG, Re, contracted suppliers and the Council;
- Expertise supplied through well-resourced and skilled project teams, strong governance with clear Terms of Reference, controls and board representation;
- -Project level assurance from the Council's Corporate Programmes function (provided by CSG) and reviewed by the Council's programme, and estates client team;

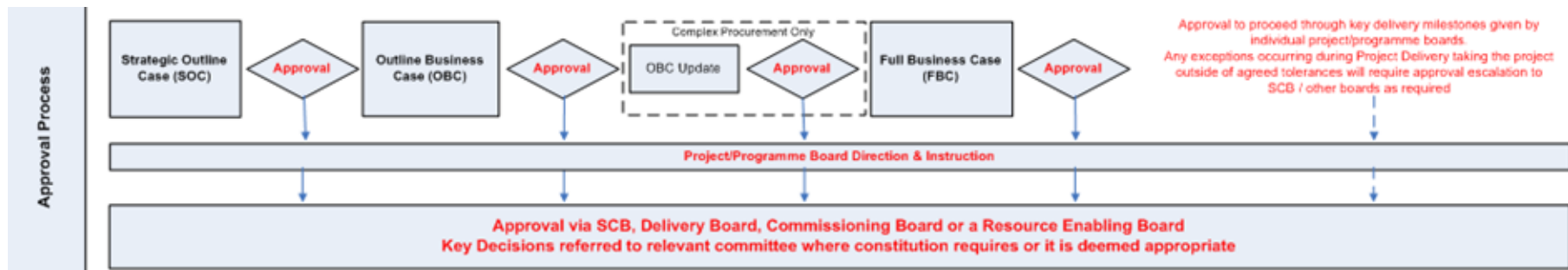
The governance structure for the project is demonstrated in the organisation chart overleaf.

6.1.1 Governance Structure:



6.1.2 Project Approval

The project will be managed in accordance with Barnet's Corporate Project Management methodology with the required documentation, monitoring and controls in place to ensure the project is delivered effectively. The workflow arrangements are summarised below



LBB Project Approval diagram

6.2 Roles and Responsibilities

Summary roles and responsibilities are described in the table below:

Role	Key responsibilities
Project Sponsor and Chair of Board	<ul style="list-style-type: none"> • Chair the Project Board • Ultimate decision maker on issues • Responsible for Project delivery • Ensure the project is appropriately defined and scoped • Monitor the business case for continuing the project and the overall benefits case • Carry out senior stakeholder (SCB/politician) management where required • Ensure appropriate decision-making / issue resolution is carried out when required • Ensure the required resource is made available from within the service to enable the project to be delivered as planned • Ensure the solution is deliverable and meets the needs of the service • Be responsible for communication on the project, reporting on its scope and progress to all interested and relevant staff
Senior user (Family Services)	<ul style="list-style-type: none"> • Provide subject matter expertise on relevant DU issues and projects • Ensure link with BAU and DU specific workstreams • Ensure the required resource is made available from within the service to enable the project to be delivered as planned • Ensure the solution is deliverable and meets the needs of the service • Be responsible for communication on the project, reporting on its scope and progress to all interested and relevant staff

Senior supplier (Technical lead, Estates)	<ul style="list-style-type: none"> • To provide estates related advice information and support • Accountable for the engagement of appropriate technical resources to enable delivery of the project. • Review of documentation prior to presentation to the project board
Project Assurance	<ul style="list-style-type: none"> • Provide assurance of project compliance to shared Project and Programme Management methodology; • Responsible for providing advice and guidance to the service in respect of project management methodology and representing the best interests of delivery unit in resourcing projects • Responsible for ensuring all projects are delivered successfully and provide advice to the governance group on business cases, risk and project performance
Finance Lead	<ul style="list-style-type: none"> • Oversight of the overall capital spend • Governance and expertise of the relevant financial regulations • Ensuring the relevant capital monitoring is accurate and in line with the Council's regulations
Project manager	<ul style="list-style-type: none"> • Responsible for ensuring the project delivers against its objectives and coordinating activities to ensure it is delivered to defined time, quality and cost criteria • Prepare Highlight Reports • Monitor the project plan, risks and issues • Work with stakeholders to ensure that new provision meets strategic priorities, organisational objectives and requirements of service. Lead or support required stakeholder engagement sessions and consultation • Agree project gateways, procurement routes, consultant appointments and professional fees to progress to next project gateway • Liaise with design team lead and technical PM • Manage the project budget
FS2020 Programme Manager	<ul style="list-style-type: none"> • Provide input in relation to wider FS2020 Programme
User (Children's home staff member)	<ul style="list-style-type: none"> • Provide expertise on end user requirements

6.3 Project plan

This project will comprise of three phases:

Phase One: Scoping and feasibility. (RIBA Stage 1)

- Prepare a Schedule of Accommodation which details the specification for a new Residential Children's Home to accommodate six looked-after children in line with service and regulatory requirements
- Establish project brief
- Produce a scoping paper and options appraisal for the development of a space for teams that supports young people on the same site as the proposed Residential Children's Home
- Develop and agree with key stakeholders a detailed specification for a space for teams that supports young people on the same site of the children's home by providing better circulation and personal space.
- Provide a strategic review of 27 Woodside Avenue
- Obtain approval of agreed site through Assets and Capital Board and Assets, Regeneration and Growth Committee
- Obtain approval to commence Phase 2 of the project (see below)

Phase Two: Design (RIBA Stage 2 to 4)

- Commission and review of intrusive surveys by Design Team
- Continuous consultation required with Children's home to develop design brief
- Develop Concept Design (RIBA Stage 2)
- Create set of tender information pack, based on RIBA Stage 2 for contractors to tender
- Provide Preliminary Cost Information as a part of Stage 2 Report
- Issue Stage 2 Report and presentation
- Develop Detail Design (RIBA Stage 3)
- Provide Updated Cost Information as a part of Stage 3 Report
- Issue Stage 3 Report and presentation
- Development of Employers Requirements
- Liaise with planning authority regarding the design development
- Create set of Planning Submission set of documents
- Submit planning documents and obtain approval
- Procure Contractor
- Contractor to produce RIBA Stage 4 Technical Design

Phase Three: Delivery (RIBA Stage 5 to 7)

- Obtaining vacant possession of proposed site
- Administer the building contract
- Construction
- Fit Out
- Handover and Completion
- Decant – From Meadow Close to proposed site
- Defects Liability

6.4 Key milestone dates

Option 3D1 Refurbishment of Existing Site with Extension. / Option 3D2: Refurbishment of Existing Site with Extension and Standalone Hub Provision

Key Milestones	Children's Home	Children's Home and Hub if done together
Client instruction to proceed	28.04.16	28.04.16
RIBA Stage 2 completed	December 2016	March 2017
Approval of Outline Business Case	December 2016	December 2016
RIBA Stage 3 completed	March 2017	June 2017
Planning Application submitted	March 2017	June 2017
Planning approval	June 2017	September 2017
Completion of tender period and contractors design	July 2017	October 2017
Approval to Full Business Case	August 2017	November 2017
Start on Site	September 2017	January 2017
Practical Completion	April 2018	July 2018
Decant completed / accommodation in use	May 2018	August 2018

6.4.1 Controls

Change Control – Any changes to the agreed project scope will need to go through a formal change control process and be signed off by the Project Board.

Risk Management – the Project Manager along with the Project Team will be responsible for maintaining and updating the project Risk Register and effectively managing all risks.

Issue Management– the Project Manager along with the Project Team will be responsible for maintaining and updating the project Issue Log. This will include drawing up any mitigation plans required and Exception Reports if these Issues are expected to impact on the delivery of the project’s deliverables to any of the required time, cost or quality.

For further detail of the programme, refer to Project Programme

6.5 Risks and issues

High level risks and issues are outlined in the table below. A separate quantified risk register (Cost/risk/impact) for the project is monitored through the project governance and any spend will be approved through the Project Board and escalation to ACB as necessary.

Description	Control action(s) in place	Assigned To	Nature	Probability	Impact	Score
If planners are not satisfied that provision of a Hub building is appropriate in residential area they may refuse planning permission	Provide further details re Hub requirements/proposed usage to planning consultants to enable further discussions with planners about what would be acceptable / appropriate in residential area	Technical team	Planning	4	5	20
If vacant possession of Woodside Ave is not achieved by time required in the programme this will delay the project	Current residents will need to be re-accommodated to obtain vacant possession. Discussions ongoing with Barnet Homes who have advised PM to allow 6 months for vacation following instruction to vacate, in case legal proceedings are necessary.	PM / Family Services	Programme	4	4	16
If the design is restricted by the reduced budget, the quality of the finished children's home may not meet requirements set out in schedule of accommodation and Ofsted regulations.	Budget and costings to be reassessed as part of re-evaluation of project. Design of building to be developed in line with agreed budget, schedule of accommodation and Ofsted regulations. Where these are incompatible escalate to Family Services.	Megan Hallett		4	4	16
If the London tender prices cause cost to increase, then additional budget may be required to deliver project	Make reasonable allowance for tender inflation within project costs. Budget to make optimism bias of up to 40% at Stage 1.	Megan Hallett / QS	Cost	4	4	16
If 'Change of Use' planning application is	Seek confirmation from planners re planning application requirements. Make adequate allowance for		Programme	4	4	16

Description	Control action(s) in place	Assigned To	Nature	Probability	Impact	Score
required this will have longer application time than development application, could be more sensitive with local residents and lead to increased objections and possible delays to planning process.	appropriate planning application process within programme.		e			
If planning permission is not achieved by time required in the programme this will delay the project and may increase costs.	Early engagement with Cllr / Members / Local Residents required at earliest opportunity. Ongoing engagement with planners to identify and address planning issues as soon as possible. Make adequate allowance for planning processes within programme.	Megan Hallett /Technical team	Programme / cost	3	4	12
If there is a reduced availability of materials and labour due to current market factors, then it may affect costs and have delay implications on the overall delivery.	Identify materials / labour in short supply and consider if there are alternative design solutions to limit dependence on these items	Technical team	Costs / Programme	3	4	12
If property rights/ restrictions (including Rights of Way, restrictive covenants, easements) and reports on title are not researched, there may be unidentified legal issues to overcome / legal agreements to be reached, with resulting delays and additional costs to project	Report on title obtained and shared with technical team for assessment. Report implications to the Project Team. Escalate potential issues to Family Services if appropriate	Megan Hallett / technical team	Costs/ programme	3	4	12
If an Ofsted visit occurs to LBB Family Services then this will impact on FS availability and could delay project delivery. Project	Contingency plan developed to mitigate impact should risk occur.	Yogita Popat	Programme	3	4	12

Description	Control action(s) in place	Assigned To	Nature	Probability	Impact	Score
may need to be put on hold until Ofsted inspection completed						
If Party wall issues are not researched, there may be potential delays and additional costs from legal challenge	Check distances from adjacent properties to identify if party wall legislation applies and make allowances within the programme for any necessary notifications. Allow for suitable construction measures within the design	Megan Hallett / technical team	Compliance	4	3	12
If the requested intrusive surveys are incomplete or provide incorrect data, then design development may create abortive work and potentially cause delays and additional costs.	Scope out exactly what surveys are outstanding - define extent, deliverables, timing, costs. Review options to procure surveys Programme out events to procure and deliver . Escalate as necessary.	Megan Hallett	Cost / Programme	3	4	12
If further Asbestos is discovered through a survey of the existing building then additional costs may be required to remove it, and the contingency allocated in the Capital Budget will be needed to cover this additional expenditure.	Make reasonable allowance for removal within programme and costings. Monitor survey results to be able to respond as soon as possible. Asbestos Management Survey obtained from Barnet Homes and shared with technical team. Quote for R&D survey being sought.	Megan Hallett	Costs	3	4	12

6.6 Benefits realisation approach

The key benefits from this business case are as follows:

- Children's Home that complies with current Department of Education Children's Home Regulations and Standards including in relation to access, fire safety and service delivery
- Children's Home that achieves an Ofsted rating of 'OUTSTANDING'
- Home that complies with all current Building Regulations including accessibility (Part M)

The following owners are responsible for ensuring that the proposed target savings are realised alongside the project management and development teams who will monitor both savings / costs and development progress and have primary responsibility for preparing monthly reports.

A draft high level benefits register is shown overleaf. In order to ensure that the benefits are realised, a benefits register will be reviewed monthly and the results reported to the Meadow Close Project Board Community Projects Board – escalations will be reported into the Assets and Capital Board.

Table: Draft benefits register, Hub benefits to be added

Description	Measurement / Calculation Used	Data Source	Benefit Owner	Baseline	Target level	Target Start Date	Target Completion Date
Non-financial, compliance: Home that complies with current Department of Education Children's Home Regulations and Standards including in relation to access, fire safety and service delivery	Building Control inspection, Ofsted inspection	Building Regs Approval / Certificate, Ofsted report	Chris Smith?	Non-compliant with regard to access, fire safety and service delivery	Compliant	Jan 2018 (When home occupied)	Dec 2017 (Practical completion)
Non-financial, strategic (?): Children's Home that achieves an Ofsted rating of 'OUTSTANDING'	Ofsted inspection	Ofsted report	Jo Pymont	Ofsted rating 'Good'	Ofsted rating 'Outstanding'	date tbc (next Ofsted inspection)	Jan 2018 (When home occupied)
Non-financial, compliance: Home that complies with all current Building Regulations including accessibility (Part M)	Building Control inspection	Building Regs Approval / Certificate	Chris Smith?	Non-compliant with regard to access, and DDA legislation	Compliant	Jan 2018 (When home occupied)	Dec 2017 (Practical completion)

6.7 Communications approach

A detailed communications and engagement plan is in development; however some discussions with key stakeholders have already taken place to support the proposals moving forward.

- **Children living at Meadow Close:** in order to ensure we take into account the views of the children already living at Meadow Close, during the initial stages of developing the project brief, the children were consulted on in relation to the schedule of accommodation and design brief. At the point where we have an agreed site/location the children will be further involved in the design and build phases of the project.
- **Senior managers within Local Authority (Leader, Lead Member and Chief Executive):** as corporate parents for our children in care, senior leaders have been briefed on the various options that have been considered.
- **Members of Corporate Parenting Advisory Panel:** regular updates and briefings on the progress of this project have been given to members of the panel.
- **Ward Members:** discussions have taken place with ward councillors from Woodside to notify them of the potential move to the locality.
- **Barnet Homes:** Regular discussions have been taking place with Barnet Homes since early this year and these are ongoing. Some of the existing tenants have already vacated the property at Woodside Avenue. Barnet Homes are actively seeking suitable alternative accommodation for those remaining.
- **Local Residents:** local residents will be consulted at the appropriate stage of this project

Communications to potential tenants and residents is planned and a phased communications and engagement plan is in development.

6.7.1 Public events

To offer residents an opportunity to engage with the designs and be informed of the proposals, a non-statutory consultation event will be held in a local community venue. This will be prior to the statutory planning application process where the public will be able to comment on the final designs which will then be considered by respective planning committee.

6.7.2 Communications Channels

Residents due to be consulted for the planning application will be made aware of exhibitions through letters sent to their addresses. Address list to be drawn up with input from planning, to ensure relevant residents around the site of 27 Woodside Avenue are informed. ().

6.8 Post project evaluation approach

The Programme will be governed in accordance with Council's Project Management Toolkit methodology, and using the Capital Programme Gateway method. Progress will be evaluated at key stages e.g. at the end of the procurement phase and at post-construction. This will include assurance from the Customer and Support Group subject matter experts and Commissioning Group client teams. Areas for review include:

- The effectiveness of the project management of the scheme – viewed internally and externally (i.e. was it managed to budget and time);
- The effectiveness of the development partner's project management of the scheme – viewed internally and externally;
- Communications and involvement during construction;
- The effectiveness of the joint working arrangements across project teams;
- Effective resource management and supplier management;
- The support provided during this stage from other stakeholder organisations.

It is expected that the evaluation would take place through internal review at key project gateways and report to the Programme Board. The Council already has an established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points. We will continue to review and challenge the delivery of all projects using a risk-based approach.

6.9 Conclusion

This Management Case has proposed the implementation, governance and risk management arrangements that will be in place to enable successful delivery of the preferred way for the Council's Children's Home at Woodside Avenue and its management once occupied.

7 Summary

This Business Case has outlined the strategic, economic, commercial, financial and management cases for change for the proposed relocation of the Children's Home from Meadow Close to Woodside Avenue. Alignment has been shown to the Council's strategic objectives and the criteria set forth for the relocation of the Children's Home. A best value option which provides a relocated Children's Home and potential for associated Hub has been appraised and will be subject to the governance arrangements outlined above. The next steps are to proceed with Hub feasibility work, further design work and planning permission, ensure funding is secured and procure a developer for the works to provide a Children's Home and a Hub at Woodside Avenue.