

Outline Business Case: Grahame Park North East Regeneration Project (public version)

The main purpose of the Outline Business Case is to make the case for change and establish the need for investment.

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1. Executive summary

In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour for a regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Ltd, who are now owned by Notting Hill Genesis (NHG).

The regeneration masterplan has progressed over the last decade with Stage 1 delivering new homes to the south, east and western parts of the estate as well as new council offices and new buildings for Barnet Southgate College. Trinity Square was also constructed, a development of over 400 homes on the eastern side of the masterplan. Stage 2 gained planning consent in July 2020 which encompasses the southern part of the estate, and this has started on site.

However, progress in regenerating the estate has been relatively slow as a result in the main of variable economic and market conditions, as well as the sheer scale of the regeneration challenge. The approach taken to date is largely a linear one working from south to north. As a result, the northern most parts of the estate are unlikely to see any regenerative activity before 2030, and possibly later.

This will result in:

- i. Residents living in unsatisfactory housing for potentially up to two further decades with the resulting impact on life chances
- ii. Continued management, maintenance and investment of homes over that period even though they have no long-term future
- iii. On-going homelessness pressures that could be relieved earlier through increased provision of new homes in this area

As a result of this, Barnet Homes working as development agent on behalf of Barnet Council, has established a regeneration proposal for the north east part of the estate (“Grahame Park NE”) that builds on their increasing development experience and their experience of developing alternative funding solutions.

The Strategic Outline Case was approved by Housing & Growth Committee in June 2021. Since then, Barnet Homes have completed a RIBA stage 2 design study that assesses the site’s constraints and advances detailing the tenure and site layout as proposed in the Strategic Outline Case. This forms the project’s ‘base case’.

Community engagement has also started, with an initial focus on the directly impacted residents whose homes are due for demolition in this phase. Stakeholder workshops were facilitated on three key themes, and a public exhibition for the wider estate community held in October 2022.

Barnet Homes have also completed initial financial appraisal and viability modelling, which gives rise to some proposed changes to the base case to be finalised in the next stage of the project.

A review of potential development options has also started, including soft-market testing with developer contractors and potential investors. This has proven beneficial in testing the base case assumptions and narrowing down the direction of travel in the next stage.

Barnet Homes and Barnet Council have continued to engage with Notting Hill Genesis and maintain a positive working relationship; this was confirmed in a letter of comfort received from Notting Hill Genesis in January 2022. A joint workshop was held to discuss community engagement and messaging, as well as subsequent design workshops. Their primary concern has been the interface of the respective phases which we have addressed as far as possible at this early stage. Further commercial discussions will be required in the next stage of work.

Barnet Homes have secured £22.4m grant from the Greater London Authority's (GLA) Affordable Housing programme 2021-2026 to support the delivery of the project. This amounts to £160k per social rent home and £60k for London living rent and shared ownership. The grant requires a start on site by March 2026. Viability analysis will continue to assess the impact of grant, or use of right to buy receipts, on the project's financial performance.

This Outline Business Case provides a detailed update on the project to date, as well as recommending the actions required to progress the project, including:

- Reviewing the design completed to date and advancing this to Planning submission stage
- Continuing viability modelling and recommending a preferred delivery development and procurement route
- Engaging with the directly impacted residents and commencing decant and acquisition activities
- Continuing wider community engagement, enabling an ethos of co-design where possible

The next stage of work will start with analysing the buildability and build efficiency of the proposed scheme. It will also review the unit mix and tenure mix, particularly for the affordable homes, where there is a need for more larger family accommodation. The design will be advanced to Planning submission stage.

The community will continue to be engaged, and feedback will be threaded into the emerging design.

The development delivery model will be finalised and a proposed procurement strategy will be presented to the Housing & Growth Committee. This will aim to reduce the financial burden on the council's Housing Revenue Account, whilst meeting the council's aims and objectives for more affordable housing.

Grahame Park NE encompasses the area to the north of Stage B of the existing Grahame Park Estate Masterplan, in the area shown on Appendix 2. The masterplan was approved in 2004, securing outline planning consent.

The intention is to submit a detailed planning application for the first stage of development (plots 1-3 on the proposed site plan in Appendix 3). This is broadly the same as plots 15-17 of the original estate masterplan. Plots 4-6 of the proposed plan will be subject to a detailed planning application as part of a second stage of the project at a later date.

2. Project definition

2.1 Aim

The aim of the Grahame Park NE project is to regenerate the north-eastern part of the Grahame Park estate, earlier than is otherwise scheduled under the existing arrangement with Notting Hill Genesis.

The project has a wide range of targets, including:

- Contribute to the council's target of 1,000 new affordable homes
- Deliver a flagship council-led regeneration scheme
- Engage with the community and stakeholders using co-design principles
- Produce a policy compliant housing offer
- Develop an offer that is cohesive and complements the adjacent phases being delivered by Notting Hill Genesis and others
- Long-term estate management embedded into the process
- Accelerate delivery of Plots 1-6 shown on the proposed site plan
- Reduce the impact on residents lives, by accelerating the estate regeneration

2.2 The site

2.2.1 Existing site

The Grahame Park Estate is in Colindale, NW9. The site sits close to the M1 motorway near Junction 2 which connects London with the North. The site is situated near the Northern Line Edgware Branch of the London Underground; Colindale station is approximately a 18-20 minute walk away. Mill Hill Broadway Thameslink Station is a 15-18 minute walk away with services to central London via St Pancras.

The nearest large open spaces are Heybourne Park (on site), Woodcroft Park (400m) and Watling Park, Silksteam Park and Mill Hill Park (1.0 km).

South-west of Grahame Park Estate there is a Sainsbury's supermarket, pharmacy and gym adjacent to the recently completed new council offices. Healthcare services, schools and community centres are all within a short walk.

The site area of Grahame Park NE, i.e. plots 1-6 of the proposed site plan and the subject of this report, is approximately 4.06ha. It is bounded by Field Mead to the north and Corner Mead to the east. The boundary to the south is defined by the site boundary to Phase 2 of the wider Grahame Park Masterplan and the west boundary encompasses open green space behind houses along Long Field road.

The development of plots 1-3, the subject of this Outline Business Case, would necessitate the demolition of the existing flat blocks, houses and garages within the site boundary. This includes the following existing residential properties:

	Secure	Non secure	Leasehold	Other	Totals
Slatter	11	9	2	0	22
Sopwith	0	10	1	5	16
Spitfire	1	6	5	0	12
Spooner	4	1	0	1	6
Tait	11	7	4	1	23
Tedder	14	6	0	4	24
Wilshire	1	4	1	0	6
Whittle	4	3	3	2	12
Whittaker	4	3	1	4	12
Wheeler	9	12	3	0	24
	59	61	20	17	157
Other - fixed term tenancy, illegal occupier , flexible tenant					

NB. Data correct as of 12 October 2022

Please note that Slatter was not included at Strategic Outline Case stage but has subsequently been included. This is due to the block being physically linked with Tait and the new proposed site layout.

See Appendix 2 for the existing site plan.

To the south of the site are 16 houses owned by Notting Hill Genesis, adjacent to block Norris and outlined in blue on the appended site plan.

2.2.2 Existing site constraints

Several site surveys and technical studies have been completed, identifying a number of site constraints. These include:

Item	Constraint	Mitigation
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Surface water sewer	This sewer runs in a L shape across the northern part of the phase	Surveys completed and quote for relocation received from Thames Water allowed in cost plan
Cadent gas building	This is located in the far north eastern tip of the site, and has to be located locally	An alternative location locally to be identified and acquired
Existing green verge	To be retained as much as possible	Will be retained where possible and quantum replaced if not
Existing high quality trees	To be retained as much as possible	Will be retained where possible and quantum replaced if not
High voltage electrical cable	This cable runs in a L shape across the northern part of the phase	Cost for relocation allowed in cost plan

These constraints will be further analysed and considered in the next design stage to help de-risk the scheme.

2.3 Proposed approach

The development approach is based on developing a scheme in the north east of the estate, namely plots 1-3 of the appended proposed site plan included at Appendix 3. The proposed development would work from north to south to meet up with the existing scheme just north of the Concourse.

Work has been undertaken with architects, planning and cost consultants to develop a RIBA stage 2 design study for the site. The brief to the team included the following:

1. Design a scheme that replaces the existing homes to optimise density and number of new homes, which is policy and planning compliant whilst maximising the number of affordable homes
2. Design the non-affordable element to both market sale and build to rent standards, to give flexibility for funding and investment options
3. Consider opportunities for modern methods of construction and offsite manufacturing to assist the quality and speed of delivery
4. Attempt to sub-phase plots of no more than 100 homes, to allow funding and phasing at a deliverable scale
5. Ensure transport and accessibility standards are policy compliant and align with the wider masterplan
6. Consider health, well-being, public services and local facilities
7. Early consideration of design typologies and principles

2.4 Design update

Please refer to Appendix 3 for the proposed site plan.

The north-south route through the estate remains the driver for the current concept. It aims to continue the vehicular route through the estate consistent with the original masterplan and Notting Hill Genesis' phases to the south, whilst opening up pedestrian routes from Trinity Square to the east and the rest of the estate to the west.

A 'green spine' along the western edge of the site provides a quality amenity buffer to the retained houses on the west. As many of the existing high quality trees will be retained as possible, along with new planted street trees.

The new blocks follow a courtyard and perimeter block principle, with landscaped courtyards within perimeter blocks and potential for podium parking. The block frontages are designed to be active, to enhance a sense of community whilst maintaining security.

Greater height and density is proposed in the centre of the site where the impact to surrounding homes will be lessened. The two highest blocks are not proposed to exceed 14 storeys, which is consistent with Notting Hill Genesis' phases and the masterplan's supplementary planning document (SPD). The majority of the blocks will range from 6-8 storeys.

The highest blocks would be a focal point for commercial and/or community facilities around the 'village green' at the heart of the site. The green is approximately 1,750 sqm.

Engaging the community is imperative in how the design of the scheme is evolved. Through the engagement completed to date, community feedback has helped the architects and project team evolve the initial early-stage plans. This includes:

- Agreeing the importance of accessible and safe streets
- Support for more attractive pedestrian routes
- Suggestion for more affordable small community spaces
- Inclusive play for children of all abilities
- Outdoor gyms and activities for older people
- A combination of open plan and closed plan homes i.e. kitchens
- Provision of secure bike storage

The community will continue to be engaged, with an ethos of co-design for some elements, and feedback will be threaded into the emerging design.

2.4 Proposed tenure mix

At Strategic Outline Business Case stage, it was proposed that the 136 existing homes will be replaced with 419 new homes. Two new commercial properties were also to be provided.

Currently, it proposed that the existing 157 homes are replaced with 505 new homes:

Phase 1	Social Rent (SR)	102
	Build To Rent (BTR)	234
	Market Sale (MS)	55
	Shared Ownership (SO)	50
	London Living Rent (LLR)	26
	London Affordable Rent (LAR)	38
	Total	505

The proposal shows that an improved level of density can be achieved, regardless of the existing physical site constraints. This gives confidence that a regeneration proposal is possible.

However, the current tenure split is 46% affordable tenures : 54% private tenures based on habitable rooms. Further work is required on this in the next stage to ensure we meet the target of 50:50 tenure split.

There is also further work to do on the unit mix, which currently does not achieve the aim of providing larger affordable family accommodation. Commercial advice is also required to ensure the correct mix of marketable and sellable private homes:

Tenure	% homes					
	1 bed	2 bed	3 bed	4 bed	5 bed+	Total %
Market	50	50	0	0	0	100
Affordable	13	43	27	13	4	100

As we test the design further, we will also be focussing on the buildability and efficiency of the design. The emerging mechanical and electrical and sustainability strategies will help to refine this.

The definitions of the tenure types are as follows:

Social Rent	<ul style="list-style-type: none"> • Social rented homes are let at around 50% of the local market rent. They are calculated using a government formula.
London Affordable rent	<ul style="list-style-type: none"> • Homes let at a benchmark rent set by the Mayor of London. • Rents are closer to social rents but the same amount across London, not on a borough basis.
London Living Rent	<ul style="list-style-type: none"> • Intermediate affordable housing for middle-income Londoners who want to build up savings to buy a home. • Rents are based on a third of local household incomes. • The intention is that the money saved on rent can go towards a deposit for a home. • Tenancies offered on a minimum of three years.
Shared ownership	<p>Shared Ownership is a type of affordable home ownership when a purchaser takes out a mortgage on a share of a property and pays rent to a landlord on the remaining share.</p> <p>For example, someone might buy a 25% share in a property, and pay rent to the landlord on the remaining 75%. Purchasers then have the opportunity to 'staircase' up their share of the property, gradually increasing the proportion of their home that they own outright and therefore paying less rent on the remaining portion, until they own 100% of their home.</p>
Build to Rent	Property development that is designed with the intention of appealing to the rental market as opposed to affordable rent or long-term home ownership.
Market sale	Property that is sold on the open market as opposed to affordable rent or shared ownership.

2.3 Sustainability

The design team been encouraged to follow the recommendations of the RIBA 2030 Challenge to achieve a 'exemplary' sustainable design.

The aspiration of Barnet's Sustainability Strategy is to build new social housing to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

The Sustainability Strategy identifies that 58% of emission within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock will be the key challenge in the borough.

Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.

These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

Barnet Homes closely monitors the evolving building regulations, in particular, the recently introduced Future Homes Standard, ensuring its Employer's Requirements are kept up-to-date to address developments including, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

In addition to the overarching target or following the RIBA 2030 Challenge, car parking will be set at a ratio of 0.4 in line with Barnet policy, the scheme will provide sustainable drainage systems (SUDs) and use swales / raingardens to collect rainwater. Large areas of biodiverse wildlife corridors and habitats will be introduced with a target of 0.4 for Urban Greening.

2.5 Regulatory services

2.5.1 Local Planning Authority and LBB Highways

Barnet Homes met with the Local Planning Authority and LBB Highways for an initial pre-application meeting in April 2022. This was to share the latest proposals including the mix of units and tenures. Both the Planners and Highways were supportive of the proposal in principle and will be further engaged as the design progresses.

2.5.2 GLA Planning

Barnet Homes also met with the GLA Planning team, as the scheme will be called in by the Mayor of London upon submission. They too were supportive in principle and keen to be further engaged as the design progresses.

Consultation with the GLA Viability team will also be required once the tenure mix is further defined.

2.6 Proposed phasing and delivery routes

There is currently a district heating system serving the existing estate. For this reason, the proposal is to start development at the northern most end and work south, so that the existing homes can be disconnected sequentially.

It was hoped that plot 1 of the proposed scheme could be constructed first, to offer the direct decant of existing residents from plot 2. However, the infrastructure works for the total phase need to be completed first, including connections into existing and new drainage. It is therefore likely that there is one single demolition phase and that all of the new homes and tenures come forward at once.

Subject to the final development route, it may be necessary for the construction to be sequenced in a way that some private tenure comes forward early. This will be to support developer partner cash flow but also due to sales saturation rates.

2.7 Legal and land assembly (exempt)

2.8 Decant and acquisitions

2.8.1 Decant of council tenants

There are currently 137 council tenants living within this phase who will need to be rehomed to enable the regeneration to come forward.

The Allocations Policy is currently being updated and the draft is due for presentation to Housing & Growth Committee in January 2023. The decant strategy for these tenants will be informed by the emerging allocations policy.

2.8.2 Acquisition of leasehold properties

There are currently 20 leaseholders within this phase; 13 are non-resident leaseholders and 1 is owned by TBG Open Door Ltd.

5 of the 20 leaseholders have attended the consultation events and it is proposed to engage with each of the leaseholders in early 2023 to understand their requirements and whether they wish to remain in the locality.

We are engaged with NHG to understand their offer to leaseholders in other areas of the estate and are developing our offer to leaseholders, which will be confirmed, as part of the broader decant strategy.

3. Rationale

This Outline Business Case (OBC) sets out the rationale for bringing forward the regeneration of plots 1-3 of the Grahame Park Estate, as a council led scheme.

The OBC 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, which comprises the following key components:

- the **strategic case** section – this sets out the strategic context and the case for bringing forward the regeneration of Grahame Park North East, together with the supporting investment objectives for the scheme;
- the **economic case** section – this demonstrates that the council has identified potential ways forward for delivering the project with the intention to optimise value for money (VFM) based on N optimum delivery solution;
- the **commercial case** section - this defines what the potential development solution will look like;
- the **financial case** section – this highlights the proposed funding and solution for delivering the project;
- the **management case** section – this demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

The purpose of this section is to explain how the scope of the proposed project fits within the existing Barnet Council strategies and provides a compelling case for bringing forward the regeneration of Grahame Park North East, in terms of the existing and future needs of the local community.

3.1 Strategic case

Housing Strategy 2019-2024 and Growth Strategy 2020-2030

Delivering more affordable homes in the borough is a priority of the council, as set out in the Housing Strategy 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.

Health and Wellbeing Strategy 2021-2025

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.

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 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.

London Plan 2021

See the following link for the new London Plan 2021:

<https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/london-plan-2021>

New draft Local Plan

The council is reviewing and updating the Borough's Local Plan. The Local Plan sets out a vision for how Barnet will change as a place over the next 15 years and forms a strategy which emphasises the Borough's attractiveness as a place to live, work and visit. The emerging Plan is expected to be adopted in spring 2022.

There are four key aims in the emerging Local Plan:

- Emphasise housing, jobs, infrastructure and place-making opportunities at Brent Cross (North, Town & West) and New Southgate
- Make Colindale a more sustainable place where the car is no longer dominant
- Revitalise major thoroughfares such as the A5 as corridors for sustainable growth, ensuring that they connect with their suburban surroundings
- Emphasise growth opportunities in Barnet's Town Centres as part of high street recovery and greater neighbourhood living

Investment objectives

The investment objectives for this project are as follows:

- **Investment objective 1:** bring forward the regeneration of Grahame Park North East, to replace existing unsatisfactory accommodation based on a viable development model;
- **Investment objective 2:** achieve optimum building density, to provide as many new homes as possible;
- **Investment objective 3:** achieve a policy compliant tenure mix, to

provide a balance of affordable housing and a sustainable community;

- **Investment objective 4:** deliver a project that complements the urban grain of the wider regeneration underway at the estate;
- **Investment objective 5:** embed long-term estate management into the process;
- **Investment objective 6:** provide the optimum balance of residential amenity for current, future and neighbouring occupiers.

3.2 Economic case

3.2.1 Critical Success Factors

The key Critical Success Factors (CSFs) for the Grahame Park North East project are based on the strategic case, the initial capacity study and the investment objectives.

CSF1: community needs – current and future community needs are met by the final preferred solution;

CSF2: strategic fit – the final preferred solution contributes significantly to the London Plan, LBB Corporate Plan and LBB Housing Strategy targets;

CSF3: benefits optimisation – the final preferred solution optimises the potential return on expenditure and improves the overall VFM by demonstrating the achievement of both qualitative and quantitative benefits;

CSF4: potential achievability – the final preferred solution enables successful and timely achievement in order to not further delay regeneration of the estate;

CSF5: supply side capacity and capability – the ability of the market to respond to the delivery of the final preferred solution is addressed at all stages of the project to mitigate any delivery risk;

CSF6: potential affordability – the solution provided by the preferred option is sufficiently viable.

3.2.2 Market Activity

The housing and construction sector is feeling the pressure of a number of macroeconomic conditions including high interest rates, high levels of inflation and high mortgage rates. It is also projected that house prices will fall in 2023. These issues will need to be closely monitored in the next stage of the project.

In London

The GLA's London Housing Market report of July 2022 summarises key trends and patterns in London's housing market. As a result of the fall and the subsequent

recovery of London rents during the pandemic, annual increases in average asking rents were at a high of 15.8% in the second quarter of 2022, with Rightmove recording the highest annual growth ever in any region.

Demand for private rental homes remains above supply in London and there are signs that both demand and supply are continuing to increase slowly, despite reports of many landlords considering leaving the market.

House price growth in London remains behind other regions, although average asking prices have increased since July last year in 31 out of 32 boroughs (excluding the City of London).

Whilst demand amongst buyers in London may be starting to fall as a result of inflation and economic and political uncertainty, the market imbalance and upwards pressure on prices continues due to low numbers of properties on the market.

Between Q1 and Q2 2022 the number of large housebuilding schemes starting in London fell considerably, whilst completions rose, and demand was strong from Build to Rent and Help to Buy.

Prices of construction materials continue to rise steeply alongside high levels of economy-wide inflation, however prices for new housing materials have fallen slightly behind other construction categories.

In Barnet

In June 2022, Knight Frank reported that London's outer boroughs continue to see stronger price growth than central London zones, with buyers still gravitating towards more spacious properties. Overall, outer London boroughs have seen price increases of around 10% on average since the start of the pandemic in March 2020 versus 5% for inner London.

In October 2022 the Barnet Post reported that over the past year, the average sale price of a property in Barnet rose by £52,000. Buyers paid 10.1% more than the average price in London (£553,000) in August for a property in Barnet. Across London, property prices are higher than those across the UK, where the average cost £296,000. In Barnet, detached houses increased in value in the past year on average by 8.4% and flats by 8.2%.

Across Greater London, it is widely considered that there is a chronic undersupply of affordable housing. Over the last three years, the average London Borough has delivered 21% of units as Affordable Housing. Barnet is below this average at circa 18% [source Greater London Authority]. The Mayor of London has set a strategic

target of 50% of all new homes to be affordable homes, with individual sites expected to contribute 35% affordable housing as a minimum. The gap between these figures is expected to be made up by Registered Providers (“RPs”), who will deliver a large number of wholly affordable housing schemes (or at the very least schemes with >50% Affordable Housing).

The London Borough of Barnet has set a target of 40% affordable housing on sites. It is clear from the data that over the last three years this target has not been met, in fact, half of the 40% has not been met.

A key part of progressing the project will be the review of market pressures in the Colindale area. Colindale is subject to an Area Action Plan and has therefore experienced a sustained period of growth and development in the last 10 years, with more in the pipeline. To ensure the optimal market offer is included with this proposal the local market will be closely observed to prevent over-saturation of any particular product.

There will also be the need to monitor market pressures and saturation within the Grahame Park area itself, as Notting Hill Genesis and Home Group at Douglas Bader Estate are bringing forward a number of market tenure products as well.

3.3 Commercial case

The Outline Business Case proposes the replacement of 157 homes within plots 1-3 of the proposed site with 505 new homes. This will also include the construction of two commercial units, to provide additional local amenity.

3.3.1 Council-led regeneration

The proposal in this Strategic Outline Case will put the council and residents at the heart of delivering the scheme retaining the new development where possible in the ownership of the wider council family.

The project seeks to retain as much of the development as possible within the wider council structure such as directly owned council housing or TBG Open Door, a charitable registered provider subsidiary of Barnet Homes which is itself wholly owned by Barnet Council.

Under the existing arrangements, the regeneration process would not start for at least 10 years so this proposal would mean the acceleration of the estate regeneration.

In the meantime, the condition of the existing housing stock is ageing and worsening. Barnet Council has earmarked around £30,000,000 for essential health, safety and compliance works but the estate environment is deteriorating and beyond its economic life.

Bringing forward the regeneration as set out in this report will save the council approximately £650,000.

3.4 Financial case

3.4.1 Financial model

The Financial case considers the budgetary, financial and affordability impact of this project.

3.4.2 GLA grant allocation

Since the Strategic Outline Case, Barnet Homes successfully bid for a grant allocation from the Greater London Authority's Affordable Housing programme 2021-2026. This is summarised as follows:

Title	Total units	London living rent	Shared ownership	Social rent	Total GLA grant approved
Grahame Park Estate - North East	207	56	51	100	£22,420,000
<i>Grant per unit</i>		<i>£60,000</i>	<i>£60,000</i>	<i>£160,000</i>	

The number of units have been adjusted slightly since the bid application was made. The final unit mix will be confirmed at Full Business Case stage.

The grant requires a start on site by March 2026.

3.4.3 Costs to deliver the next stage of work

At Strategic Outline Case stage a budget of £1.47m was approved to progress the project to Outline Business Case stage. This included the production of the RIBA stage 2 report, the supporting surveys and technical reports, the community engagement activities, and the professional team's costs to do so. This budget has either been expended already or is fully committed.

To progress the project to Planning submission stage, a budget of £2.5m is required.

This budget has been modelled in the Housing Revenue Account's business plan which is being presented to the Housing & Growth Committee in November 2022 and Policy & Resources Committee in December 2022.

3.4.4 Financial savings and cost avoidance

The regeneration of this part of the estate would mean that planned health and safety works to the existing stock is no longer required, thereby saving the Housing Revenue Account initial capital cost avoidance of approximately £650,000.

3.5 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.

3.5.1 Programme management and reporting

The scheme will be an integral part of Barnet Council's Housing and Growth Programme, which comprises a portfolio of projects for the delivery of growth requirements across the Borough.

Broad programme management arrangements are summarised below:



The Project Board will report to the Growth and Regeneration Operations Board (GROB) on a monthly basis, this includes representatives from Barnet Homes and Barnet Council.

3.5.2 Project management arrangements

The project is being managed in line with Barnet Council's project management toolkit and gateway reviews will be held at the completion of each work stage.

The Grahame Park North East Project Board will oversee the development of this programme and monitor progress towards its completion, resolving any issues to ensure a successful outcome. The Project Board comprises of representatives of Barnet Council and Barnet Homes with co-optees who have a vested interest or who may have a significant impact on the project invited to attend, as required. Decision making is consensual where possible and ratified at the Growth and Regeneration Operations Board (GROB) where necessary.

The Grahame Park North East Project Board is broadly responsible for:

- Managing the project budget;
- Setting programme targets, including timescales;
- Overseeing engagement with key stakeholders;
- Providing guidance to delivery teams.

The membership comprises the following:

- Stephen McDonald: Director of Growth, LBB;
- Matin Miah: Assistant Director – Development and Economy, LBB;
- Susan Curran: Head of Housing & Regeneration, LBB;
- Sangita Mistry: Finance Business Partner, LBB;
- Martin Smith: Regeneration Manager, LBB;
- Derek Rust: Director of Growth and Development, Barnet Homes;
- Meera Bedi: Head of Development (New Build), Barnet Homes;
- Susanna Morales, Development Manager (New Build), Barnet Homes.

The project will be split into four gateways as follows:

Gateway 1 – Strategic Outline Case: Feasibility and Options Analysis (RIBA Stage 1) [complete]

Gateway 2 – Outline Business Case: Developed Design (RIBA stages 2-3)

Gateway 3 - Submission of a Planning application (RIBA Stage 3)

Gateway 4 – Full Business Case: Technical Design through Construction to In-Use (RIBA Stages 4-7)

The project is overseen by the Head of Development at Barnet Homes who is responsible for the overall progress and direction of the project, including ensuring the project management protocols are fully adhered to, and documentation are produced and updated, as well as managing the internal supply chain and ensuring the team scope and outputs are fully coordinated.

3.5.3 Notting Hill Genesis

In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour for a regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Ltd (Choices), who are now owned by Notting Hill Genesis (NHG). Via Choices, Notting Hill Genesis are delivering the regeneration of the wider estate under a Principal Development Agreement.

There is a Grahame Park Estate Project Board that sits quarterly comprising representatives from Notting Hill Genesis, Barnet Council and Barnet Homes. This project board monitors progress with the estate regeneration and manages the relationship between the respective parties.

In establishing the proposal for Grahame Park North East, colleagues at Notting Hill Genesis have been consulted and broadly support the proposal for Barnet Council to bring forward the regeneration of plots 1-6 of the proposed site plan.

Joint workshops to review our proposed design and formulate our engagement strategy were held earlier in 2022.

NHG's key concerns relate to:

- Clarity on the red line plan that is subject to be carved out from the Principal Development Agreement
- Impact on S106 contributions of both parties
- Consistent approach to infrastructure across all phases
- Timing of delivery and products coming to market
- The design of the interface of the respective phases
- The impact on the houses they own at Withersmead, which are within phase 2 and currently out of scope

Barnet Council and Barnet Homes are working jointly to ensure these matters are addressed to mutual satisfaction.

The intention is to transfer plots 1-6 to Barnet Council from the Principal Development Agreement by way of a deed of variation. Trowers & Hamlin have been instructed by Barnet Council to commence the drafting in preparation of this.

Maintaining a good relationship with Notting Hill Genesis will be critical to the successful delivery of the site outlined in this business case. A key driver of the project is to ensure the proposed development complements earlier regeneration phases. Notting Hill Genesis may also be able to assist in the decanting of the 54 secure tenants from plots 1-3.

4. Options

In light of the appraisal and viability modelling delivered in the previous stage of work, as well as the prevailing market conditions, the delivery options have been revised as part of this Outline Business Case.

There are three potential options identified at this stage. The next stage of work will focus on refining the best delivery option for the council.

- **Option 1** – Do nothing
- **Option 2** – Council-led delivery
- **Option 3** – Joint venture delivery with a develop partner

Option 1 – Do nothing

This option retains the status quo, whereby the regeneration is delivered by Notting Hill Genesis.

Advantages	Disadvantages
<ul style="list-style-type: none"> • No development risk for the council • HRA funds are used maintaining the obsolete stock 	<ul style="list-style-type: none"> • The regeneration process would not commence for at least 10 years • The existing housing stock requires management and maintenance in that time • This would reduce the council's ability to deliver much-needed additional affordable housing in that time • No improvement to current issues identified on the estate for a protracted period of time • Loss of GLA grant allocation

Option 2 – council-led delivery

This option sees the council bring forward the regeneration of plots 1-6. There are a number of possible mechanisms for this:

1. 100% funded by the Housing Revenue Account (with or without grant)
2. The private tenure being forward-funded by an investor
3. A model whereby a for profit housing association like Sage forward funds the purchase of some or all of the affordable tenures
4. General fund borrowing by Opendoor Homes
5. A combination approach to the above

Advantages	Disadvantages
<ul style="list-style-type: none"> • Regeneration is accelerated delivering the vision for Grahame Park more quickly • Supports the Labour manifesto of 1,000 new social rent homes • council is at the heart of bringing forward the regeneration • Continues the positive relationship with the GLA • Housing assets and land ownership retained by LBB • Increased supply of affordable housing 	<ul style="list-style-type: none"> • The council will need to forward fund some or all of the development using HRA borrowing • Market conditions pose a risk to the success of the project, particularly the open market tenures • GLA conditions of grant

to meet local needs delivered more quickly offsetting General Fund cost pressures	
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Option 3 – Joint venture delivery model with a developer partner

This option sees the council deliver the scheme with a develop partner, either:

1. With a registered provider
2. With a developer partner to fund the private tenure

Advantages	Disadvantages
<ul style="list-style-type: none"> • Regeneration is accelerated delivering the vision for Grahame Park more quickly • Supports the Labour manifesto of 1,000 new social rent homes • council will be part of bringing forward the regeneration • Housing assets and land ownership possibly retained by LBB and/or TBG Open Door Homes • Increased supply of affordable housing to meet local needs delivered more quickly offsetting General Fund cost pressures • Expertise from developer partners / registered providers particularly for delivering the private tenures 	<ul style="list-style-type: none"> • The council may need to forward fund some of the development costs using HRA borrowing • Market conditions pose a risk to the success of the project, particularly the open market tenures • Working with another registered provider may not be agreeable to Notting Hill Genesis

5. Expected 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: Non-financial Strategic objective	<i>Increased housing provision contributing towards Local Plan housing targets</i>	Council	Net increase of 348 homes	Approx 2027/2028	Council	By net increase of new housing	157 existing homes

Benefit 2: Non-financial Strategic objective	<i>Increased choice of housing tenure to address full range of income levels</i>	Barnet residents	New homes will include a mix of affordable and private tenures	Approx 2027/2028	Council	By introduction of new tenures	Existing tenures include leasehold and social rent
Benefit 3: Non-financial Strategic objective	<i>Improved quality of housing raising living standards for residents on the Estate</i>	Local community	100% of new homes built to current regulatory standards	Approx 2027/2028	Council	Compliance with new London Plan and building regulations	N/A
Benefit 4: Non-financial Strategic objective	<i>Improved quality of public realm for use by local residents</i>	Local community	Provision of high quality public open space along with private rear garden space for houses on site. Children's play space. Additional tree planting.	Approx 2027/2028	Council	Net increase in high quality public amenity space	Current public realm
Benefit 5: Non-financial Strategic objective	<i>Physical integration of housing estate with, and improved accessibility to, surrounding areas/neighbourhoods</i>	Local community	Site is accessible by public transport, within walking distance of buses, London Underground and Thameslink. Car parking provided. New vehicular access routes to follow 'spine' of	Approx 2027/2028	Council	Review of local services	Existing provision

			the estate in Phase 2.				
Benefit 6: Non-financial Strategic objective	<i>Increased investment to achieve better quality and cohesive neighbourhood</i>	Local community	The scheme will be designed to complement other phases across the estate.	Approx 2027/2028	Council	Ensure the design is prepared comprehensively with the previous phases	N/A
Benefit 7: Financial Strategic objective	<i>Increased revenue income to the council to fund services</i>	Council / Barnet residents	GLA grant of £22.42m	Approx 2025/2026	Council	Allocation from GLA's Affordable Housing 2021-2026 programme confirmed	N/A
Benefit 8: Financial Strategic objective	<i>Achieve a financial income from the development</i>	Council	This will be subject to viability and treasury management advice. Any surplus will be reinvested into working capital to deliver the project or used as a receipt to the council.	Approx 2027/2028	Council	TBC	TBC
Benefit 9: Financial cashable Cost avoidance	A financial saving will be made through avoided costs, where Temporary Accommodation is not required for 100 families.	Council	£200,000 per annum	Approx 2027/2028	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21

Benefit 10: Financial cashable council tax revenue	Council tax revenue from the 348 net new dwellings.	Council	£2.9m per annum *Estimated	Approx 2027/2028	Council	Calculated on an annual basis using estimated council tax rates	Using council tax rates 2020/21 rates
Benefit 11: Financial cashable	Cost avoidance through not having to carry out some health, safety and compliance works of the homes to be regenerated	Council	£650,000 *Estimated	Approx 2027/2028	Council	Calculated using major works costs	
Benefit 12: Financial cashable Wheelchair cost avoidance savings	A financial saving will be made through avoided costs, where Temporary Accommodation for General Needs Wheelchair Users is not required for 56 families.	Council	£840,000 per annum *Estimated	Approx 2027/2028	HRA	Measured by comparing the cost per year to provide Temporary Accommodation	Cost of Temporary Accommodation 2020/21
Benefit 13: Non-financial Strategic objective	Maintain the supply of social housing provision within the borough through the use of right to buy receipts to contribute towards the construction of replacement homes.	Council / those in housing need	Provides occupation for 207 households	Approx 2027/2028	HRA	Measure occupancy rates	N/A
Benefit 14: Non-financial Strategic objective	Improvements to the existing estate's public realm	Residents / local community	Expected increase in customer satisfaction	Approx 2027/2028	Barnet Homes	Measure resident satisfaction	N/A
Benefit 15: 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	Approx 2027/2028	Barnet Homes	Measure resident satisfaction	N/A

Benefit 16: Non financial Strategic benefit	The completed homes will be managed by Barnet Homes, ensuring a one landlord approach across the Estate.	All residents	N/A	N/A	N/A	N/A	N/A
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6. Summary of key risks

A risk assessment has been undertaken and involved the following distinct elements:

- Identifying all the possible business and service risks associated with each option;
- Assessing the impact and probability for each option;
- Calculating a risk score.

This is in line with the LBB corporate Risk Management Strategy, which uses the following matrix score risks:

	Score:		PROBABILITY				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost certain
I M P A C T	5	Catastrophic	5	10	15	20	25
	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Negligible	1	2	3	4	5

	Risk item	Description	Mitigation	Probability	Impact	Risk
1	There is a risk that the prevailing economic market conditions impact on the development delivery model	The housing and construction sector is feeling the pressure of a number of macroeconomic conditions including high interest rates, high levels of inflation and high mortgage rates. It is also projected that house prices will fall in 2023.	<p>Financial appraisal and viability testing is ongoing, including scenario testing and sensitivity analysis.</p> <p>This includes using current valuations and cost data.</p> <p>Market conditions will be closely monitored, as well as market engagement.</p> <p>Mitigations include considering other delivery routes, funding options and subsidy.</p>	4	4	16
2	There is a risk that construction costs will increase and changes in the market will impact the development model	There is significant inflation in the construction tender market at present. The construction market continues to face the challenges and impacts of the Ukraine conflict, major energy cost rises, UK interest rate rises, together with rapidly rising inflation and the issue of revised Building Regulations. Market analysts and commentators continue to report significant cost increases in the second quarter of 2022, albeit there is evidence of materials cost rises slowing. The Consumer Price Index (CPI) increased by 10.1% in the 12 months to July 2022, largely due to the rapidly escalating energy and food prices.	<p>Technical studies and surveys were completed to understand the site constraints and corresponding cost implications.</p> <p>This continues to inform the detailed design, planning and financial analysis.</p> <p>Soft-marketing testing is ongoing and will inform the final proposed delivery model.</p> <p>Monitoring of inflation challenges and tender prices ongoing.</p>	4	3	12
3	There is a risk that other development costs will increase	The financial model includes a number of non-construction costs, which are subject to change depending on the final proposed delivery model.	The budget includes a detailed assessment and projection of other development costs, as well as corresponding risks and risk allowances.	4	3	12

		The Allocations Policy is being revised, which may impact the estimated decant budget.				
4	There is a risk that planning consent is not granted	The planning strategy is to secure a detailed consent for Phase 1 and provide illustrative only concepts for Phase 2.	Pre-planning application meetings have been held with the Local Planning Authority, Highways and the GLA and will be ongoing as the design proceeds. Community engagement has started and is ongoing.	2	2	4
5	There is a risk that the lack of capacity in the HRA makes the scheme financially unviable	The base case was for the HRA to fund the whole of Phase One and forward sell the BTR/LLR elements to an investor (or for market sale if investor demand and/or target pricing does is not achieved).	The base case originally suggested that the HRA has capacity. The HRA is under increasing pressure due to external factors and alternative delivery models are being explored and tested. Modelling is undertaken on an on-going basis to take account of changes e.g. market values, development and construction costs, scale of the scheme, as well as other factors such as PWLB interest rates and other internal projects/pressures within the HRA. Sensitivity analysis will be undertaken further. Mitigations include considering other delivery routes, funding options and subsidy.	4	3	12
6	There is a risk that grant funding is not realised	The GLA have confirmed an allocation of £22m.	The bid for grant from the Affordable Housing Programme 2021-26 has been formally approved, with £22m grant confirmed. Further grant options will be explored as well.	2	2	4
7	There is a risk that the legal structures, tax and vires could become project issues	This is possible given the scale of the scheme, as well as market element.	Further analysis to be undertaken re legal structures, tax implications and/or risks, as well as with potential third-party partner (investment, development and construction).	2	2	4

8	There is a risk that long-term estate and property management does not meet the required standards	The quality of the project will need to satisfy short, medium and long term requirements.	The design considers all aspects of quality and sustainability. From the internal and external design to public realm, efficiency and cost of long-term estate management including management, maintenance, sustainability, life-cycle costs. In addition, socio-economic benefits, housing need and mix. The long-term management and maintenance of this part of the estate will remain with Barnet Homes. Stakeholders have been invited to initial design workshops and will continue to be engaged.	2	2	4
9	There is a risk that the community might not support the project, which would impact successful delivery	A lack of community engagement would affect project delivery. Updated community engagement strategy and work done to date	A community engagement expert (Instinctif) have been appointed to draft a community engagement strategy. To date, this has included: <ul style="list-style-type: none"> Engagement with the most directly affected residents first Themes stakeholder workshops around placemaking, public realm and sustainability Outreach at the Urban Gamez event A drop-in exhibition for the wider community The next stage of work will include further community engagement including: <ul style="list-style-type: none"> Specialist support for residents living in blocks due to be demolished Early engagement Stakeholder meetings At least two community engagement in person exhibitions, the second of which will focus on how the scheme has evolved due to feedback Outreach and door to door engagement 	2	3	6

			<ul style="list-style-type: none"> • Resident and stakeholder interactive workshops on key themes such as design, place and community • Community newsletters and letters • Website with feedback mechanism • Promoting engagement via posters in blocks and local social media • Further youth engagement via the local schools • Engagement with faith groups • Joining existing community events • Advertising of dedicated enquiry line and email for feedback <p>The engagement plan will follow co-design principles where possible.</p>			
10	There is a risk of saturation of the market, some private tenures may be higher risk than others	The current macroeconomic climate is affecting viability of residential development.	<p>Close monitoring of the market is ongoing, including of local developers and registered providers like Notting Hill Genesis and Home Group at Douglas Bader Estate. Soft market testing with developers and contractors is ongoing. Localised market analysis will be obtained. Different delivery options are being explored.</p>	3	4	12

7. Programme

Stage	Outline Business Case	Full Business Case
	<p>Gateway 2</p>	<p>Gateway 3</p>
Key dates	<p>November 2022</p>	<p>Q4 2023/24</p>
Milestones	<p>Actions completed:</p> <ul style="list-style-type: none"> • RIBA stage 2a design • Technical due diligence started • Soft market testing • Financial appraisal and viability modelling 	<ul style="list-style-type: none"> • Approval to start decant strategy Q4 2022/23 • Variation of the PDA with NHG Q4 2022/23 • Approval to start delivery and procurement strategy Q1 2023/24 • Planning submission made Q4 2023/24

8. Project assurance

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
Construction of 505 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, internal communal areas and new play areas	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team
Integrated communities	New dwellings accessed by main thoroughfares, improvements to public realm	Barnet Homes	Barnet Homes Development Team	Barnet Homes Development Team

9. Dependencies and relationships

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.

Dependent on	Nature of dependency
Consultation and community engagement	Enhanced consultation strategy proposed to ensure local community involvement and engagement.
Funding proposal	Funding is a mixture of working capital from development partners, GLA grant funding and the Housing Revenue Account (HRA).
Relationship with NHG	NHG are a key stakeholder and their support will be required for the successful delivery of the project.
Relationship with local developers	Particularly in respect of market saturation and local infrastructure, for example Douglas Bader estate.

Planning consent	Reliance on obtaining planning consent for the scheme.
Decant strategy and CPO	Reliance on a robust decant strategy for the existing residents.
Land assembly	Reliance on clean title including ownership and appropriation
Highways	Reliance on the necessary highways applications being made and accepted as required.
Member engagement	Members engagement required throughout the process.

10. Approach to equalities and Equalities Impact Assessment

Barnet Homes is committed to taking a proportionate approach to equalities and considering 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.

An Equalities Impact Assessment (EqIA) has been completed and included at Appendix 4. The EqIA concludes that there are minor or no impacts on groups with protected characteristics and there is no negative cumulative impact on all groups.

There are, however, a number of actions that will help mitigate any impacts.

Once all residents have been assessed by the Housing Management team in respect of decanting, we will ensure that people of all ages have the correct support in place, particularly the very young or very old.

Previous workshops highlighted the need for play spaces and equipment to cater for children with disabilities and this will be addressed in the next design stage following further community engagement.

In previous workshops, nursery provision and community facilities especially for young children were raised. This will also be addressed in the next design and further community engagement stages.

We are mindful that some residents may have English as a second language and therefore require translation services. We will provide translation services where necessary to ensure that all residents receive a fair service and encourage community engagement.

As part of our community engagement strategy, we will ensure that all residents are encouraged to join a resident steering group. By having a resident steering group, we can actively encourage residents to get involved and provide suggestions as to the use of the proposed commercial / community spaces.

We have previously invited faith groups to our community engagement events and these groups remain as key stakeholders:

- GPISCO HAWA Peace and United Mosque
- St Margaret Clitherow RC Church
- Jain Centre London
- St John's United Reformed Church
- Living Way Ministries
- Trinity Church

Throughout our community engagement activities, we will canvass opinion amongst women and men who may feel unsafe about parts of the estate during decanting and pre demolition, when there are a higher number of void properties.

As part of the planning application process, the project will be classed as a Major Application for both the Local Planning Authority and the Greater London Authority (GLA). A comprehensive EqlA will be produced in respect of the application.

11. Approach to consultation

Following approval of the Strategic Outline Case in June 2021, Barnet Homes worked with Instinctif Partners to prepare a holistic community engagement strategy.

In November 2021 an interactive workshop between Barnet Homes and Notting Hill Genesis (NHG) was held to ensure co-ordination between both organisations responsible for regeneration across the estate. This was to ensure streamlined communications for residents and to seek feedback on key themes of the proposed regeneration from Barnet Homes and NHG colleagues who work on the ground day to day supporting residents and the community.

Letters were sent to the residents living in the blocks earmarked for demolition in February 2022. The residents have been aware for some time now of the proposed regeneration, but it was imperative that those most impacted were briefed on the updated potential timescales, ask questions and provide feedback. A direct telephone number and email were provided, and residents from these blocks were invited to a drop in event for them only in March 2022.

In April 2022, three themed stakeholder workshops were held on separate dates on the following themes – Place, Landscape and Sustainability. Community groups serving Grahame Park and local community representatives were invited to these. Attendees included Friends of Heybourne Park, Colindale Communities Trust and councillors. The aim of the workshops was to understand aspirations for the project, what is key to maintain, improve or change in the future and discuss how the regeneration might be able to aid the wider estate.

A range of useful feedback was received which helped our architects and project team evolve the initial early-stage plans. Suggestions included:

- Introducing accessible and safe streets
- Supporting more attractive pedestrian routes
- More affordable small community spaces
- Inclusive play for children of all abilities
- Outdoor gyms and activities for older people
- Include a combination of open plan and closed plan homes i.e. kitchens
- Provide secure bike storage

In the summer of 2022 engagement began with the new administration. The proposed project has been shared with them.

During the Urban Games event in August 2022, we undertook an informal survey on key themes linked to the workshops held earlier in the year. This outreach resulted in 40 interviews with residents, again producing extremely helpful feedback to help us tailor the proposal. Key feedback was a desire for the regeneration to be tailored to help tackle loneliness and enable improved facilities for those with children.

In October 2022 a community engagement event for all residents living in Grahame Park was held at unit 15 The Concourse. This served the format of a drop in with some exhibition boards and break out mini workshops. The event was attended by around 35-40 people, a mix of tenants, leaseholders and freeholders from the affected phase and across the estate. Feedback included:

- Happy regeneration is coming forward and wish it was happening sooner
- Residents have been living in a regeneration estate for too long
- Tenants and leaseholders both querying what happens next for them and when, generally wanting to stay in the area
- Sense of pride in the history of the estate and wanting to retain the name "Grahame Park"
- Questioning what improvements are being done to the retained stock
- Concerns about the height of the proposed buildings
- Concerns about the ongoing quality of maintenance of communal gardens
- Issues of safety and security

Overall, the above engagement has helped to significantly shape our thinking on the proposed project.

Future engagement will be more extensive and detailed than what took place relating to the outline businesses case and key themes.

Our proposed draft approach to planning application engagement is outlined below. This approach will be shared with ward councillors, community representatives and

the community for feedback and will be subsequently updated to reflect suggestions when possible.

We believe it is important to co design the planning application with the community and stakeholders (within certain parameters, for example within viability constraints and taking into account the need to be policy compliant) so the following is by no means a final plan.

The following will also adapt and evolve to reflect the council position and guidance on community engagement which is currently being developed.

Our approach will include:

- A commitment to pre planning engagement
- Specific emphasis on the residents whose homes are likely to be decanted and demolished in this project
- Stakeholder meetings and one to ones when needed
- At least two community engagement in person exhibitions, the second of which will focus on how the scheme has evolved due to feedback
- Outreach in person
- Resident and stakeholder interactive workshops on key themes such as design, place and community
- Community newsletters and letters
- Website with feedback mechanism
- Promoting engagement via posters in blocks and local social media
- Further youth engagement via the local schools
- Engagement with faith groups. As well as inviting the faith community to our events we will meet with them at the most convenient locations for them
- Joining existing community events, we will review the full calendar of events for activity on and near the estate and attend these with a pop-up stand when appropriate to share the proposals and seek feedback, following on from the successes of our engagement at the Urban Gamez
- Advertising of dedicated enquiry line and email for feedback

Given that many different languages are spoken on the estate, some materials will be considered for translation.

Following approval of the Outline Business Case, the pre-planning engagement strategy will start again in January 2023 until the planning submission is made (approximately 12-18 months).

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