

## **Project Brief including Strategic Outline Case (SOC): Pinkham Way**

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

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Date:	19 February 2019
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## **1. Introduction and Strategic Context**

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Barnet Homes has been commissioned to act as development agent on behalf of Barnet Council to progress proposals for developing land owned by the London Borough of Barnet at Pinkham Way.

Pinkham Way is located just beyond the eastern boundary of the borough in the London Borough of Haringey. The site is owned by Barnet Council and falls within the administrative area of Haringey Borough Council, as local planning and highways authority. Immediately to the north and in specific parcels adjacent is land owned by the North London Waste Authority (NLWA). The potential development site includes an area of land previously occupied by sewage infrastructure, Hollickwood Park and Freehold Community Centre.

The land owned by LB Barnet has been identified as having the potential for housing to be built and it is considered that circa 200 new residential units could be developed along with a re-provided park and community centre.

A high-level master-plan including land owned by Barnet Council and NLWA will be submitted to Haringey's planning authority along with a planning application for the Barnet Council land only.

A concept study for RIBA stage 1 was completed in 2018. The original intention had been to deliver almost 200 affordable homes on a temporary basis, for ten years, using modular construction. Through further examination and discussion with stakeholders it was established that the site would be available on a long-term basis and that a more permanent solution is desirable and beneficial.

Consultants have been commissioned to survey the site in terms of its importance for nature conservation. The Phase 1 survey shows that the site can accommodate development without significant impact. However, a more detailed Phase 2 survey will be undertaken to accompany the planning application and the proposed development scheme will be designed to mitigate any impact.

An early masterplanning feasibility exercise has been commissioned, with some initial site surveys and due diligence completed. The Borough has been awarded a revenue grant allocation from the Ministry of Housing, Communities and Local Government (MHCLG) of £1,500,000 to secure a planning consent by the end of March 2020.

LBB's Housing Strategy's priority is to increase housing supply, recognising the forecast demand for additional homes within the borough. The Council's commitment to address this priority includes the construction of homes on land it owns. The second priority is to deliver affordable homes, including increasing the supply of rented homes at local housing allowance rates.

The Housing Strategy links to the Council's Corporate Plan for 2015-2020. The 2017/18 Addendum to this plan included a focus on responsible growth, regeneration and investment with a specific commitment to "regeneration and investment in infrastructure... delivering a pipeline of new homes on Council land."

The ability to continue to construct new homes will help LBB to mitigate further pressures on the general fund in meeting increasing temporary accommodation costs, deliver new housing supply in accordance with local, regional and national planning and housing policy, to maximise value of existing assets and to optimise the use of scarce land resources. It will also enable those who require housing within LBB (and the LB Haringey, subject to any final nominations arrangement) to be housed in accommodation which is fit for purpose.

The development of the site will be of benefit to the wider area by decontaminating the land and creating a sense of 'space'. It will protect and enhance the local environment and habitat species.

Accordingly, the Pinkham Way site has been identified and selected for the above reasons.

## 2. Rationale

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### *Purpose*

The purpose of the Strategic Case is to set out the rationale, business needs and constraints for the development of Pinkham Way.

### **Corporate Priorities and Performance**

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.

The 2018/19 Addendum to the Corporate Plan outlined the key areas of strategic focus for the Council for 2018/19. These included:

- Increasing the housing supply
- Delivering the family-friendly Barnet vision

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.”

The proposal will help meet these objectives by providing good quality private and affordable homes, through a well thought out and designed scheme that strengthens community relations and confidence in the Council.

It should be noted that the Council’s Corporate Plan 2019 – 2024 is currently being drafted. The Outline Business Case will be updated to reflect the revised version once published.

The Growth Strategy for Barnet recognised that growth is vital for ensuring the future prosperity of the Borough, and maintain Barnet as a successful London suburb.

The Council’s Local Plan adopted in 2012, sets out a 15 year ‘vision’ to help shape the kind of place that Barnet will be in the future. It supports the delivery of new homes including affordable dwellings and the use of brownfield land for high quality and sustainable suburban development.

The Council’s Housing Strategy has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents and sets out how the Council will deal with a number of challenges including high property prices, a shortage of affordable housing and the potential threats to the qualities that make the Borough attractive.

## **Local context**

Barnet has the largest population of any London borough with 393,000 residents. This figure is expected to grow by 76,000 over the next 25 years; an increase of 19%. With a third of the borough designated green belt, Barnet Council has to be innovative in how more homes can be built and delivered whilst retaining the borough’s distinctive outer London character.

As detailed in the Housing Strategy (2015-2025), and in response to the need for more housing in Barnet and in London as a whole, Barnet Council has committed to increasing the supply of housing in the borough, particularly affordable housing whilst maximising the Council’s land resources.

With this in mind a Development Pipeline Programme was established identifying Barnet owned sites that could provide locations for housing development schemes. The programme directly supports the Corporate Plan objective of responsible growth and regeneration.

As a strategic housing authority, the London Borough of Barnet has considered how best to meet future housing demand based upon limited resources available in terms of land.

The London Plan and Barnet's Local Plan recognise the pressing need for more homes in the capital. Managing housing growth and the provision of new homes is the first objective set out in Barnet's Core Strategy. The Council seeks to achieve this objective by increasing housing supply and maximising the Council's land resources to meet future housing demand whilst creating a long-term revenue stream.

The development of this site for residential purposes will provide much needed housing accommodation on land owned by Barnet and at a site adjacent to the borough boundary, albeit physically situated in the London Borough of Haringey.

In line with all levels of policy - national, Mayoral and local policy and guidance, the development will optimise the use of this property and (subject to the planning process) provide much needed private and affordable housing.

## **Local and Regional Need**

The Pinkham Way scheme will provide new affordable homes which, subject to agreeing a nominations protocol with the LB Haringey, will directly contribute significantly towards reducing the costs to the Council of providing temporary accommodation to households in need. The maximum total cost avoidance is calculated to be approximately £272k per year for the Council, although this depends on agreement with London Borough of Haringey regarding nominations rights.

A net increase of affordable dwellings will contribute to meeting the London Borough of Barnet and London Borough of Haringey's additional homes targets set by the Greater London Authority either in terms of planning policy and/or homes delivered through a grant-supported programme.

The LBB Housing Needs Assessment (HNA) has indicated that the Borough has a requirement for an additional 27,000 dwellings over the next 15 years and the GLA has set LBB targets of 3,134 homes per annum (or 31,340 homes by 2030).

## **Population Need and Demand Management**

Barnet's population is expected to increase from 391,500 in 2017 to reach 466,500 by 2041.

The Council's Housing Strategy 2015-2025 identifies the need to increase housing supply and to deliver homes that people can afford.

The Pinkham Way scheme will facilitate the delivery of new homes for affordable rent to meet housing need. It is currently anticipated that affordable rent will be set at no greater than 65% of the market rent, in line with Barnet Council's current affordable rents policy.

The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation. There are currently in excess of 2,700 households in Barnet that live in temporary accommodation which presents significant budgetary pressures for the Council. Similar challenges exist in the London Borough of Haringey

Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

### **The cost of homelessness in Barnet: a snapshot of supply and demand**

- Since 2013/14 there has been a 30% increase in homelessness applications in Barnet with a total of 1,554 in 2017/18.
- There was an overall 58% decrease in letting within Council stock from 2011/12 to 2017/18.
- Barnet has below average levels of social housing on average compared to other London boroughs, with just over 2,600 households waiting for social housing (7<sup>th</sup> best London borough).
- There has been a significant increase (35%) in the number of households in temporary accommodation from January to March 2017.
- Barnet has the sixth highest number of households in temporary accommodation in the country.
- 68% of all the households in temporary accommodation in England are in London Authorities as of March 2018. This has led to increased pressure in competition for affordable supply.
- Whilst it is positive that the regeneration schemes in Barnet are progressing in their development, this has an impact on available supply as 'non-secure' tenants placed in regeneration units as long-term temporary accommodation are decanted and require rehousing, either to alternative temporary accommodation or social housing units.

## **The Barnet Group's business aim**

In 2004 Barnet Homes was established as an Arm's Length Management Organisation (ALMO) for the London Borough of Barnet (LBB) to manage approximately 15,000 council-owned properties within Barnet. In 2012 Your Choice (Barnet) was created to receive the transfer of Adult Social Care services from LBB, and The Barnet Group, a Local Authority Trading Company (LATC) was created as the parent company to both Barnet Homes and Your Choice (Barnet).

The Barnet Group Business Plan 2019-2024 commits to deliver good services whilst supporting its customers and Barnet Council through the challenges they face. They want to continue their ambitious development and acquisition programmes in order to increase the housing supply within the borough and help to meet growing demand across different tenures. Their mission is to:

- Develop and empower people
- Provide customer-focused services
- Sustain their business through growth

The proposals included in this strategic outline business case will facilitate the delivery of new homes. Subject to planning consent, at least 40% of these will be affordable, giving access to new housing and homes to those in housing need in the Borough. The homes will be built to a high standard and be energy efficient to reduce residents' fuel costs, as well as creating an improved environment in the local neighbourhood.

## ***Economic case***

The critical success factors for this project have been identified as follows:

1. Increasing the provision of affordable and private accommodation delivered by and/or owned by the Borough.
2. Reducing the number of families in temporary accommodation.
3. Delivering a financially viable and successful mixed tenure 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.
5. Potentially providing a capital/and or revenue receipt to the Council whilst maintaining the freehold of the site.

The estimated income and expenditure relating to this project has not yet been determined. Further detailed financial analysis and appraisal will be undertaken to ascertain viability and corresponding financial implications, as well as risk analysis.

Permission will not be granted, or indeed sought, to enter into contract for development until the Outline and subsequent Full Business Cases are agreed.

## **Options**

Considering the project objective and the desired outcomes from the commissioning client, the following options will be considered:

### **Option A – Do nothing (i.e. do not develop the site)**

This option would not contribute to the supply of new housing overall, or to the Council's ambition to build more homes. The existing site will require investment from the Council.

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

The 'Do nothing' option fails to recognise the development potential of the site.

### **Option B – Sell the site**

Sell the site on the open market; whilst this could deliver a capital receipt, the Council would be forgoing the wider economic benefits through the direct delivery of a housing development scheme.

In addition, it is likely any prospective sales receipt would be discounted significantly to take account of risk associated with the planning process, project viability arising from known site constraints and the lack of intrinsic value in its existing use.

### **Option C – Develop the site as a mixed tenure scheme (current preferred option)**

Direct delivery of mixed tenure homes provides the opportunity to maximise potential development profit by bringing the best product to the market. This option achieves all the critical success factors as set out above.

It should be noted that it is highly likely that Barnet would need to secure an appropriate development partner that would take the risk on the market sale elements of any future scheme as well as have the capability and experience to construct new homes and infrastructure.

### **Option D – Develop the site for employment land**

Redeveloping the site for employment land would be consistent with the Haringey Local Plan.

In this option would fail to achieve most of the critical success factors as set out above.

This option will be further considered as part of the project.

## **Economic benefits**

The economic benefits of the affordable tenure in the current proposals of this business case are set out in the table below.

<b>Scheme</b>	<b>Number of units</b>	<b>Saving for wheelchair occupants in accessible homes (units circa 10%) per annum</b>	<b>Temporary Accommodation cost avoidance per annum</b>	<b>Assumed Council Tax income (likely to be received by the LB Haringey)</b>	<b>Total revenue benefit per annum</b>
Pinkham Way (affordable tenure accommodation)	80 *estimated number	£92,000	Up to £272,000	£211,433	£575,433

The temporary accommodation cost avoidance per annum is calculated at £3,400 per unit for non-accessible units.

The wheelchair provision cost avoidance per annum is calculated at £11,494 per unit.

The new properties may be Council tax band C. The Council tax band estimate was taken from the Council's website.

The estimated total revenue benefit inclusive of savings to Barnet Council (with some benefit directly or indirectly to the London Borough of Haringey) is **£575,433** per annum.

Depending on the development delivery route chosen, the economic benefits of the market sale tenure and/or agreement with a developer could include sales profits and land value receipts. These benefits would be further explored in the Outline Business Case.

## **Commercial case**

## Land

The site is owned by the London Borough of Barnet. Barnet Homes would act as development agent through the ALMO's management agreement.

## Procurement

Barnet Homes will seek advice from leading development, construction and legal consultants regarding the range of procurement options for delivering the project.

This will likely include:

- Direct delivery – Barnet Homes delivers all aspects of the scheme and contracts with a constructor for the build.
- Joint development – Barnet Homes agrees on a tailored development or collaboration agreement with a developer/constructor to share risk and reward.
- Joint venture - establishment of a Special Purpose Vehicle to formalise the approach to the programme.
- Contract out - contract with an external third party to deliver the whole programme.

This will be further explored and considered at Outline Business Case stage.

## Design and Construction of the Scheme

The project will be designed by applying best practice in urban design and place-making and using good quality and durable materials. It will incorporate many measures that will generate a proficient sustainable proposal, including:

- Use of natural and heat recovery as part of the ventilation strategy where possible.
- Standards of thermal insulation and avoidance of leakage will be in excess of current building regulation standards where possible.
- 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.
- Low cost in use on utility bills for future residents.

## ***Financial case***

The Financial case considers the budgetary, financial and affordability impacts of this approach.

## **Cost Savings**

Revenue benefits to both LB Barnet and the host Council, LB Haringey will include:

- Community Infrastructure Levy
- Net Council Tax increase
- Temporary accommodation avoidance
- Wheelchair accessible homes

## **Current capital costs budget**

The Council are in receipt of a grant allocation from the MHCLG to the value of £1,500,000. This grant funding is to enable the Council to obtain a Planning consent by the end of March 2020.

The grant is contingent upon the land being owned by the local authority, the release of the land by 2020 and producing proposals that are deliverable.

There is the potential requirement to return the MHCLG revenue grant if planning consent is not granted by March 2020. To mitigate this, an experienced project team has been appointed to ensure capacity and capability to meet the project milestones, as well as regular monitoring of the project plan by the Project Board. The project board will identify alternative funding streams should the MHCLG grant need to be returned.

As part of the process to prepare a development solution for the Pinkham Way site, a construction cost consultant will draft a cost plan for each design stage. This will be incorporated into a development viability appraisal, both of which would be presented at Outline Business case stage.

The budget allows for the following services:

- Architectural masterplanning and design
- Construction consultancy
- Surveys and site due diligence

## **Development viability appraisal**

A development viability appraisal will also be completed at each design stage. These will assess the financial viability of delivering the project.

It should be noted that while the viability appraisal will demonstrate the feasibility of the scheme as a standalone project, it does not consider the significant financial benefits of providing additional affordable housing, which could include the reduction in costs associated with temporary housing.

## **Funding route**

The Council's preferred funding route is to be determined and will be subject to approval at Outline Business Case stage by the Council's Policy & Resources Committee.

## ***Management case***

The management case provides the outline plan for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery. The project will follow the corporate project management guidelines, specifically around governance, reporting and risk management.

A Barnet Homes Senior Project Manager will oversee the project and be responsible for the day to day running of the project. They will be supported by a project manager. They will report to the Development Manager who will act as the client for the purpose of any development agreement and/or build contract.

The Senior Project Manager will be responsible for liaising between relevant parties and managing communications with residents, including arranging and facilitating consultation events. The Senior Project Manager will liaise with other departments within Barnet Homes and LBB as applicable to ensure the correct resource is available at the required timeframes.

Project delivery will be reported at the Project Board attended by representatives of LBB and Barnet Homes. Barnet Council as provider of land and project capital will receive regular financial and project monitoring information and more regular exception reporting should this be necessary.

Reporting to the Council, in line with the project management toolkit, will include:

- Overall progress against programme
- Financial progress against programme
  - Quarterly cost update
  - Cash flow

- Cost variations
- Viability updates and reviews
- Risk/issues profile updates

## Benefits

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 made through avoided costs, where Temporary Accommodation is not required for approximately 80 families.	Council	Up to £272,000 per annum	TBC	Paul Shipway / Susan Curran	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2017/18
Benefit 2: Financial cashable  Council tax revenue	Council tax revenue from the 200 new dwellings.	Council/ LB Haringey	£211,433 per annum	TBC	Barnet Council	Calculated on an annual basis using Council tax rates	Using Council tax rates 2018/19 (band C)
Benefit 3: Financial	Potential land value and profit share for LBB	Council	TBC	TBC	Barnet Council	Measure sales values and land transaction receipt	N/A
Benefit 4: Non-financial  Strategic	Maintain the supply of social housing provision	Council / LB Haringey/ those in housing	Provides occupation for approximately 80 new homes	TBC	Paul Shipway / Susan Curran	Measure occupancy rates	N/A

objective	within the borough and region	need					
Benefit 5: Non-financial Strategic objective	Improve the local environment	Residents / local community	Expected increase in customer satisfaction	TBC	Barnet Council	Measure resident satisfaction	N/A
Benefit 6: Non-financial Strategic objective	Integrate the proposed additional homes into the existing community	Residents / local community	Expected increase in customer satisfaction	TBC	Barnet Council	Measure resident satisfaction	N/A

### 3. Project Definition

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#### ***Scope of the project***

The scope of the project in this Strategic Outline Business Case is to progress proposals for the development of the Pinkham Way site.

Barnet Homes have been commissioned as Development Agent to lead this process on behalf of Barnet Council. Barnet Homes have appointed a professional team to draft an architectural masterplan, construction consultants to advise on the potential project costs and construction methodology as well as planning consultants and specialist surveys as required for a project of this size.

#### ***Site context***

Pinkham Way is located just beyond the eastern boundary of the borough, within LB Haringey and bordering both London Boroughs of Enfield and Barnet. A portion of the site is owned by London Borough of Barnet while the other portion is owned by North London Waste Authority. The site falls within the administrative boundary of Haringey Borough Council.

This Strategic Outline Business Case relates only to the part of the site owned by Barnet Council.

The site has been identified as having potential for approximately 200 residential units. A number of these will be an affordable tenure product, in line with Barnet Council's Housing Strategy as well as Haringey Council's Planning policy.

The site is located close to the New Southgate Railway Station. It can be accessed on foot from within the grounds of Hollickwood Park. It is bordered by the North London Waste Authority’s derelict sewage works as well as the Muswell Hill Golf Club and A406 to the north.

A number of land surveys have been completed. These identified the presence of contamination within the ground that would need to be identified, managed and removed as part of the construction process.

The completed surveys also identified areas of high-quality ecological importance. It is also a designated Site of Importance for Nature Conservation. This will need to be carefully considered so that affected areas are retained, enhanced and managed as part of any development proposal.

Other site constraints that will need to be identified during the pre-planning design process include:

- Access arrangements – there is currently only one accessible road into the site
- Metropolitan Open Land to the west of the site
- Noise from the A406 which could have implications for residential development on the site
- Presence of Japanese Knotweed that will need to be eradicated and disposed

## 4. Project Approach

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### ***Project plan and milestones***

The indicative project plan for the scope included in this Strategic Outline Business Case is as follows:

Stage	RIBA stage 1 Preliminary feasibility study	RIBA stage 1-2 Options review	RIBA stage 2 Develop concept design		
<b>Key dates</b>	Complete	2019/20 Q1-2	2019/20 Q2	2019/20 Q3	2019/20 Q4

<b>Milestones</b>	<ul style="list-style-type: none"> <li>Initial feasibility study complete</li> <li>Initial site surveys commissioned and completed</li> <li>DWLG enabling grant received</li> </ul>	<ul style="list-style-type: none"> <li>Surveys extended where necessary</li> <li>Planning pre-application process commences</li> <li>Options appraisal cost and viability review</li> </ul>	<ul style="list-style-type: none"> <li>Concept design developed</li> <li>Public consultation</li> <li>Concept design cost and viability review</li> </ul>	<ul style="list-style-type: none"> <li>Prepare Planning application</li> <li>Further public consultation</li> <li>Submit Planning application</li> <li>On-going viability and cost review</li> </ul>	<ul style="list-style-type: none"> <li>Resolution to Grant Planning consent received</li> <li>On-going viability and cost review</li> <li>Establishment of outline development and delivery strategy</li> </ul>
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The latter stages of the project plan, subject to subsequent Outline Business Case approval, is as follows:

<b>RIBA stage 3 Developed design</b>	<b>RIBA stage 4 Technical design</b>	<b>RIBA stage 5 Construction</b>
2019/20 Q4 – 2020/21 Q2	2020/21 Q3-4	2021/22 Q1
<ul style="list-style-type: none"> <li>Developed design progresses</li> <li>Tender pack prepared and issued</li> <li>Full Business Case approved by Assets, Regeneration &amp; Growth and Policy &amp; Resources Committees</li> <li>Development partner/contractor appointed</li> </ul>	<ul style="list-style-type: none"> <li>Technical design completed</li> <li>Developer/contractor's lead-in period</li> </ul>	<ul style="list-style-type: none"> <li>Start on site</li> </ul>

## 5. Project Assurance

### *Project management*

The project will be managed by Barnet Homes in accordance with the LBB Project Management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.

### *Project controls*

The Project Board consists of LBB Commissioners and the senior members of the Barnet Homes Development Team. The project board has responsibility for:

- Design sign-off at gateway reviews
- Monitoring the project programme
- Monitoring the project budget
- Reporting and reviewing progress
- Delivering project outputs and benefits
- Reviewing on-going viability reports and assessments of the project

The project will also be reported to Barnet Homes' Board. The Board will hear about the scheme's progress on site and handover and will monitor how the project is being managed.

The project team will be responsible for engaging with key stakeholders to ensure that all deliverables are delivered in line with service requirements and that the required quality standards are met.

## 7. Risks

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### Risk management

Primary risk management at Board level will be undertaken by the Barnet Homes' Development and Growth Board. Barnet Homes Development Team will produce regular 'Highlight Reports' for the Project Board Borough officers sit on the Project Board and receive regular updates through the Highlight Reports.

These documents set out the RAG-rated performance of the scheme, against the following categories:

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

This RAG rating of key indicators allows for the 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.

The Highlight Report also contains a summary of key risks and actions put in place to avoid and mitigate these risks. The 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 Project Board ensures the awareness of key partners, and enables risks to be allocated on a shared basis where appropriate.

The Highlight Report document seen by the 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 Project Board determines the action to take to avoid or mitigate risks, or whether to escalate the risk higher.

### Key project risks

RISK	PROBABILITY	IMPACT	TOTAL	ACTIONS TO MITIGATE
Not securing a resolution to grant planning consent by March 2020	4	5	20	Establishing a clear project plan for the planning process including structured and clear liaison with key stakeholders. Establishing a communications plan as early as possible for engaging with the local community and stakeholders. Early and continued engagement with the Haringey local planning authority. This includes discussions regarding the Haringey Local Plan for developing land for employment use. Good project management and timely decision by the project team and the Project Board.
Potential requirement to return the MHCLG revenue grant if planning consent not granted by March 2020	3	5	15	Appointment of an experienced project team to ensure capacity and capability. Regular monitoring of the project plan by the Project Board. Identifying alternative funding streams should the MHCLG grant need to be returned.
Identifying whether the project and development strategy is viable	3	4	12	Undertaking a development appraisal including robust cost and property values analysis. Identifying potential gaps and issues in the viability and strategy and highlighting potential risk mitigation measures to the project board including grant funding. Ensuring satisfactory technical work and surveys are undertaken to inform both the cost plan and design work. Ensure the design evolution is regularly tested and separate professional disciplines connect to ensure a holistic approach.
Over-spending on the costs to achieve a resolution to grant planning consent	3	4	12	Ensuring formal fee proposals are in place with all consultants and technical specialists and their progress and performance is regularly monitored and carefully project managed.

Stakeholder opposition to development	3	4	12	Ensuring a clear stakeholder engagement and consultation plan is prepared and delivered.
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## 8. Dependencies and Relationships

Dependency	Description
Existing building survey and site information	The design proposals will rely upon robust survey information, such as the location of utilities and contamination.
Site assembly and legal title	The project will rely upon robust site assembly in terms of legal ownership and title.
Planning consent	In order to take up the MHCLG grant, there is a requirement to obtain Planning consent for the project by March 2020.  Barnet Homes will continue to work closely with the Haringey Planners to ensure the proposals meet their requirements.
Financing arrangements	The scheme will require a funding and development strategy in order to enable it to proceed to construction.  Any risk to the funding needs to be addressed at the earliest opportunity to prevent delay to the project.
Utilities and statutory services	There are a number of existing utility provisions. It is assumed these can be extended and modified to allow for additional homes to be added; detailed surveys will be carried out pre-contract to ensure capacity.
Stakeholder consultation and engagement	The key local stakeholders will be been consulted and engaged with throughout the process.

## 9. Approach to Equalities

The project team will take a proportionate approach to equalities by conducting an Equalities Impact Assessment. In all cases the decision maker should consider which groups with protected characteristics are likely to be affected, whether this is a large or small group and the level of impact; nil, minimal or significant.

The equality duties are a mandatory relevant consideration in decision-making. Equalities issues will form a central part of decision-makers consideration of project proposals and any subsequent policies. In considering the duties decision makers will consider the alternatives and all the countervailing circumstances including where appropriate the budgetary requirements. In considering any analysis completed, decision makers will consider the quality of the analysis in assessment when making their decision. Decision-makers will consider equalities at gateway reviews and as part of the Outline Business Case.

The Public Sector Equalities duty is a continuing one. Usually an Equalities Improvement Plan is used to outline the review process that considers the impact / cumulative impact of decisions implemented on groups with protected characteristics.

A full audit trail will be used to demonstrate that the council has considered and complied with their equality duties. Usually an Equalities Analysis form is used to record considerations. Proper record-keeping encourages transparency and we will publish analysis with relevant council papers.

## **10. Approach to Consultation**

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Consultation will be carried out where legally required. Consultation is required where an express statutory duty to consult exists. Duties to consult may also exist where at common law and where there is a legitimate expectation based on custom and practice or promise of consultation.

Findings from consultation will form a central part of decision-makers consideration of project proposals and any subsequent policies. In considering the findings decision makers will consider the alternatives and all the countervailing circumstances including where appropriate the budgetary requirements when making their decision.

The project team must recognise any statutory consultations linked to the project. In particular the project team will need to ensure the decision makers are given consultation findings including but not limited to the likely impact on any protected characteristics as defined in the Equality Act 2010.

A full Consultation and Engagement Plan will be used to demonstrate how the council has consulted with its citizens at various stages of the project life cycle, and a library of evidence for the findings will be kept by the project team. Proper record-keeping encourages transparency and we will publish consultation findings with relevant council papers.

Prior to the planning application being submitted to London Borough Haringey (which itself will be subject to consultation), pre-application consultation will be undertaken in accordance with Haringey's adopted processes.

## Document Control

Record the information relevant to this document in this section

<b>File path</b>	Pinkham Way – Strategic Outline Case FINAL
<b>Reference</b>	
<b>Version</b>	1.0
<b>Date created</b>	19 February 2019
<b>Status</b>	

## 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
19 February 2019	1.0	First draft	

## Distribution List:

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## Approvals:

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

Name	Role	Signature	Date	Version
<b>Cllr Daniel Thomas</b>	<b>Committee Chairman</b>		<b>13 March 2019</b>	
<b>Cath Shaw</b>	<b>Chief Officer</b>		<b>14 March 2019</b>	
<b>Louise Middleton</b>	<b>HB Public Law</b>		<b>14 March 2019</b>	
<b>Gary Hussein</b>	<b>Finance</b>		<b>15 March 2019</b>	
<b>Salar Rida</b>	<b>Governance</b>		<b>14 March 2019</b>	

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