

# Outline Business Case (OBC): Stag House

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## Executive Summary

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1. Barnet Homes has been commissioned to act as development agent on behalf of the Council to develop a pipeline of affordable Extra Care housing.
2. Extra Care housing provides accommodation and support for older people with higher levels of needs. Extra Care allows residents to live independently in their own flats, while accessing flexible 24-hour onsite support. The levels of support and care are flexible and can vary as residents' needs fluctuate through their lifetimes.
3. This Outline Business Case proposes to continue with the current strategy to provide new Extra Care within the borough, delivering savings to the Medium Term Financial Strategy (MTFS). The report sets out the preferred option of redeveloping the Stag House site in Burnt Oak ward to provide a high quality Extra Care scheme.
4. A development pipeline of 227 Extra Care units was agreed by the Adults and Safeguarding Committee on 10 November 2016. The first scheme, a 53 unit development at Moreton Close, is on site and projected to be completed in 2018/19. The Adults and Safeguarding Committee approved two further Extra Care sites to be funded through the HRA budget. Stag House represents the second scheme of the pipeline, and will deliver 51 additional Extra Care units for 2019-2020.
5. The report considered by the Adults and Safeguarding Committee in November 2016 outlined the potential annual revenue savings to the MTFS that could be secured by the development of Extra Care units. Combining the Moreton Close and Stag House schemes, the provision of over 100 Extra Care Units for affordable rent was forecast to save £760,000 for the MTFS in 2019/20.
6. Compared to residential care, Extra Care represents a saving of £308 per unit per week. Wider evidence indicates that Extra Care represents a cost-effective approach which is an attractive option for older people who prize independence and quality of service delivery.
7. Reducing Adult Social Care Services by providing a range of alternative services – including Extra Care – is the priority focus for the Adults and Safeguarding Committee's savings proposals. The Policy and Resources Committee on 28 June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.070m between 2016 and 2020. The Adults and Safeguarding Committee has budgeted accordingly on the basis of making these savings through Extra Care development.
8. The Council, with Barnet Homes as its development agent, is already pursuing this Extra Care development pipeline through the Moreton Close scheme. Stag House is the next major stage in the development pipeline. Stag House represents a large developable site (it is currently a large building and car park), with capacity for 51 affordable rent Extra Care units. The site consists of a freehold belonging to the Council, four leasehold flats, and a ground floor commercial lease. The site is located in a busy and active environment on Burnt Oak Broadway which contrasts to the more suburban setting of Moreton Close. It is expected that

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

9. Work is progressing on preparing the Stag House scheme. In addition to this Outline Business Case, Barnet Homes have contracted architects to draw up plans for the scheme, and entered into early discussions to secure planning permission.
10. Capital funding from the Housing Revenue Account (HRA) to develop an additional Extra Care scheme of around 50 units was agreed as part of the 2015-2016 Capital Programme. This will enable the development of the 51 units at Stag House for 2019-2020.
11. The greatest risk to the scheme identified at this time, and to the forecasted savings for Adults and Safeguarding budget, is time delays associated with vacant possession.
12. Due to the significant risk of programme delay because of vacant possession and the associated financial implications, we have submitted a corresponding report seeking resolution from Assets, Regeneration and Growth Committee to make a Compulsory Purchase Order for the flats at Stag House. This is on the basis that use of a Compulsory Purchase Order will be an option of last resort.

# 1. Strategic Case

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- 1.1. **This document represents the Outline Business Case for the proposed Extra Care scheme at Stag House.**
- 1.2. This report builds on the Strategic Outline Case submitted to the Development Pipeline Board on 11 August 2017 by Barnet Homes. The Strategic Outline Case set out the initial strategic rationale behind continuing to provide Extra Care housing in the borough. This document provides further evidence to support the business case, drawing on local and national context and up-to-date information on the proposed scheme.
- 1.3. This report will develop the case for continuing with the current strategy to provide new Extra Care within the borough, delivering savings to the MTFS. As set out in the Strategic Outline Case, so far a programme of 227 Extra Care units has been agreed by the Adults and Safeguarding Committee (10 November 2016). The first scheme, at Moreton Close, is on site and projected to be completed in 2018/19. Stag House represents the second scheme of the pipeline, with a further scheme at feasibility stage at Upper and Lower Fosters.

## Corporate Priorities and Performance

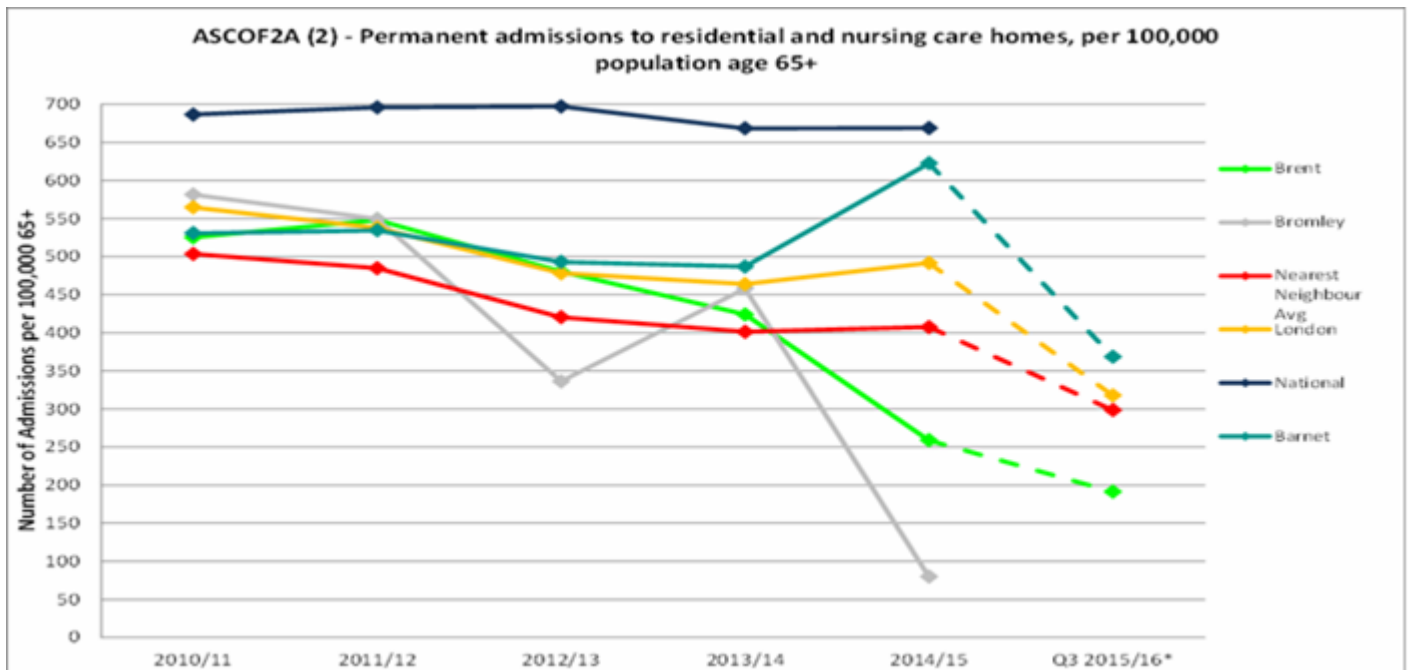
- 1.4. The Corporate Plan 2015 – 2020 sets out the Council’s vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:
  - Of opportunity, where people can further their quality of life;
  - Where people are helped to help themselves, recognising that prevention is better than cure;
  - Where responsibility is shared, fairly; and where services are delivered efficiently to get value for money for the taxpayer.
- 1.5. The 2017/18 Addendum to the Corporate Plan outlined the key areas of strategic focus for the Council for 2017/18. These included:
  - Responsible growth, regeneration and investment; and
  - Building resilience in residents and managing demand.
- 1.6. Within these priority areas, the Addendum to the Corporate Plan included commitments to undertake specific activities. Specifically, the Responsible Growth priority area included a commitment to “regeneration and investment in infrastructure... delivering a pipeline of new homes on Council land.”
- 1.7. Within the Building Resilience priority area, the Addendum included a commitment to “diversifying Barnet’s accommodation to ensure that it supports older people, people with learning disabilities and autism, and mental health conditions to live independently for as long as possible.”
- 1.8. By delivering new homes on Council land where older residents can enjoy independence, security of tenure, and flexible levels of care, the Extra Care development pipeline supports the above priority activities and contributes to the Corporate Plan priorities.

- 1.9. The 2016-2017 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:
- Developing best practice social care, focused on what people can do and how they can help themselves;
  - Diversifying Barnet's accommodation offer to help more people live independently;
  - Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering;
  - Integrating health and social care services to prevent crises and help individuals stay well and in their own homes; and
  - Improving the borough's leisure facilities to support and encourage active and healthy lifestyles.
- 1.10. The expansion of Extra Care provision in partnership with the Barnet Group supports delivery of these priorities. It also supports the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020) and the strategy's themes of wellbeing in the community and care when needed. In addition, The Right Home Commissioning Plan, which was approved by Adults and Safeguarding Committee in June 2017, supports the use of Extra Care to extend residents' independence as they get older. The expansion of Extra Care also contributes to meeting the commitments of the Dementia Manifesto for Barnet, supporting people with dementia to live a full and active life, and enabling them to live at home for longer as part of an active and supportive Extra Care community.
- 1.11. So far on this strategy we are developing Moreton Close, Full Business Case agreed at ARG on 19 October 2016. The Moreton Close scheme will be a state of the art, Extra Care scheme consisting of 53 flats with communal areas including a café, and office space for support staff. The budget for this scheme is £15.6m and the scheme is currently on site with a completion date in 2018/19.
- 1.12. In addition the Adults and Safeguarding Committee, 10 November 2016, approved two further Extra Care sites to be funded through the HRA budget. Stag House represents the first of these, with a further 75 flat scheme expected to be delivered on Upper & Lower Fosters.
- 1.13. The quality of the Stag House design is in keeping with current best practice with large spacious flats, communal areas that have multi-functions and will be well-used, a café and communal laundry as well as a guest suite, assisted bathing and substantial staff accommodation all on site. Outside there are landscaped areas. The whole scheme will be fully wheelchair accessible.

### **Local context**

- 1.13. Extra Care housing is included within a number of the Council's plans as a method of achieving savings by diversifying the Council's housing offer for individuals eligible for care and support.
- 1.14. The Barnet Housing Strategy (2015 – 2020) identifies the need for the Council to secure new types of housing for Barnet's older population and working age adults with additional needs. One of the areas identified for expansion is the provision of Extra Care housing.

- 1.15. The Adults and Safeguarding Committee’s Commissioning Plan (2015 – 2020) identifies the expansion of Extra Care housing schemes as a key mechanism for managing demand for residential care places for older people.
- 1.16. The Council’s MTFS (MTFS) includes savings of £0.465m per annum from 2018/19 for adult social care through the replacement or residential care with Extra Care places for older people with additional needs.
- 1.17. The Right Home Commissioning Plan, approved by Adults and Safeguarding Committee in June 2017, supports’ Increased supply of Extra Care and sheltered plus provision for older people as an alternative to residential care’.
- 1.18. Barnet is currently over reliant on residential care, in the absence of alternative forms of accommodation and support. The lack of alternatives to residential care has been identified as one of the factors influencing families, individuals and professionals when choosing residential care. The chart below shows Barnet’s comparative performance for the number of adults aged 18-65 with permanent admissions to sheltered accommodation.
- 1.19. The graph below shows that Barnet has a higher number of older people admitted to residential and nursing care than other London boroughs.



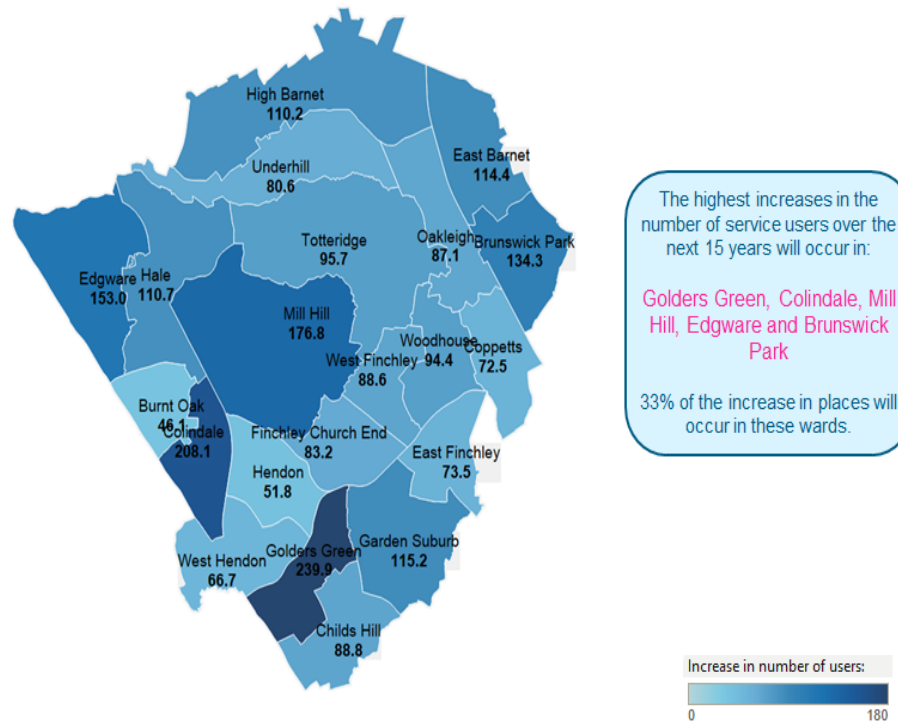
**Admissions to Residential Care Working Age Adults LBB 2010 – 2016**

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

## Local Need

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

### The increase in clients per ward by 2030



## Customer and Support Group

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

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

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

## National Policy Context

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

- **The Care Act (2014):** sets out a vision for a reformed care and support system. The Act gives the Council responsibility for making sure that people have more control over their care through effective care and support planning and personalisation;
- **Better Care Fund (2013):** requires local areas to work across health and social care boundaries to reduce the numbers of elderly and frail people who have unplanned admissions to hospital and residential care. It also places an expectation on local areas to reduce the numbers of people who are delayed whilst being discharged from hospital;
- **Valuing People (2001):** contains four fundamental principles: choice and control in all aspects of the lives of people with learning disabilities, rights, promoting independence and inclusion and citizenship. Valuing People Now (2009) focused attention on those areas of the lives of people with learning disabilities where insufficient progress had been made since 2001, namely housing, employment opportunities and health; and
- **Transforming Care programme (2015):** aims to improve the care and support for people with learning disabilities and/or autism and mental health problems or behaviour that challenges. The programme of work for the Transforming Care programme was outlined in Transforming Care – next steps and is being jointly taken forward by NHS England, the Association of Adult Social Services, Care Quality Commission, Local Government Association, Health Education England and the Department of Health. One of the key strands of activity is getting the right care in the right place – ensuring that people are receiving high quality care and support outside institutional settings with a focus on supporting people in their local communities.

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

## Project Definition

1.25. Barnet Homes has already been commissioned to develop a new Extra Care housing scheme on behalf of the Council in the role of development agent at Moreton Close.

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



- 1.26. The Development Team at Barnet Homes will manage the development process on behalf of the Council working closely with the commissioners in Adults and Communities on the brief and progress throughout scheme delivery. Stag House represents the second Extra Care scheme in the 227 unit pipeline.
- 1.27. Stag House, 94 Burnt Oak Broadway, Burnt Oak, London is currently a large building with car park. The site consists of a freehold belonging to the Council and four leasehold flats on 125 year leases from April 1985, as well as a ground floor commercial lease.
- 1.28. Our proposal is to achieve vacant possession in advance of demolition.
- 1.29. A review has been undertaken to ascertain the best future use of this site and this report seeks to demonstrate that the best option is to redevelop the site for a high quality Extra Care scheme.
- 1.30. We have carried out initial design feasibility for the scheme that has been signed off by the Strategic Lead, Adults and Health and agreed with the Director of YCB. In addition, initial meetings with Planning colleagues has corroborated that the site would be acceptable as an Extra Care scheme.

### **Extra Care Proposal – Key Characteristics**

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

### **Rationale**

- 1.33. This report presents evidence on how increasing Barnet's supply of Extra Care homes will benefit individuals and the Council. The report sets out the benefits of Extra Care provision for Barnet, based on an understanding of Barnet's population profile and population need, and supported by a review of wider evidence regarding the successes of Extra Care. This document also sets out the specific benefits of delivering a scheme of 50+ Extra Care units at the Stag House site in Burnt Oak.
- 1.34. The Council's aspiration is to develop a number of exemplary, innovative high quality Extra Care schemes in Barnet. These will reflect best practice in terms of modern design and the delivery of flexible, person centred care and support. The Council wishes to promote integrated communities, where there is a supply of good housing choices for older people and those with disabilities and complex needs. The focus is on developing more creative ways to support people to remain in their own homes, to maintain high standards of independent living for longer, to avoid social isolation and to prevent and reduce the use of high cost residential placement packages at a later stage. Extra Care will play an important role in achieving this objective.

- 1.35. In 2014/2015 a small number of potential Extra Care sites were identified in the borough, including Moreton Close (HRA site). Capital funding (£15.6m) was secured for a Barnet Homes development of a 53 unit site. This scheme will open in 2018/19 and MTFs savings of around £0.465m are expected from 2018-2019.
- 1.36. A review of existing literature demonstrates the benefits of Extra Care to both residents and the service providers through providing a more tailored and successful service:
- 1.37. Aston University's Research Centre for Healthy Ageing (ARCHA) and the Extra Care Charitable Trust undertook collaborative research to produce a longitudinal evaluation of the Extra Care approach<sup>2</sup>. They found that Extra Care residents demonstrated "significant improvements in psychological well-being, memory and social interaction" compared to baseline levels. Extra Care residents showed a reduction in depression – those with low mobility demonstrating the greatest improvement.
- 1.38. The Aston study also suggests that Extra Care services led to less pressure on hospital services, and that the Extra Care model is likely to offer significant potential savings in the cost of social care for local authority commissioners:
- 1.39. "The cost of providing lower level social care using the Extra Care model was £1,222 less per person per year than providing the same level of care in the wider community (on average, with variation by local authority) and the cost of higher level social care was £4,556 less (26% less) per person per year."
- 1.40. Savings to NHS budgets were also significant: over a 12 month period, total NHS costs (including GP visits, practice and district nurse visits and hospital appointments and admissions) reduced by 38% for Extra Care residents.
- 1.41. A study by De Montfort University's Professor Tim Brown<sup>3</sup> found that in the context of restraints on public expenditure and an ageing society, Extra Care housing "has an important function in helping local housing markets to function more effectively" and will have an increasing role to play in "meeting the needs of a wide range of types of vulnerable people such as those with learning difficulties and those with dementia."
- 1.42. A 2011 Evaluation of Extra Care Housing conducted by (Personal Social Services Research Unit (PSSRU) and the Housing Learning and Improvement Network<sup>4</sup> (HLIN) found that "Outcomes were generally very positive, with most people reporting a good quality of life", and that "Better outcomes and similar or lower costs indicate that Extra Care housing appears to be a cost-effective alternative for people with the same characteristics who currently move into residential care." Extra Care was found to be a good option to improve residents' social lives and offering choice. The study indicated that Extra Care was an *attractive option for older people who prize independence and quality of service delivery*.

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

[www.aston.ac.uk/EasySiteWeb/GatewayLink.aspx?allid=245545](http://www.aston.ac.uk/EasySiteWeb/GatewayLink.aspx?allid=245545)

<sup>3</sup> Tim Brown, 2010. Housing an Ageing Population: The Extra Care Solution.

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

<sup>4</sup> PSSRU & Housing LIN. 2011. Evaluation of the extra care housing initiative

[https://www.housinglin.org.uk/assets/Resources/Housing/Research\\_evaluation/DP2783v2.pdf](https://www.housinglin.org.uk/assets/Resources/Housing/Research_evaluation/DP2783v2.pdf)

- 1.43. The Joseph Rowntree Foundation's review of Social well-being in Extra Care housing<sup>5</sup> found that:
- Extra Care promotes flexibility, choice, independence and wellbeing for older people;
  - Providing on-site facilities for guests (e.g. hairdressing, café/restaurant) are important for social interaction;
  - Extra Care is increasingly seen as having the potential to form a base for community health services, outreach services, intermediate and rehabilitative care; and
- Extra Care provides opportunities for residents to build friendships and maintain social networks in the wider community.
- 1.44. The NHS also uses a well-being methodology as part of their assessment of mood<sup>6</sup>. Extra Care provision supports this by:
- Involving residents, carers and their families in decision making;
  - Providing assistance with daily tasks following periods of time in hospital/operations if required;
  - Supporting residents in doing things for themselves and maximising independence; and
  - Respecting residents' privacy, modesty, dignity and choices.
- 1.45. The 'Well-Being Outcomes Star' developed by the Triangle Social Enterprise prioritises:
- Where you live;
  - Being treated with dignity;
  - Choice and control; and
  - Looking after yourself and accepting help.
- 1.46. Evidence demonstrates that Extra Care offers older people significant advantages across the four Outcomes Star priorities.<sup>7</sup>

### **Population Need and Demand Management**

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

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

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

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

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

1.50. Eligibility criteria

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

1.51. Allocations criteria

- Address currently unmet need;
- Reflect scheme focus (e.g. frailty, declining mental agility);
- Relocate people from residential care;
  
- Achieve mixed community of residents with low, medium and high needs. Best practice indicates that schemes are effective and affordable when overall resident need is balanced, with a third each having low, medium and high needs.

### **Expected Benefits**

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

1.53. The key features of Extra Care homes are:

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

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc.) and date
Benefit 1: Financial - Cashable  Cost Avoidance	A financial saving will be achieved in the form of avoided costs. ECH is significantly cheaper than residential care and therefore a cost will be avoided for each unit successfully filled	Residents (Older people with dementia)	£306,768 - £379,456 (year 1)  £660,348 - £816,816 (per annum from year 2)  (Based on a saving in the range of £249 - £308 per person per week compared to current spend. Modelled on 50% occupancy for year 1 (August – April as completion date falls within financial year , 90% occupancy for 2020/21)	2019/20 (Year 1 – partial savings)  2020/21 (Year 2 - full savings)	Dawn Wakeling, Commissioning Director, Adults and Health	Measured by comparing the cost per year to accommodate and support someone within ECH (Stag House) vs residential care	The actual costs of this scheme will be monitored compared to current spend of £466 - £520 per week or £525 - £565 per week for those with high level support needs, with the savings being the difference between those two costs.
Benefit 2: Non-financial - Strategic Objective	A key vision for the Council, as outlined in the Corporate Plan and the Adults Commissioning Plan, is to support more people to remain independent and to live longer in their own homes. Stag House will allow this and, where possible, provide a home for life	Residents	Enables a target of 56 people within the borough (representing Stag House at full occupancy including five 2 bedroom units) to live in ECH, in line with strategic objectives.	2019/20 - onwards	Dawn Wakeling, Commissioning Director, Adults and Health	Measure occupancy rates. By Full Business Case, we will further develop this benefit tracker to measure against target and expected occupancy rates.	Zero

<p>Benefit 3: Non-financial - Satisfaction</p>	<p>Through delivering flexible accommodation, will enable residents to live independently, and will also mean they will not need to be separated from partners (often acting as primary carer) or from older carers.</p>	<p>Residents</p>	<p>An improvement in wellbeing</p>	<p>2019/20 - onwards</p>	<p>Sue Tomlin</p>	<p>A range of options are being considered, one option is monitoring self-reported wellbeing scores. A number of methods are available, details of which can be found below.</p>	<p>We have provided five 2 bedroom flats within this scheme to accommodate couples and their health and well-being will be monitored against those who are separated, from the wider population of older residents we are supporting including through residential care.</p>
<p>Benefit 4: Non-financial – Service Standards / Reputational</p>	<p>Extra Care is a popular option for older persons' care; Stag House will be an innovative project, commissioned in line with best practice from the latest evidence base. Stag House will deliver an improved service provision to residents. This will have a positive impact on the service standards and reputation of the Council's Extra Care housing offer within the borough, as part of a</p>	<p>Council</p>	<p>Lower numbers of people being admitted to hospital or residential care when compared to other, older Extra Care locally</p>	<p>2019/20 - onwards</p>	<p>Dawn Wakeling, Commissioning Director, Adults and Health</p>	<p>Compare and contrast the numbers of residents having to be admitted to hospital, the length of time they are there and how many need to be admitted to residential care</p>	<p>Work is still being undertaken to ascertain baseline info</p>

	continuing Extra Care development pipeline.						
Benefit 5: Respite/Rehabilitation bed space	The scheme will accommodate an extra studio, ensuite flat enabling a patient to leave hospital earlier than usual as a care package can be provided by the staff team within the Extra Care scheme.	Residents, Council and Department of Health	The offer of this bedspace will allow a hospital bed to be made available for further patients in need. This will lead to a closer relationship with local hospitals and provides a new business stream for Adult Services	2019/20 – onwards	Dawn Wakeling, Commissioning Director, Adults and Health	We will be able to measure the number of days per year where the rehabilitation bed space is being used, and thus the impact on hospital bed days saved. Data will be collected once scheme goes live	As there is currently no rehabilitation bed space provided at this site, the baseline is zero.

## Risks

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

RISK	PROBABILITY	IMPACT	TOTAL	ACTIONS TO MITIGATE	CONSEQUENCE	CURRENT STATUS
Vacant possession time delays – Leaseholder negotiations	3	3	9	We have identified funds in order to negotiate with the current leaseholders. We will be asking the Council to initiate CPOs for the 4 leaseholders, as an option of last resort.	If it is not possible to successfully negotiate the purchase of the four leaseholder units, a CPO order would have to be issued for the properties. This may incur higher costs than a negotiated price. The process may also be longer for a CPO than for a negotiated sale.	Barnet Homes has instructed Property Services to negotiate with leaseholders, and the leaseholders have now had initial contact from the Council. Leaseholders were issued letters on 4 October 2017, and occupants of two leaseholds attended the public consultation held on 25 October 2017. Further meetings are being organised.
Cost increases leading to budget overspend	3	4	12	We will be using a fixed price contract and undergoing value engineering as required with our Employer's Agent	More funds will be needed from HRA or GLA. Significantly increased costs would impact the financial viability of the scheme.	On Moreton Close we have a fixed price design and build contract and have mitigated risk by carrying out as many site surveys as possible to reduce the need for contingency sums. We intend to replicate this approach for the Stag House scheme. Preliminary surveys around the site are already being undertaken, and realistic contingencies have been included taking account of existing knowledge of the site.
Time delays –scheme delivery, impacting on	3	4	12	The site will be delivered through a Design and Build contract and all site surveys will be	If the scheme is delayed later than predicted then we will not achieve	We have put a realistic delivery programme together, informed



revenue savings				carried out in advance of tenders in order to secure as firm a price as possible. We have an expert consultant team in place that are keen to deliver this second scheme. We have put a realistic delivery programme together	the predicted revenue costs savings to the MTFS.	by our work on Moreton Close. We are continually monitoring the scheme's progress and impact on revenue savings.
Planning Permission	3	4	12	We will need to ensure that the scheme we propose meets all planning requirements and is compliant We will need to ensure that the massing of the property is appropriate for the surrounding area and that we provide an appropriate space for the community, particularly as the current commercial tenancy includes community use.	The scheme could not progress without planning permission, or could be delayed if planners require significant amendments to the planning submission before approval is granted.	We were successful with Moreton Close so are confident we know what the planners require. We have met with the planners and they are happy to see an extra care scheme in this location
Occupancy	2	4	8	An occupancy strategy and schedule will be developed which will ensure that residents move into the scheme in a phased manner so that they are given the support and attention they need to acclimatise to their new homes.	The scheme may not meet residents' expectations and there may be delays in taking nominations. There could be delays in moving clients into the scheme which would reduce in year savings	We are currently developing the occupancy strategy and schedule which will serve as a mitigating factor.
Demand and Future Proofing	2	4	8	Contractors have been asked to provide a strategy for converting all ancillary areas within the scheme back into self-contained accommodation should the use of the building change in the future. This included the provision of tails, draining and ducting to facilitate future remodelling.	If the scheme is not able to be used for a variety of uses, it may fall out of use if there are changes in legislation or political changes that make the scheme no longer viable for Extra Care.	Barnet Homes and delivery partners are continually monitoring the wider policy landscape and assessing need for reverting to general needs accommodation. At the present moment, we judge this to be highly unlikely for the foreseeable future.

## 1.56. Key Outcomes from the Scheme Design

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

### Dependencies

- 1.57. A key project interface is the relationship between Barnet Homes and the Adults and Communities service, particularly in ensuring that the new Extra Care scheme meets the needs and requirements of Adults and Communities. Barnet Homes will work with the named responsible officer from Adults and Communities to make sure that there is client sign-off at each stage of the design process including the Value Engineering process.
- 1.58. Adults and Communities will be advertising the scheme and working with current clients to see who would most benefit from entering into the scheme. It is proposed to get a show flat ready for potential residents so that they can better visualise the attractions of the scheme. This show flat will be furnished to assist with demonstrating the scheme's benefits and give comfort to clients' families.
- 1.59. In order to achieve the savings that Adults and Communities have identified from the MTFs, the project will need to be completed within the financial year 2019/20 as outlined in the Adult and Safeguarding Committee in November 2016. However a significant risk remains with achieving vacant possession. Barnet Homes is working with Property Services in order to achieve vacant possession as early as possible.
- 1.60. This is largely dependent on the project achieving key milestones along the scheme's critical path such as planning approval, the contract being tendered, and the approvals process. As outlined in the risk section there is a chance that this is not achieved due to unforeseen circumstances at this stage. However we continue to work with the Employer's Agent and Contractor to mitigate against this and work towards delivering the scheme in 2019/20.
- 1.61. There is a dependency on the budget constraints of set out by the Council.

- 1.62. Consultation is a project dependency in ensuring the project is delivered well and on time. Barnet Homes met at an early stage with the ward members and continue to keep them updated with the progress of the project. Barnet Homes will continue to manage a relationship with the local community throughout the demolition and construction stage.
  
- 1.63. There is also a Communications Plan that will be agreed for this project and the demolition of the existing scheme will be publicised along with progress reports and case studies tracking the first residents' journey into the new Extra Care facility

## 2. Economic Case

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2.1. The critical success factors (CSFs) for this project have been identified as follows:

1. Increasing the provision of accommodation for older people which offers support and independence, as supported by the Right Home Commissioning Plan.
2. Delivering savings agreed in the MTFs by contributing to the pipeline of 227 Extra Care units agreed by the Adults and Safeguarding Committee on 10 November 2016, and included in the Business Planning report approved by the Adults and Safeguarding Committee on 6 November 2017.
3. Delivering a financially viable and successful affordable housing development scheme.
4. Making effective commercial use of Council-owned land and buildings; this includes recognising Council stock's potential for development, contributing to the Council's development pipeline of affordable housing as set out in the Barnet Housing Strategy 2015 to 2025.

### Options

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

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

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

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

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

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

- **CSF 1** – Developing Extra Care housing at an alternative site would increase the provision of accommodation to older people which combines support and independence. Evidence above in the Strategic Case demonstrates the strengths of Extra Care in providing choice, support and independence.

- **CSF 2** – Developing Extra Care housing at an alternative site would contribute to the Extra Care pipeline. However, the extent of savings to the MTFs would depend on the ability of an alternative site to deliver a substantial number (50+) of Extra Care Units.
- **CSF 3** – It is unlikely that an alternative site would represent as commercially viable a proposition as Stag House.
  - It is generally accepted that to develop a successful (and feasible) Extra Care scheme a site must be capable of delivering a minimum of 50 homes to achieve the scale and required cost efficiencies of care and support services located on site, and to ensure the ancillary services are viable for the successful running of the scheme.
  - Barnet Homes carried out a review of a number of potential locations within its stock and Stag House was identified due to the site's ability to deliver 50+ homes.
  - Furthermore, Stag House represents an appropriate location for an Extra Care scheme (in a more vibrant and urban setting than current Extra Care providers) and has no current planning constraints.
- **CSF 4** – This option would fail to address the existing issues with the Stag House site, which require intervention by the Council regardless of any Extra Care development:
  - The high level of investment required in the near future to maintain the building

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

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

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

2.3. Based on the above considerations against the critical success factors, the preferred option is to develop Stag House as an affordable Extra Care housing scheme (Option C). Through offering Extra Care as a better use of the site, and through submitting a high quality scheme for planning, we are offering the Council a viable and valuable alternative use for the Stag House site.

## **3. Commercial Case**

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### **Procurement Strategy and Scope**

- 3.1.** Barnet Homes will be acting as Development Agent for the Council and will use its procurement strategy and procedures. This strategy and procedures have been approved by the Council and currently cover the full scope of the major repairs work and repairs work currently undertaken on behalf of the Council.
- 3.2.** Barnet Homes has a Group Procurement Manager that oversees this process and we are currently using the same strategy and procedures to procure Tranche 3 (320 new build homes) and Moreton Close (Extra Care currently on site). These procurement procedures cover all procurement within Barnet Homes from stationery orders to large new build contracts.
- 3.3.** For this scheme Barnet Homes will tender under OJEU rules (Official Journal of the European Journal) using contractors under Network Housing Association's framework that has been set up using OJEU guidelines.
- 3.4.** Barnet Homes will enter into a two stage tendering process administrated by the Employer's Agent in following all OJEU guidelines. The winning contractor will then enter into a JCT Fixed Price contract with Barnet Homes.
- 3.5.** For the architect on Stag House Barnet Homes utilised the Dynamic Purchasing System and appointed the winning architect in accordance with Barnet Homes' procedures. Their appointment was monitored and agreed by the Extra Care Project Board.

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

- 3.6.** The Council commissioned Your Choice Barnet to be the managing agents for Moreton Close, the existing Extra Care scheme already on site. This was agreed at the Adults and Safeguarding Committee, 10 November 2016. For Stag House, YCB is likely to be the care and support provider.
- 3.7.** Early in the development of the Moreton Close Extra Care scheme (currently on site), it was recognised that Moreton Close and Stag House would benefit from partnership working between the Council and an expert care provider to ensure innovation in the delivery of care and support and maximise the use of the space at the scheme.
- 3.8.** As Moreton Close and Stag House are Barnet Homes developments, the Council was able to engage with Your Choice Barnet (YCB), the Barnet Group's care provider, to co-produce an enhanced offer, with input from the Council, the provider (YCB) and representatives of service users and carers.
- 3.9.** The extra care provision needs to ensure that the care and support services will be provided in a way that maximises and maintains independence, providing people with the opportunity to live life to the full. To do this it is proposed that a consistent set of expectations and quality standards are applied to these services. The proposed framework includes the following:

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

**3.10.** The enhanced offer made by YCB will include:

*Person centred approach for behaviours that may challenge*

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

*Activities*

- A programme of activities will be available for all residents. These will be tailored to individual's likes and dislikes and will recognise the activities that they enjoyed before their diagnosis of dementia.

*Working within the Local Community*

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

*Community Café*

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

*Working in Partnership*

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

### Potential risk allocation

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

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

### Design and Construction of the Scheme

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



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

**Outcome measures for Extra Care and support services should include:**

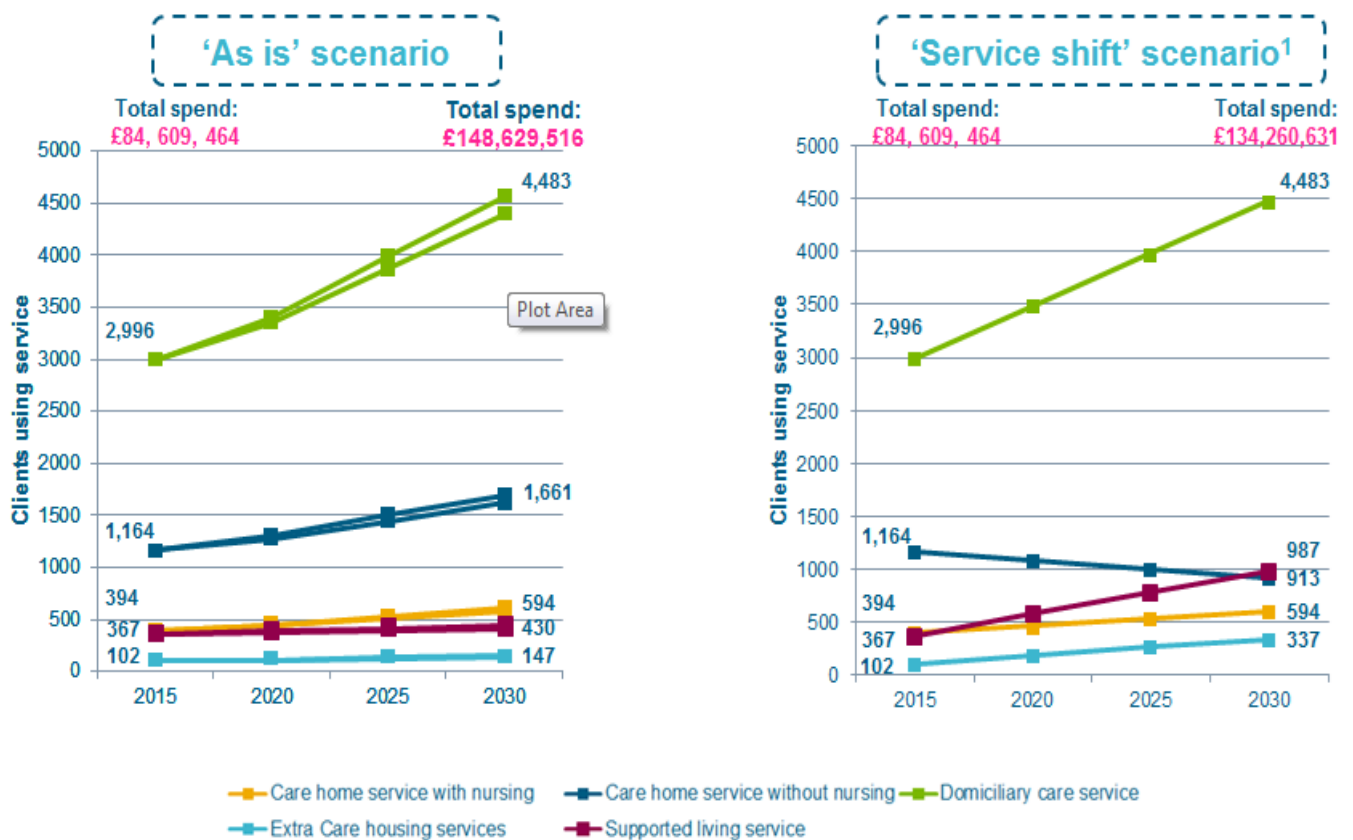
<p>Client Satisfaction Measures</p>	<p>% of residents who report they have been able to exercise choice and be in control of their accommodation</p> <p>% of family representatives who report they have the opportunity to maintain Relationships</p> <p>% service users who feel they are able to live as independently as they wish</p> <p>% of residents who report they have the opportunity to mix with others and join in social activities and/or participate in organised activities going to pubs, restaurants, library, or faith and cultural communities e.g. attending church, synagogue, temple, mosque, meditation</p> <p>% of residents who report they have the opportunity to maintain friendships and make new friends</p> <p>% of residents who report that staff are kind and that they are skilled and knowledgeable in their roles</p>
<p>Activity Measures</p>	<p>% of service users who have positively moved towards their Support Plan outcomes using an evidence based monitoring tool such as the outcomes star</p> <p>% service users able to maintain family/social networks, if desired</p> <p>% service users receiving assistance with making benefit claims, budgeting, maximising Income</p> <p>% service users where there are no issues with tenancy as demonstrated through: e.g. rent and service charge arrears, complaints from neighbours.</p> <p>Annual report with calendar of events and numbers attending (e.g. exercise programmes, health checks etc.)</p>
<p>Quality Measures</p>	<p>% of residents who have maintained a safe and healthy home environment</p> <p>Number of attendances by service users – at Accident &amp; Emergency</p>

% of tenancies that breakdown within 3 months of support commencing  
Number of resolved and unresolved complaints in the scheme.  
% of residents who report that participation in community / activities has led to an improvement in their wellbeing  
Staff attending accredited training  
% staff completing training in line with their development plans and receiving a positive annual appraisal

## 4. Financial Case

### Cost Savings

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



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

### Stag House – current capital costs budget

4.2. Barnet Homes is at Outline Business Case stage (RIBA Stage 3) with Stag House, but have the benefit of being on site with Moreton Close. Hence we are able to consult with our Employer's Agent as cost consultant and estimate what the costs will be for a further 51 unit scheme.

4.3. The capital costs of the Stag House development are based on RIBA Stage 3 drawings and reflect design development required post consultation.

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

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

### **Stag House Funding Route**

**4.6.** Capital funding to develop an additional Extra Care scheme of around 50 units was agreed as part of the 2015-2016 Capital Programme. This funding will enable the development of the 51 additional units at Stag House for 2019-2020.

## 5. Management Case

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### Risk management

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

### Project Approach

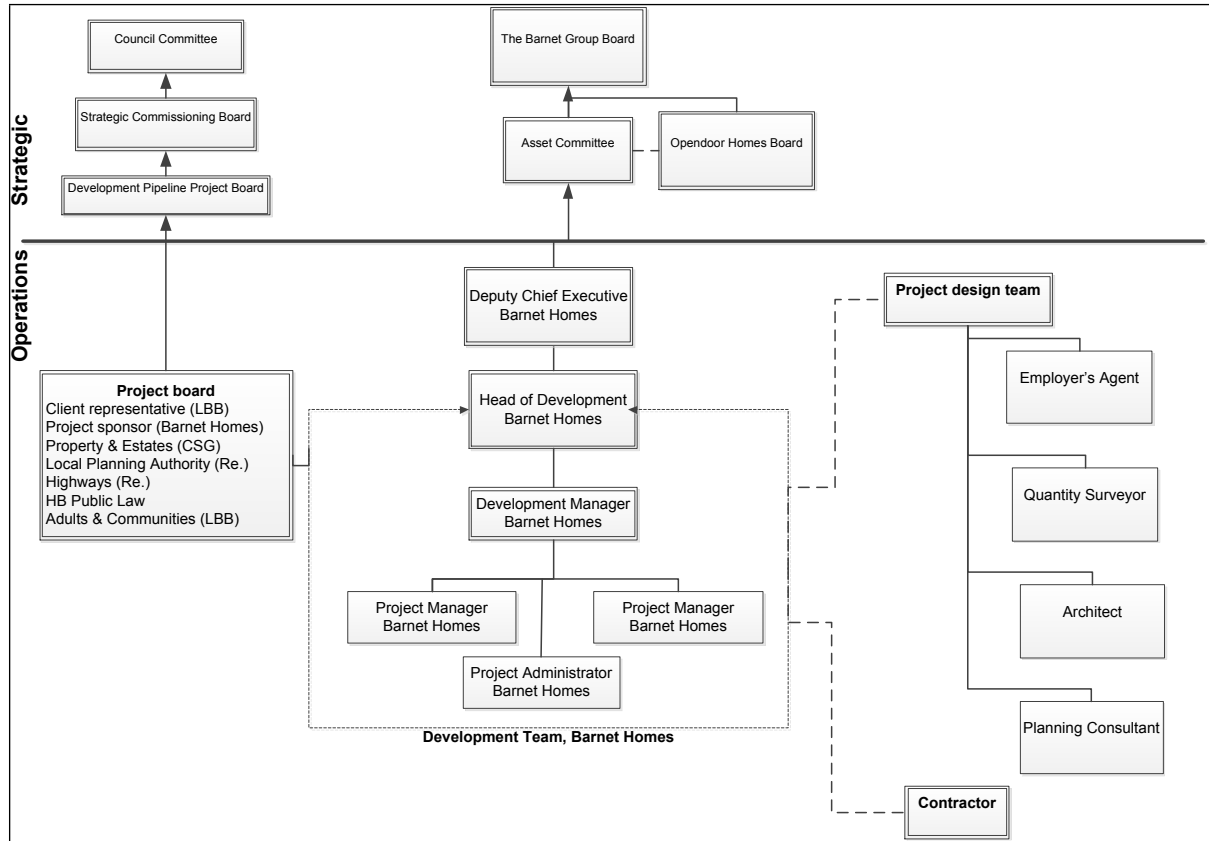
- 5.5. The project will be managed by Barnet Homes in accordance with the Council's project management toolkit, which has been adopted for the delivery of this scheme and its predecessor at Moreton Close, this incorporates monitoring and controls to ensure the project is delivered effectively and that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

### Project Controls

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

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

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



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

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

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

## 5.11. Key Milestones for Project

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

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



on site			Programme Board and a full Gateway Review	the Council's ARG committee
Gateway Review at Project closure	There will be a Gateway Review to measure outcome costs against assumptions from the beginning of the scheme as well as lessons learnt moving forward.	Barnet Homes project team	Barnet Homes project team Development Project Pipeline Board	Barnet Homes project team Development Pipeline Programme Board

### Approach to Consultation

- 5.12.** Carer and service user representatives have been involved in research into good practice in care and support in ECH schemes, through in-borough visits and out of borough visits.
- 5.13.** This has informed the development of the Barnet model of extra care. A focus group was held with residents at one of the borough's existing ECH schemes - co-facilitated by carer representative.
- 5.14.** The leaseholders have been engaged with individually, and Property Services will continue to take forward this engagement.
- 5.15.** Barnet Homes held a residents' consultation event on 25 October and invited local residents and councillors to this event. A local member briefing also took place on 12 September 2017.

## Document Control

*Record the information relevant to this document in this section*

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

## Document History

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

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

## Distribution List:

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

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

**Approvals:**

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

Name	Role	Signature	Date	Version

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

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