

	<h2>Housing and Growth Committee</h2> <h3>6 July 2020</h3>
<b>Title</b>	<b>Development Portfolio Programme</b>
<b>Report of</b>	Chairman of the Housing & Growth Committee
<b>Wards</b>	All
<b>Status</b>	Public with accompanying Exempt Report (not for publication by virtue of paragraph 3 of Schedule 12a of the Local Government Act 1972 as amended as this relates to information of a financial or business nature)
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
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<b>Summary</b>	
<p>The Council is continuously seeking innovative ways to meet the local needs in terms of housing delivery. Historically local authorities have tended to sell surplus land at the best price reasonably obtainable as the easiest way to obtain capital receipts to fund development of this kind.</p> <p>With tightening budgets alongside fiscal devolution, the council wishes to consider other options alongside conventional disposal for the long-term use and income generation of its land assets. This report therefore updates committee on progress made with the development portfolio and details the next steps that can now directly enhance the council's post Covid 19 recovery programme.</p>	

The report further presents a separate list of sites recommended for disposal, subject to satisfactory marketing and negotiation of terms.

## **Recommendations**

- 1. That Committee notes progress to date in respect of the development pipeline 2 sites and approves the proposed portfolio approach.**
- 2. That Committee approves the list of sites for disposal set out in this report set out in Figure 3.**
- 3. That following negotiation of satisfactory terms having due regard to the best interests of the Council, that the deputy Chief Executive be authorised to approve the disposal of the sites as set out in this report.**
- 4. That Committee endorse in principle, the development & income generating approach detailed for the Northway / Fairway, Watling Car Park and Bunns Lane Car Park sites set out in this report.**
- 5. That the Committee approves that the Council incurs costs in line with the estimate provided at paragraph 5.2.8 of the report (exempt) to progress to RIBA Stage 3 those sites listed at figure 2 of this report.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The former Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 9 July 2014, the approach to, and the principles underpinning, the creation of a development pipeline on Council owned land.
- 1.2 The Council's Housing Strategy 2019-2024 set out the Council's intention to deliver homes that people can afford by increasing housing supply, regeneration and growth. The strategy sets out how a continuing development pipeline of/on various sites on Council Land will secure a range of tenures, including mixed tenure housing with affordable homes funded by private sales, new affordable homes to rent on existing Council housing land, extra care and wheelchair accessible homes to reduce demand for care, and private housing for rent.

TBG Opendoor Homes ("Opendoor") has completed 56 homes to date and currently has 285 homes on site, or due to go on site, and all will complete in the coming months.

- 1.3 To date, Barnet Homes as agent for the Council, has delivered a 53-unit extra care scheme at Ansell Court in Mill Hill, a 51 flatted Extra Care scheme at Stag House, and is currently on site with Cheshir House (75 flats) due for completion in early 2021. In addition, Barnet Homes will be carrying out estate infill

development delivering c.480 of affordable rent and shared ownership units on suitable sites across Barnet.

- 1.4 On 17 September 2018 the then Assets, Regeneration and Growth Committee agreed a new approach to delivering mixed tenure schemes, including The Barnet Group/Opendoors becoming the Council's preferred development partner for the delivery of mixed tenure housing on Council land.
- 1.5 In 5 March 2019 Budget, Full Council approved the Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20. The latter report included Appendix D1 which included within the Deputy Chief Executive's section, a substantial forward programme of income generating activities for the Estates Service and Housing Service collectively.
- 1.6 In order to deliver the programme, the guiding principle must be that, in relation to the Council's assets, every asset the Council owns must be considered, whilst carefully balancing all other competing priorities and needs.
- 1.7 This report notes that many assets owned by the Council do not currently maximise the potential of the land upon which they are built. Such assets generally offer the potential for redevelopment of the land to provide a mixture of uses on site. In general, this potential improved mix would be a combination of community-oriented / commercial uses, alongside much needed housing.
- 1.8 In addition, it is recognised that some existing assets within the borough are in a poor condition. Re-provision of assets through redevelopment clearly offers the potential to provide facilities of enhanced quality which may be beyond economic repair.
- 1.9 This report includes updates members on progress made since previously reporting in March 2019. This report identifies sites for freehold disposal and for leasehold disposal coupled with medium term/long term income revenue generation. Re has worked with external consultants Rapleys and HB Public Law, undertaking legal, planning, development and design due diligence across a further nine sites. Activities to date have focused on identifying development potential to generate a medium to long-term return for the Council that will help contribute towards releasing the delivery pressure to build more homes and the financial pressure to release income.

An initial investment appraisal is shown in the exempt paper.

**Figure 1: Development sites Identified**

<b>Sites Identified</b>	
1. Bunns Lane Car Park	6. Churchill Car Park
2. East Barnet Library	7. Mill Hill Golf Club/Courtlands Playing Field
3. Danegrove Playing field	8. Barnet Mortuary
4. Osidge Lane Library	9. Park House
5. Osidge Lane Veterans Hall & Scouts Hut	

1.10 Following an internal review, sites 4,5 & 6 have been discounted as viable development sites at this time, due to either environmental constraints or better alignment with the One Public Estate Programme. Of the nine sites, therefore, the recommendation is to take the following sites forward to planning, i.e. RIBA stage 3:

- Bunns Lane Car Park
- Old East Barnet Library
- Danegrove Playing Field (subject to being declared surplus to education use)
- Park House
- Mill Hill Golf Club (subject to discussions & negotiations with MHGC) / Courtlands School Playing Fields (subject to negotiation with Courtlands School)

1.11 The Council could choose to dispose of the above assets as they are but, in doing so it would not realise the full development potential being unable to wholly identify the full planning gain. Taking these sites to planning gives the Council the ability to optimize its financial position in the event that the Council should decide to dispose of these sites at a later date. The Council has time to consider the procurement and delivery strategy, whilst sites are progressed through planning. Upon planning award, the council can explore development options and either choose to develop the sites by procuring a partner or simply dispose of the asset for an enhanced value. Although the sites mentioned at figure 2 have not yet gone through the formal planning process, the feasibility studies which the Council commissioned have provided estimated housing numbers recommended for taking forward as viable development sites.

**Figure 2: Development sites to be taken forward to Planning**

<b>Delivery of Homes</b>	<b>Total Units</b>	<b>Private</b>	<b>Affordable</b>	<b>Commercial SqFt</b>
Bunns Lane	128	76	52	2,379
East Barnet Library	35	22	13	
Danegrove Playing Field	62	37	25	
Park House	68	41	27	4,252
Courtlands Playing Field	26	16	10	
<b>Sub Total</b>	<b>319</b>	<b>192</b>	<b>127</b>	<b>6,631</b>

1.12 Mill Hill Golf Club is a land assembly project and not directly identified for planning/RIBA Stage 3, at this time. There are some complexities around this asset that require further discussions to unlock the future potential of the site, including a potential land swap with Courtlands Playing field where a development of 26 homes can be brought forward. The site is situated immediately north of Courtlands Primary School and there is a subsisting lease to Mill Hill Golf Club from LBB. The site is made up of clubhouse, driving range, car park, outbuildings, and 3 houses. The proposal is to relocate the club house, parking and ancillary activities to a new club, housed on the east of the A1

which dissects the golf club. The golf club remains interested and the present proposal is predicated on the assumption that LBB will enter negotiations with the golf club to relocate their club house activities to the west the A1 as part of a wider land assembly. The Council has a number of options available on how the site could then be redeveloped.

## Proposed Disposals

- 1.13 As set out in figure 3 below, the committee previously approved the disposal of Broadfields and Westhorpe Lodge, and capital receipts are due this financial year. When considering the development portfolio, further sites were identified that would generate sufficient capital to fund the work required to obtain planning consent on the viable development sites. A forecast of estimated costs and receipts is set out in the exempt report.

**Figure 3: Disposals Table**

Sites	Forecasted Date	Revised Date	Comments
Broadfields	31 <sup>st</sup> March 20	30-Sep-20	6 Months Deferred Payment
Westhorpe Lodge	31 <sup>st</sup> March 20	Jul-20	Delay due to S106/GLA
Church Farm	Jun-20	Apr-21	Delay due to serving VP notice
Northway/Fairway	Dec-20		Long term reveune potential
Watling Car Park	Dec-20		Long term reveune potential
Bunns Lane Car Park	Dec-20		Long term reveune potential
Trinity Church	Dec-20		Reveune or development potential
Dormer Close	May-20	Aug-20	Offer presented to adjoining L/O
Castle Road	May-20	Aug-20	Awaiting offer
Mortuary	Oct-20	Dec-20	Feasibility Completed
<b>Total*</b>			

### Key

	Committed
	Potential Receipts
	Revenue generating Investments

- 1.14 The Church Farm complex is located in a high value residential area and initial indications are that residential development would be likely to achieve consent. In order to bring this site forward, the options of retaining the tower as an income producing asset and the inclusion of the cottages subject to achieving vacant possession is being explored. The site comprises approximately 0.7 acres of General Fund land which currently houses;
- A swimming pool which has been replaced in Victoria Park. The old pool is at the end of its useful life and requires demolition.
  - A listed tower which is leased to Oxygen Gym
  - 2 stores, one of which is used by greenspaces and the other was used by youth services for a motorcycle project which is now vacant.
  - An access way which provides access to the site, the adjoining school and the currently let gym.
  - There are also 2 cottages in Council ownership which are occupied under service tenancies.

- 1.15 The Mortuary is a brownfield site, approximately 0.57 acres, located in an area of predominant low-rise family housing and adjacent to the North Circular. The local residential market is relatively affluent with a strong demand for available units. The options analysis shows a Gross Development Profit (GDV) of 20% is achievable and the site would attract significant interest from local SME's to develop out, following the positive pre-application process.
- 1.16 In addition to the above, two further small sites Dormer Close & part of Castle Road Car Park (where the old Network building is) have been identified i.e. legal titles have been examined to determine whether a disposal is possible. Positive negotiations have been taking place with the interested parties over a number of months so subject to relevant approvals, disposal within the financial year is possible.
- 1.17 Subject to approval in principle by this committee, and subject to obtaining all required statutory consents as may be required, disposal of these four sites (listed as potential receipts in Figure 3), will be progressed as soon as possible, in order to generate the capital required to re-invest the proceeds in the viable development sites.

### **Income generation from developments**

- 1.18 As referred to in the above summary the council is also investigating in innovative delivery models. One such prospect being considered is an 'income strip' model. These are forward funding deals with investors or pension funds where the Council, upon practical completion, would enter into a lease/lease-back of between 35-50 years on a cap and collar arrangement linked to CPI+1%, at no cost or delivery risk to the Council. Any rent surplus is directly received by the Council, at the expiry of the lease, the Council has the option to acquire the unencumbered interest back for a nominal £1.00 at which point it can choose to refinance, continue letting or dispose of the assets. Alongside any annual profit rent, a capital receipt may also be offered by development partners combined with the delivery of social economic benefits, making this type of model an attractive proposition for the Council to consider.
- 1.19 Both Northway/Fairway and Watling Car Park were seen as valuable assets that could potentially attract income generating opportunities, as above. The Council placed an advert in the Estate Gazette for a period of four weeks seeking expressions of interest from the private sector partners. Despite the Covid 19 lockdown, the Council received approx. 63 enquires and 23 bids by the bid deadline of 21 May. These bids are currently being evaluated and recommendations will be brought back to committee once sufficient commercial due-diligence has taken place to do so. At this stage no consideration has been made to the housing contribution these sites could deliver, but we suspect in addition of 200-300 units above those set out in figure 2.
- 1.20 Bunn's Lane Car Park lends itself to an income strip model, so this option will be explored over the coming months and recommendations brought back to committee for approval.

- 1.21 In addition to the nine sites appraised, several months ago the adjoining owners to the Trinity Church (Colindale) site approached the council with a view to entering into a joint venture. At their own expense they undertook an appraisal of both sites. The Council has now independently undertaken its own analysis of the residual land value and concluded up to 82 units could be delivered, subject to planning on the Council's own land which makes up approx. 70% of the land take. As is the case with Bunns Lane a rental model delivers better returns for the Council. Discussions with the adjoining owners are ongoing and the re-provision of the Trinity Church is a condition that must be satisfied in any deal.
- 1.22 Further to the development pipeline sites, there are a few sites which have not been brought forward, because they either lack the viability to realise a conclusive outcome or the sites have encumbrances which are challenging to overcome. These sites, which are smaller in size, are being considered as to their suitability for GLA small sites programme & funding options, in the next available programme.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 The Council's draft Housing Strategy 2019-2024 identifies that delivering more homes that people can afford is a key priority. The recent Strategic Housing Market Assessment showed a need to provide at least 3,060 new homes a year, to accommodate an expected 16% population growth by 2041.
- 2.2 All levels of Government agree that housing supply must increase significantly to meet housing need, but the target number of homes per annum is currently a matter of debate that will be clarified through the London Plan examination. Presently GLA figures set a target of 3,134 homes per annum and MHCLG figures set a target of 4,126 homes per annum. Whatever final target is set, the Council will have an important role to play to help secure increased housing delivery within the borough.
- 2.3 MHCLG published figures show Barnet delivered just under 2,000 homes per annum over the past three years; 82% of its current target. To deliver an increase in housing completions requires the Council and wider public sector to increase its own pipeline of housing delivery. To that end, the Council is reviewing its assets to consider all suitable sites for redevelopment potential.
- 2.4 In addition, the H&G Committee's programme of savings requires increased utilisation of the estate and income / savings from development. Therefore, alongside delivery of social value, the Council must secure a commercial return from development of some assets to help deliver those savings. This is particularly important in the light of the Covid 19 crisis and the recovery plans currently being developed in response to that crisis.
- 2.5 The delivery of new affordable rented homes, funded in a variety of ways, including mixed tenure development, will also ensure the Council's estate is used to help meet the housing strategy objective - this is to prevent and tackle

homelessness by reducing the use of temporary accommodation, to help meet H&G committee savings targets.

### **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Do nothing - This option would not contribute to the increased supply of new housing and particularly affordable housing, nor to the need to increase income from assets and help meet savings targets.

### **4 POST DECISION IMPLEMENTATIONS**

- 4.1 Undertake a procurement exercise and appoint a professional team to take the viable development sites forward to planning.
- 4.2 Develop and implement a marketing strategy to dispose of the sites identified.
- 4.3 Complete and report to committee the outcome of the housing development partner procurement for Northway / Fairway, Watling Car Park, Bunns Lane Car Park and Trinity Church.

### **5 IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Council's corporate plan sets out the aim to ensure Barnet is a pleasant, well maintained borough that is protected and invested in by:

- a) Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents that will be delivered by increasing supply to ensure greater housing choice for residents and delivering new affordable housing, including new homes, on Council-owned land.
- b) Investing in community facilities to support a growing population, such as schools and leisure centres that will be delivered by investing in community facilities such as enhancing our indoor and outdoor sporting facilities and maintaining our 21st century libraries.
- c) Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough - delivered by working with The Barnet Group to deliver housing on smaller sites across the borough.

- 5.1.2 The Corporate Plan further sets out how the Council will deliver these ambitions within financial constraints by ensuring that taxpayers money goes as far as it can through adhering to the following key principles:

- a) A fair deal - by delivering the services that matter most and making decisions to prioritise our limited resources alongside providing value for money for the taxpayer by ensuring we are transparent in how we operate.



- b) Maximising opportunity - by taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate, alongside capitalising on opportunities from responsible growth and development to boost the local economy

5.1.3 The current London Plan and Barnet's Local Plan recognise the need for more homes setting a minimum annual target for Barnet of 2,439 homes. As noted above, this target looks set to increase by 50%-100% subject to debate at the London Plan examination in public between the GLA and MHCLG.

5.1.4 The new Council's Housing Strategy 2019-2024 continues to emphasise that delivering more homes that people can afford is a key priority.

5.1.5 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining wellbeing in the community. The lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

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

5.2.1 The H&G Committee savings targets include generation of additional income through increased utilisation of the Council's assets. The savings targets include securing £200k pa income through estate development in 2022-23. These and other earlier savings targets (£337k from property investment in both 20/21 and 21/22) are extremely challenging, making the generation of revenue from property developments essential.

5.2.2 H&G Committee savings targets identify provision of new affordable homes as a means of reducing costs associated with temporary accommodation. To enable current and future savings to be delivered, suitable sites must be identified. The H&G Committee is responsible for the Housing Strategy and Homelessness Strategy. The Policy and Resources Committee is responsible for the Local Plan and therefore the Council's overall housing target.

5.2.3 This report sets out a list of property assets that are currently being reviewed to consider their potential for sale or redevelopment where appropriate. It notes sites recommended for disposal, and that such disposal will be undertaken having regard to the best interests of the Council all proper regard being paid by the Council to its fiduciary duty under s123 of the Local Government Act 1972 as appropriate.

- 5.2.4 The initial feasibilities and small sites programme (see paragraph 1.16) were funded from a GLA grants allocation and the Estates revenue budget and are now a sunk cost.
- 5.2.5 Procurement, of a professional, multi-disciplinary team was previously approved in the annual procurement forward plan 2020/2021.
- 5.2.6 The impact of coronavirus has been less pronounced in the lettings market than in the sales market, albeit at the time of writing the sales market shows signs of a bounce back. Increased uncertainty has meant households turn to the rental market first to meet any immediate housing needs.
- 5.2.7 The annual rate of UK rental growth flattened in March – this is reflective of seasonal trends rather than ramifications of the coronavirus lockdown. Rents were up 2.4% on the year, compared to 2.5% annual growth in February and the 2.3% recorded in December 2019.

Rental growth in London, having risen strongly since March 2017, slowed down slightly during March 2020, with 1.7% annual growth, down from 2.3% in February 2020. This may partially reflect a slight easing in demand given the post-election bounce in the sales market.

Whilst a lack of supply and slower new investment has supported the uplift in rental growth over the last two years, a sustained delivery of new supply from new-build schemes is adding more rental homes to the market and therefore keeping rental growth in check.

- 5.2.8 The Council will need to assure itself that costs incurred on the development pipeline outlined in this report are capital in nature and will therefore not cause unexpected pressures on revenue budgets. This is especially relevant post COVID-19.
- 5.2.9 Subject to ongoing costs being recovered through receipts, the Council will need to assure itself that timing differences on expenditure and income can be managed through cash flows and without placing undue upward pressures on the net borrowing requirement built into the capital strategy and MTFs.
- 5.2.10 The Council needs to consider the impact of exiting the European Union and ensure risks are suitably mitigated. There are not expected to be any changes to procurement practice, but market conditions may be more fragile. Again, this is even more likely post COVID-19.
- 5.2.11 Whilst working through the program, it is important to understand how cash flows will be treated under International Financial Reporting Standards. This understanding will help decision makers to take the best value for money decision alongside delivering on Corporate Plan priorities.

### 5.3 Social Value

- 5.3.1 Increasing the utility of existing assets through mixed use redevelopment will enable the Council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.
- 5.3.2 Any contractors or development partners will be encouraged to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate.

#### 5.4 **Legal and Constitutional References**

5.4.1 The Council's Constitution, Article 7 – Committees, Forums, Working Groups and Partnerships sets out the responsibilities of all council committees. The H&G Committee includes responsibility for:

- housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing
- regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement.

5.4.2 Council, Constitution, Article 10 Table A states that the Housing & Growth Committee is responsible for authorising all disposals of land for over £500k and any disposal which is not for best consideration.

5.4.3 All proposals emerging from the development portfolio process outlined in this report will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).

5.4.4 5.4.3 Specific legal /title matters for the sites referenced here will be explored as part of the process for reviewing each site as part of the feasibility and to identify any legal risks or constraints in respect of each site.

5.4.5 Where land is subject to third party rights it may be prudent to appropriate the land for planning purposes to extinguish third party rights thereby engaging sections 203 and 204 of the Housing and Planning Act 2016 ("HPA 2016"). Section 122 of the Local Government Act 1972 empowers a local authority to appropriate land held by it from one statutory purpose to another if it considers the land is no longer required for the purpose for which it is currently held. Such matters will be explored through the process of site and legal review. The Council in contemplation of the justification of its use of planning appropriation powers will need to satisfy the same criteria as those set out for the use of its compulsory purchase powers, that is that the use of these

powers is necessary to promote the social economic or environmental wellbeing of all or any or all resident persons in its area.

- 5.4.6 All the sites listed for disposal or development are held in the General Fund. Local authorities are given powers under Section 123(1) of the Local Government Act 1972 (as amended) to dispose of land held by them in any manner they wish but the disposition must be for not less than best price that can be reasonably obtained as assessed by a valuer. Any disposal at less than best price that can be reasonably obtained requires the express consent of the Secretary of State unless there is a general consent available on which the Council can rely. The general consent (Circular 06/03: Local Government Act general disposal consent (England) 2003) will apply where the Council considers the disposal of the site will contribute to the achieving or securing the promotion or improvement of the economic, social or environmental well-being of its area and the difference between the restricted and unrestricted value does not exceed £2,000,000, in which case no specific Secretary of State consent is required.
- 5.4.7 Where any of the sites comprises public open space the advertising requirements for the disposal of open space pursuant to S.123 (2A) of the Local Government Act 1972 apply. The proposed disposal must be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated, with any objections to the proposed disposal being considered by the Council during such time as specified in the notice. Any objections made to the disposal will have to be considered before the disposal proceeds.
- 5.4.8 The disposal of land which has been used as school playing fields is regulated by the Schools Standards and Framework Act 1998 ("the SSFA") and any disposal or change of use of qualifying land which is used or has been used as a school playing field in conjunction with a maintained school in the last ten years will pursuant to s 77 of the SSFA require before it can lawfully be disposed of, the prior consent of the Secretary of State.
- 5.4.9 Section 1(1) of the Localism Act 2011 bestows a general power of competence on local authorities which permits them to do anything that private individuals generally may do, but this is subject to the general principles of public law. The Council will need to have regard to the account in which any housing stock is ultimately to be held and the provisions of s 74 of the Local Government and Housing Act 1989 including any financial adjustments between the Councils General Fund and Housing Revenue Accounts which may be required to be made.

5.4.10 Section 4 of the Localism Act 2011 enables the Council to do for a commercial purpose anything that it is empowered to do under section 1 of the 2011 Act.

5.4.11 Section 95 of the Local Government Act allows a local authority to do for a commercial purpose anything which they are authorised to do for carrying on any of their ordinary functions.

5.4.12 The Council will need to have regard in exploring its delivery options to any other constraints in relation to the engagement of contractors or establishment of any vehicles to undertake the schemes as set out in the Public Contract Regulations 2015, including State Aid Rules (in the case of a less than best transaction) and any other relevant legislation.

## 5.5 Risk Management

5.5.1 The key risks for the project are concerned with:

- **Finance** – Covid 19 financial pressures may constrain borrowing capacity to fund the work required to obtain planning consent on the viable development sites.
- **Mitigation** – utilise receipts from any site sales to fund costs up to planning.
- **Stakeholder acceptance of redevelopment** – Although this programme considers site potential on the assumption that existing uses will be replaced, stakeholders may fear loss of services / facilities if assets are deemed ‘surplus to requirement’ following detailed investigation.
- **Mitigation** – It will be necessary to emphasise that service delivery / retention of facilities and management of the estate are two separate considerations, moreover all decisions to deem any site surplus to requirement will be made by the relevant committee of government body, informed by a comprehensive business case.

5.5.2 The purpose of the investigation stage for each site is to identify risks associated with bringing forward sites, and therefore this programme is explicitly designed to manage and mitigate risk.

## 5.6 Equalities and Diversity

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

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

5.6.2 Any Equalities Impact Assessments will be undertaken on individual schemes as they are brought forward and the proposals outlined will give appropriate consideration and where required consider any matters raised in these assessments. However, the proposals in this report are not considered at this stage to raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by section 147 of the Equality Act 2010.

## 5.7 Consultation and Engagement

5.7.1 Consultation and Engagement plans will be developed for sites that are deemed suitable for development and stakeholder engagement undertaken as the designs progress.

## 5.8 Insight

5.8.1 The Council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery.

## 6 BACKGROUND PAPERS

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

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

6.3 Assets Regeneration and Growth Committee, 8th September 2014, Strategic Asset Management Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>

Ver=4

- 6.4 Assets Regeneration and Growth Committee, 15 December 2014, Strategic Asset Management Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.5 Assets Regeneration and Growth Committee, 15 December 2014, Local Authority New Housing Programme (Barnet Homes)  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.6 Assets Regeneration and Growth Committee, 30 November 2015, Housing Development Pipeline- Barnet Homes  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4>
- 6.7 Assets, Regeneration and Growth Committee, 17 March 2016, Development of new affordable homes by Barnet Homes Registered Provider (“Opendoor Homes”)  
<http://barnet.moderngov.co.uk/documents/s30501/Development%20of%20new%20affordable%20homes%20by%20Barnet%20Homes%20Registered%20Provider.pdf>
- 6.8 Delegated Powers Report, 2 June 2016 Commissioning Director of Growth
- 6.9 Assets, Regeneration and Growth Committee, 11 July 2016, Development of new affordable homes by Barnet Homes Registered Provider (“Opendoor Homes”)  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8881&Ver=4>
- 6.10 Assets, Regeneration and Growth Committee, 17th September 2018, Mixed Tenure Housing Programme,  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9764&Ver=4>
- 6.11 Cabinet Resources Committee, 13 January 2011.
- 6.12 Cabinet Resources Committee 18 October 2012, decision item.
- 6.13 Environment 10 March 2015  
<http://committeepapers.barnet.gov.uk/ieDecisionDetails.aspx?ID=5795>
- 6.14 P&R 17 February 2015 item 9, recommendation 4  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>

- 6.15 P&R 10 January 2017 item 9, recommendation 2  
<https://barnet.moderngov.co.uk/documents/s36986/Future%20Library%20provision%20in%20New%20Barnet.pdf>
- 6.16 Environment Committee, 28 November 2018, item 11 'Annual Parks and Open Spaces Update'. Appendix D – Assessing the Quality and Value of Open Space.  
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