

**Full Business Case (FBC): Broadfields Estate Project (part of GLA 87 programme) – Public**

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## 1. Introduction

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The scheme at Broadfields is part of a wider programme of housing delivery to deliver 87 new homes across three sites, known to the council as “GLA 87”. The programme was intended to be funded in part by GLA grant, with the balance from the council’s Housing Revenue Account (HRA). As the programme developed, constraints within the design and planning process has led to a reduction in units, with 78 units currently predicted across the three sites.

Broadfields is a development of two blocks of flats on the existing estate opposite Kenilworth Road blocks. The development consists of demolishing 37 garages and 12 pramstores in order to provide 28 new homes with the re-provision of the 12 pramstores as appropriate. 3 of the new homes will be built to M4(3) standards meaning they fully accommodate wheelchair users. There are a further 36 pramstores that will be refurbished throughout the estate as part of the wider public realm works.

Planning approval for the scheme was secured on the 7<sup>th</sup> September, with the Unilateral Undertaking anticipated to complete mid November 2022. Tenders were received on the 24<sup>th</sup> October and are undergoing analysis by the Employer’s Agent with the tender period concluded late November 2022.

The project presents an opportunity to improve underused garage space on the Broadfields estate, provide safer, delineated car parking, renews public highways and footpaths and create new amenity space for existing and new residents to enjoy.

The new homes would be owned by the London Borough of Barnet and managed by Barnet Homes.

Subject to the approval of the Full Business Case, Barnet Homes will be able to progress the awarding of the building contract by the end of this financial year, thus securing the GLA grant and enabling start on site by spring 2023, with the aim of completion in spring 2025.

## 2. Project Definition

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### 2.1 Overview

Barnet Homes has been commissioned as development agent to deliver a programme of new affordable housing to meet housing need. Barnet Homes will manage the development process on behalf of Barnet Council.

### 2.2 The Site

Broadfields is an existing estate off Kenilworth Road and Bushfield Road and this is located in the Edgwarebury Ward. The development proposes to demolish the 37 garages and 12 pramstores to build two blocks of flats, which will provide 28 new homes, 3 of which are fully wheelchairs accessible. Upon approval of the FBC, Barnet Homes will secure vacant possession of both the garages and 12 pramstores.

The existing site as indicated by the red line plan (**Appendix 1.2**), encompasses the whole

estate and will therefore involve extensive public realm works including the diversion of some utilities, a new substation and reprovision of a new road layout for emergency access and works relating to S278 Highway related works. **Appendix 1.3** identifies the proposed scheme.

- Block B6 will consist of a four storey block of 20 no one and two bedroom flats. This includes 1 wheelchair accessible flat on the ground floor.
- Block B7 will consist of a three storey block of 8 no. one and two bedroom flats, which includes 2 wheelchair accessible flats on the ground floor.

Both blocks face the existing Kenilworth Road blocks on the estate. There is a comprehensive landscaping plan for the whole estate which also caters for two children's play areas (one Under 4s and one from 5 to 11 years old). There are also additional demarcated parking spaces with an introduction of a new highway drop down kerb to the north of the estate.

## 2.3 Unit Mix

Barnet Homes have assembled an experienced design team who have led the scheme through a two-year design process to secure planning, taking on board feedback consultation with the public and statutory third parties such as the Environment Agency, Planners etc.

The consented scheme was less than our original estimate of 47 units as a result of this consultation, but the scheme remains value for money and its current budget has been recently tested against the current HRA business plan as part of a wider review of the impact of the updated GLA 87.

The table below identifies the scheme mix

Block	Dwelling No	Dwelling Type	Notes
B7 – 3 storey			
	4	1b2p flats	
	2	2b4p flats	
	1	2b3p flat	
8	1	1b2p w/c flat	M4(3) wheelchair compliant
B6 – 4 storey			
	11	1b 2p flats	
	2	1b2p w/c flats	M4(3) wheelchair compliant
	3	2b3p flats	
20	4	2b4p flats	
<b>Total</b>	<b>28</b>		

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Barnet Homes successfully secured planning approval, with the unilateral undertaking expected to complete by mid November 2022. A team of specialist consultants were engaged to develop the scheme up to RIBA stage 2 and this included Potter Raper (Employers Agent) and RCKA (Architects).

Barnet Homes, on behalf of the council, originally secured a £8.7m grant from the Greater London Authority through their Building Council Homes for Londoners programme to deliver 87 homes across three sites. This was on the basis of £100,000 per unit. The grant requires a start on site by March 2023 (extended by the GLA from the previous deadline to March 2022 to account for the delaying effects of Covid on the planning process etc) and the new homes must be let at London Affordable Rent.

## **2.4 Environmental impact and sustainability**

At Broadfields, Barnet Homes is aiming to meet the zero-carbon targets as set out by Council's sustainability strategy, whilst maintaining affordability. A stage 2 energy statement conducted by the Employer's Agent, sets out the intention via initial design to:

- Achieve above ECP B rating to A.
- Introduce electric vehicle charging points
- Introduce a central heating plant room in the block of flats that includes Air source heat pumps.
- Introduce photovoltaics on the roofs of the flats.
- Water management through the construction of SUDS principles
- Increase the biodiversity of the estate and borough through new green spaces and new trees. This includes the retention of two large trees and the planting of several other trees.

In terms of oversight and quality assurance, Barnet Homes will employ not only an Employers Agent (who administers the contract) but also a Clerk of Works who will undertake quality checks and also specialist Fire and Mechanical & Electrical consultants who will visit at key stages to witness installation and commissioning etc. Most of the above consultants have already been appointed and have assisted with the design development to date.

The new homes will be constructed in line with current and expected building regulations, including changes implemented following the Grenfell Tower tragedy. This includes the use of non-combustible materials

## **3. Rationale**

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This FBC has been prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, comprising the following:

- the strategic case
- the economic case

- the commercial case
- the financial case
- the management case

### **3.1. Strategic case**

The Strategic Case sets out the rationale, business needs and constraints for development of new homes on Housing Revenue Account (HRA) land.

The strategic external and internal drivers for this investment and associated strategies, programmes and plans are as follows:

The delivering more quality affordable homes in the borough is a key priority for the council and is recognised in the Housing Strategy 2019-2024, the Growth Strategy and is a key theme of the emerging Corporate Plan. Barnet has the second largest population of any London Borough with 389,3400 residents. The figure is expected to grow to 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough. To deliver an increase in housing completions to meet housing need, the council and wider public sector needs 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.

The Draft Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Regeneration Strategy builds on this, articulating the council's approach to delivering growth and focusing on the places that need intervention.

These schemes would count towards the 1000 homes at London Affordable Rent that the Administration pledged as part of their Manifesto in May 2022.

Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy 2019-2024 and the Growth Strategy. Since May 2022 this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years. This scheme will deliver 28 homes towards this target.

The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.

#### **3.1.1. Emerging Corporate Plan**

A new Corporate Plan is in development, with an approach being built around a council that cares for people, our places, and the planet, as discussed at the Policy and Resources Committee meeting on 29<sup>th</sup> September 2022. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth and thriving town centres and make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.

### 3.1.2 Investment objectives

The investment objectives for this project are as follows:

1. Increase the supply of social housing provision within the Borough through the HRA.
2. Improve the existing estate and street scene appearance through the sensitive addition of new homes whilst bringing improvements to the existing estate and public realm.
3. Provide secure homes on flexible tenancies and mitigate costs to the general fund in providing temporary accommodation.

## 3.2 Economic case

### 3.2.1 Critical Success Factors

The Economic case sets out the critical success factors (CSF) for the business case, appraising various options and indicating which is preferred. The CSF for the preferred design solution has been drafted taking into account:

- The constraints of the existing building and estate
- The views of LBB's Planners through pre-application meetings
- The views of Barnet Homes' Housing Options team on the types of homes which are in greatest need and that can be successfully incorporated

The following CSFs have been established:

1. **CSF1: community needs** – current and future community needs are met by the final preferred solution
2. **CSF2: strategic fit** – the final preferred solution contributes to the London Plan, LBB Corporate Plan and LBB Housing Strategy targets
3. **CSF3: benefits optimisation** – the final preferred solution optimises the potential return on expenditure and improves the overall value for money
4. **CSF4: potential achievability** – the final preferred solution enables successful and timely achievement based on strong community engagement

The preferred option for progression is Option 2 – *Develop these homes, funded by the HRA and GLA*. This is the option that fully meets all the identified CSFs. The option delivers new affordable homes thus meeting CSF1 and CSF2. This option produces revenue benefits as identified later in this section, thus meeting CSF3. There has been extensive community engagement and funding is in place ready to progress with this option subject to the approval of the FBC by Housing and Growth Committee, thus CSF4 is met. The following two options were discounted:

Option 1 - *Do not proceed with the development of these new homes*, does not meet any of the above CSFs as it does not provide any additional homes or benefits.

Option 3 - *Develop these homes, through on-lending to Opendoor Homes*, could potentially meet some of the above CSFs but it is not as closely aligned as Option 2. Option 3 would result in higher rents which does not fully meet CSF1 or CSF2. It is also likely to be slower to deliver as no alternative funding arrangement is in place, therefore does not meet CSF4.

Further detail on the options identified is contained within section 4 of this report.

Barnet Homes is the preferred vehicle for delivery as it meets all the CSFs:

- Barnet Homes has experience of managing affordable housing projects and knows its customer base well.
- Barnet Homes is delivering high quality affordable homes elsewhere in the Borough.
- Barnet Homes will procure the works in accordance with its contract procedure rules and in compliance with UK public procurement legislation requirements as necessary.

The economic benefits of the business case are set out in the table below.

Scheme	Number of units	Wheelchair home provision cost avoidance p/a	Temporary Accommodation cost avoidance p/a	Assumed Council Tax income p/a	Total LBB revenue benefit p/a
Broadfields	28	£49,482	£68,020	£34067.85	<b>£151,570</b>

The temporary accommodation cost avoidance per annum is calculated at £2,572 and £2,944, per unit for non-accessible units with 1 and 2 bedrooms respectively.

Council tax per unit has been estimated at £1,200 and £1,300. This equates with Barnet Council's revenue earned from a valuation band, between C for the one and two beds and D for the wheelchair units at 2022/23 rates.

Savings for providing wheelchair accessible homes are calculated at £49,482 per annum.

The estimated total revenue benefit inclusive of savings to Barnet Council is **£151,570** per annum.

It is estimated that the public realm contribution equates to £1.915m of the works on this project.

### 3.3 Commercial case

#### 3.3.1 Land

The site is owned by the London Borough of Barnet. Barnet Homes would act as development agent through the ALMO's management agreement. When the 28 homes are completed, they will be managed and maintained by Barnet Homes on behalf of the council under the existing management agreement.

#### 3.3.2 Procurement

A single-stage tender exercise has been undertaken, calling off contractors from the Hyde framework, to ensure OJEU compliancy. It was undertaken on an established 60:40 quality to price basis, following Barnet Homes procurement rules

### **3.4 Financial case**

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

Broadfields is funded through a combination of grant from the GLA and grant from other sources. The balance is funded via HRA borrowing. The HRA borrowing is serviced through rental income from the new homes delivered in the project.

The project is providing 100% of units for London Affordable Rent, including 3 wheelchair accessible homes. Approximately £1.915m of the project will be spent on public realm enhancements including new landscaping, two playparks, new lighting, roadways and footpaths. The project also offers operational value for money, whereby the construction of energy efficient and high-quality housing will reduce maintenance costs for Barnet Council and energy bills for residents.

The Barnet Homes contractor tender process requires that contracts are awarded on the basis of 40% Cost: 60% Quality. This ensures a high-quality service and product, offering good value for money.

This project, as part of a wider programme, has been included in the HRA Business Plan. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation

### **3.5 Management**

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 Project Manager will oversee the project and be responsible for the day to day running of the project. The project manager will report to the Development Manager and will act as the client for the purpose of the build contract.

Barnet Homes has significant experience of successfully delivering works projects within occupied social housing settings and engaging with tenants and leaseholders before, during and after the works are completed. Such engagement requires cross-team working within the organization. The processes developed to support such works will be used and refined as required to support the delivery of this project.

Project delivery will be reported at the Affordable Housing 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 will include:



- Overall progress against programme
- Financial progress against programme
  - Quarterly cost update
  - Cash flow
  - Cost variations
- Risk profile updates

#### 4. Options

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Due to the project objective, limited options were considered due to the desired outcomes from the Commissioning client.

There are three principal options available which are explored in further detail below.

- **Option 1** – Do not proceed with the development of these new homes.
- **Option 2** - Develop these homes, purely funded by the HRA
- **Option 3** – Develop these homes, through on-lending to Opendoor Homes.

##### Option 1 – Do not proceed with the development of these new homes

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Local community not impacted by short-term construction period</li> <li>• 'Informal' car parking on the estate retained (verges, pavement on roadsides etc)</li> </ul>	<ul style="list-style-type: none"> <li>• The expected project benefits will not be delivered.</li> <li>• Do not deliver much needed homes, including wheelchair homes</li> </ul>

##### Option 2 – Develop these homes, funded by the HRA

This option will ensure that the new homes remain in the ownership of Barnet Council and in the event that they are sold through the Right to Buy provisions there is a direct link between the long term tenant (leaseholder) and Barnet Council. The Council will benefit from the rent and service charges from these properties.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Additional social housing units created and owned by Barnet Council.</li> <li>• Management of the existing homes and new homes on the estate remains with one party (Barnet Homes).</li> <li>• The project benefits will be realised.</li> <li>• Provision of 3 new wheelchair accessible family homes</li> </ul>	<ul style="list-style-type: none"> <li>• Initial up-front cost borne by the HRA.</li> </ul>

##### Option 3– Develop these homes, through on-lending to Opendoor Homes

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Scheme could be completed at nil cost to Barnet Council, with financial benefits including the homeless dividend.</li> <li>• Barnet Homes would still act as the development agent.</li> <li>• A higher level of rent could be charged, i.e., Barnet affordable rent, at 65% of market rent, albeit without GLA funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Any delay in entering into contract December 2022 could cause tendered prices to elapse / increase, causing the project to be more expensive and potentially less viable.</li> <li>• Higher rents may not be affordable to all Homelessness customers.</li> <li>• Units would not count towards the Administrations target for 1000 new homes at social rent</li> <li>• ODH could not viably deliver the project without some form of subsidy, probably via sales resulting in a loss of business case benefits</li> </ul>

It is on this basis that Barnet Homes recommend Option 2 is progressed as part of this Full Business Case.

## **5 .Expected Benefits**

### ***5.1 Summary overleaf***

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 28 households.	Council	£68,020 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 2: Financial cashable  Council tax revenue	Council tax revenue from the 28 new dwellings.	Council	£34,068 per annum	2024/25 onwards	Council	Calculated on an annual basis using Council tax rates	Using Council tax rates 2022/23 rates
Benefit 3: Financial cashable  Wheelchair cost avoidance savings	A financial saving will be made through avoided costs, where Temporary Accommodation for Wheelchair Users is not required for 3 families.	Council	£49,482 per annum	2024/25 onwards	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 4: Financial cashable  Rental Income from units	Rental income which enters HRA stream	Council	£250,596 per annum	2024/25 onwards	HRA	Calculated on an annual basis	London Affordable rents 2022/23 increased by 1 % per annum.
Benefit 4: Non-financial  Strategic objective	Maintain the supply of social housing provision within the borough through leveraging in public subsidy in the form of GLA grant of £100,000 per home - £2.8m	Council / those in housing need	Provides occupation for 28 households	2024/25 onwards	HRA	Measure occupancy rates	N/A
Benefit 5: Non-financial  Strategic objective	Improvements to the existing estate's public realm	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 6: Non-financial  Strategic objective	Integrate the proposed additional homes into the existing community through the use of shared estate facilities	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A
Benefit 7: Non-financial  Strategic objective	Improved sustainability of homes	Residents / local community	Expected increase in customer satisfaction	2024/25 onwards	Barnet Homes	Measure resident satisfaction	N/A

## 5.2 Social Value

Barnet Homes actively encourages its development partners to contribute through leaving a legacy within the communities we serve through social value. Whilst a key objective is to ensure our customers have homes that they feel safe in, we encourage developers to provide support and investment into communities in other ways.

The Barnet Homes Community Engagement team were involved in the drafting of the quality questions that the contractors answered as part of the tender process. As a result of this a question was included asking potential contractors to answer:

“How the service provider/contractor will support our customers and service users into career opportunities that may include paid employment, apprenticeships (if contract value is in excess of £1m), work experience, bursaries, attendance at employment events and skills training.”

This question was marked as part of the quality submission tender evaluation and scored in accordance with the scoring system. Contractors were also asked to elaborate on this further as part of the tender interview process.

As the build contract is expected to exceed £250,000, Barnet Homes will ensure that the contractor includes within their price employment and training of local labour which represents 20% of the total number of person-weeks required on site. It also requires as part of the 20% target that:

- 25% shall be from black and ethnic minorities
- 25% will be employed trainees or placements from a local training provider
- 10% shall be female

Such employees shall be engaged on an hourly wage, no less than the London Living Wage.

The Contractor will also include for the selection and employment of apprentices from suitable London based training establishments and manage the process from securing apprenticeship training to enrolments. These targets are all reported and monitored at monthly progress meetings.

In addition, the Contractor provides additional social value to the project via contributions to either community events, local charities or schools. This forms part of their Considerate Contractor status that is required for each project.

## 6. Risks

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## 7. Financial Appraisal

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### 7.1 HRA modelling

The draft expected total costs and the increased level of borrowing has been tested against the current HRA Business plan to stress test the scenario. All costs have been included in the updated HRA Business Plan which is also being presented to Housing & Growth Committee in November 2022.

This project, as part of a wider programme, has been included in the HRA Business Plan. It is expected that changes at a project level, unless significant, will not impact on the viability of the HRA model. Even if the volume of homes delivered in the project reduces, or the build cost increases, then the business plan is supported by the need to reduce Temporary Accommodation costs, provide accommodation for homeless people and increase the supply of affordable wheelchair accommodation.

### 7.3 Funding route

A sum of £27,625,000 has been allocated to the Council's Housing Revenue Account budget for the GLA 87 programme, including £8.7m of GLA grant funding. Following the change in programme unit numbers to 78, the budget will be updated at the Polciy & Resources Committee taking place 13<sup>th</sup> December 2022. This will account for a reduction in GLA funding across the programme (due to programme unit numbers falling from 87 to 78) but an increase in other funding streams and any funding gap that will require additional monies from the HRA.

## 8. Project Approach

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### 8.1 Project approach

The project will be managed by Barnet Homes in accordance with the Barnet Council 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.

### 8.2 Project controls

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

- Sign-off at gateway reviews
- Monitoring the project programme

- Monitoring the project budget
- Reporting and reviewing progress
- Delivering project outputs and benefits

The project will also be reported on a monthly basis to the Affordable Housing Board, which is jointly held between Barnet Homes and LB Barnet. 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.

Financial performance is monitored monthly by Capital Monitoring reports from Barnet Homes to Barnet Council. This is further analysed by the Finance business partner at the Affordable Housing Project Board.

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

Stage	Planning Committee	Main contractor tendering	Full Business Case	Main contractor appointed	Main contractor starts on site	Practical completion
Key dates	Sept/Nov 2022	July 22-Dec 2022	Feb 2023	Dec 2022	March 2023	March 2025
Milestones	<ul style="list-style-type: none"> <li>Planning approved at committee Sept 2022</li> <li>Unilateral undertaking is ongoing and expected before the end of Nov 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Contractor's Tender returns Oct 22 and being reviewed and analysed before end of Dec 2022.</li> <li>Stakeholder consultation throughout</li> </ul>	FBC to be approved by H&G committee on November 2022.	<ul style="list-style-type: none"> <li>Main contractor begin design work and technical surveys</li> </ul>	<ul style="list-style-type: none"> <li>Awarding of contract with start of detailed design including discharge of planning conditions</li> <li>Complete S278 agreement with Highways</li> <li>Actual start on site for March 23 with demolition of garages and pramstores</li> </ul>	<ul style="list-style-type: none"> <li>Scheme handed over on time and on budget</li> <li>New homes let with minimal void period</li> <li>Lessons learnt review undertaken</li> </ul>

## 9. Project Assurance

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Construction of 28 new homes	Meets London space standards and local Planning criteria	Council / Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Improved estate environment for existing residents	Improvements made to parking, refuse areas, and new play areas	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Integrated communities	New dwellings accessed by thoroughfares, improvements to public realm	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team

## 10. Dependencies

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The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Scheme dependencies are summarised in the table below.

<b>Dependent on</b>	<b>Nature of dependency</b>
Government funding	Funding is mixture of GLA grant funding, which subsidises the new homes, S106 funding which subsidises the public realm and other funding) contributions from the authority's Housing Revenue Account (HRA).
New substation	Reliance on reaching agreement for an additional substation to service the new blocks
S 278 agreement with Highways department	Reliance on securing a successful technical agreement . An in principle agreement on areas are within the Unilateral undertaking following dialogue with the Highways department.
Diversion of utilities	Reliance on agreement with utility companies re diversion of any existing services.

## 11. Approach to Consultation

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Barnet Homes has consulted with internal stakeholders throughout the design development process.

The neighbourhood management team and other departments have been consulted, with their comments considered within the proposals at an early stage. This has added value to the proposals specifically in relation to refuse arrangements and grounds maintenance proposals.

Broadfields public resident consultation took place on the 26<sup>th</sup> May 2022 with local residents invited. The main concerns were around lack of parking, loss of light and the location of 4 townhouses on estate greenspace to the north of the site. The four houses were removed following consultation with residents and planners and the remaining matters addressed through the Planning process, which was secured in September 2022.

Once the successful tenderer is awarded the contract, the Contractor will communicate with residents on their proposed site logistics, which will relate to parking, refuse collection and ingress and egress of cars and pedestrians. This engagement process will last for the duration of the works and will include, notice boards, monthly newsletters, resident liaison officers etc.

Prior to works commencing, Barnet Homes will also contact the Edgwarebury ward members in early spring 2023 to notify them of the proposed construction logistics. In addition, residents on the Broadfields Estate will be reminded of the forthcoming development once a Contractor is appointed and details around the commencement of works are developed.



The main areas of concern for residents include:

<b>Key theme</b>	<b>How it is being addressed in the proposal</b>
Concern regarding the existing <b>parking</b> arrangement and future demand for spaces	<ul style="list-style-type: none"> <li>• Parking is currently informal and the proposed 31 maximum parking bays will now be delineated making it safer.</li> <li>• Demarcated 3 parking bays for wheelchair users.</li> <li>• Introduction of new access to north of estate to accommodate additional parking..</li> </ul>
Concern regarding impact to residents during the <b>construction period</b>	<ul style="list-style-type: none"> <li>• Barnet Homes will ensure that a construction management and health and safety plan is in place. This will detail how the contractor manages the site to minimise the impact on residents as well as how they manage noise, dust and security.</li> <li>• We will also require the contractor to register with the Considerate Constructors Scheme. This means they must adhere to several guidelines including the protection of the environment and safety for workers and residents.</li> <li>• Specific consideration will be given to ingress and egress of vehicles and pedestrians given the complexity of the public realm works especially Highways related.</li> </ul>
General support for improvements to the <b>public realm</b> and the provision of high-quality green spaces	The proposal for a high quality, shared, green space to act as the centre of the community, for new and existing residents.. In particular, the resurfacing of the roads and pavements with improved lighting will add to the quality of this residential living environment.
Removal of 4 no houses	Following consultation, four houses were removed from the final planning submission.

## **12. Equality Impact Analysis (EIA)**

An Equality Impact Analysis (EIA) (**Appendix 1.4**) has been prepared to accompany the Full Business Case. The purpose of this tool is to analyse, from the perspective of existing Resident and Service users, the likely effect of the proposal to build new homes at Broadfields Estate, in terms of equality duties the Council is required to promote.

These include documenting the effect on the equality strands: age, disability, gender, race / ethnicity, religion or belief, sexual orientation, or gender reassignment. In this way a systematic approach is taken to ensuring there is no potential for discrimination or adverse impact. Furthermore, all opportunities to promote equality have been taken.

The EIA assessment identified that a few groups are impacted negatively by the delivery of the project, primarily due to disruption during the construction period. However, it is assessed that these are short term impacts only and that they are outweighed by the longer-term benefits of the project.

There are clear mitigations for the short-term negative impacts, including a communications plan and appointment of a Resident Liaison Officer, which in the longer-term will help to establish good relationships and build trust with the community

### **Document Control**

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<b>File path</b>	
<b>Reference</b>	
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### **Document History**

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

<b>Date</b>	<b>Version</b>	<b>Reason for change</b>	<b>Changes made by</b>
16.10.22	1	Report prepared	Marian Helcke
25.10.22	1	Report prepared	Marian Helcke
31.10.22	3	Report prepared	Marian Helcke

### **Distribution List:**

<b>Name</b>	<b>Role</b>	
Derek Rust	Director of Growth & Development, Barnet Homes	21/10/22
Meera Bedi	Head of Development, Barnet Homes	28/10/22

### **Approvals:**

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

<b>Name</b>	<b>Role</b>	<b>Signature</b>		<b>Version</b>
Susan Curran	Head of Housing & Regeneration, LBB		16/10/22	V3
Sangita Mistry	Finance Manager for Housing, LBB		25/10/22	V3
Louise Middleton	Senior Property Lawyer, HBPL		31/10/22	V3

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.