

# **Development yearbook 2019/20**

**Building high quality,  
contemporary new homes**

# **The Barnet Group**





# Introduction

**“It is a privilege to be involved in “Building high quality, contemporary new homes” in Barnet, in what is one of the greatest cities on earth.”** This is how we opened our first Development Yearbook in 2017/18 and I can say that the sense of privilege and wonderment remains just as strong some two years on. Even as we start to get a bigger portfolio of completed projects behind us and a more varied pipeline before us, we in no way take it for granted that we have continued absolute right to develop new homes.

Responsibility for Barnet Council’s homelessness service sitting within The Barnet Group has strengthened our resolve to increase the supply of housing within the borough and continues to be a prime motivator for our Development Team. **The provision of a quality home is the absolute cornerstone of creating improved life chances** giving the opportunity to enjoy better health, secure employment and to achieve better educational outcomes for the children of families housed. Our extra care schemes and wheelchair accessible homes have **“made a real difference to every customer”** in line with our Group Mission. In this instance, an absolutely tangible difference as we demonstrate in section 9 of this document, #proud.

**We absolutely understand the importance of delivering quality, well-built new homes that enhance neighbourhoods and encourage integration into communities.** Our approach has been honed through a strong approach towards consultation with stakeholders (see section 10) and by working with architects,

consultants and contractors who share our passion for making a difference. We have been clear with our key partners that they need to be culturally aligned to our ethos and objectives if they wish to join us on the journey. Combine this with quality of delivery, an eye for the long game and of course the right price, these are all prerequisites for working with us.

**We are particularly proud to support small and medium sized construction companies as part of our new build programmes to diversify the delivery of new homes and increase capacity in the industry.** We will continue to look to maximise the social value, local employment and more general leverage for the borough from the investment that we and they make into new homes.

As the TBG Development Team we are looking to:

- Deliver the Council’s only “DIY” development function creating a viable alternative to other development partners and registered providers who do not have Barnet hardcoded into their DNA
- Deliver a more viable future for The Barnet Group through growth, supporting the delivery of the Group’s core services and our own new Registered Provider, Opendoor Homes
- Develop alternative property and land based solutions that create additional financial and community benefits for the Council

The journey continues!

**Derek Rust**  
**Group Director Growth & Development**  
**Deputy Chief Executive**



# Who are we?

## The Barnet Group

[Local Authority Trading Company]

## Mission

“Making a difference to every customer”

## Barnet Homes

Created in 2004 Barnet Homes manages 15,000 council tenanted and leasehold homes as well as the Council’s homelessness service, sheltered housing and a lifeline service known as Assist.

## Your Choice Barnet

YCB has operated since 2012 and provides services to people with learning and physical disabilities at six sites in Barnet. It also provides a residential care, enablement and personal assistant services.

## TBG Flex

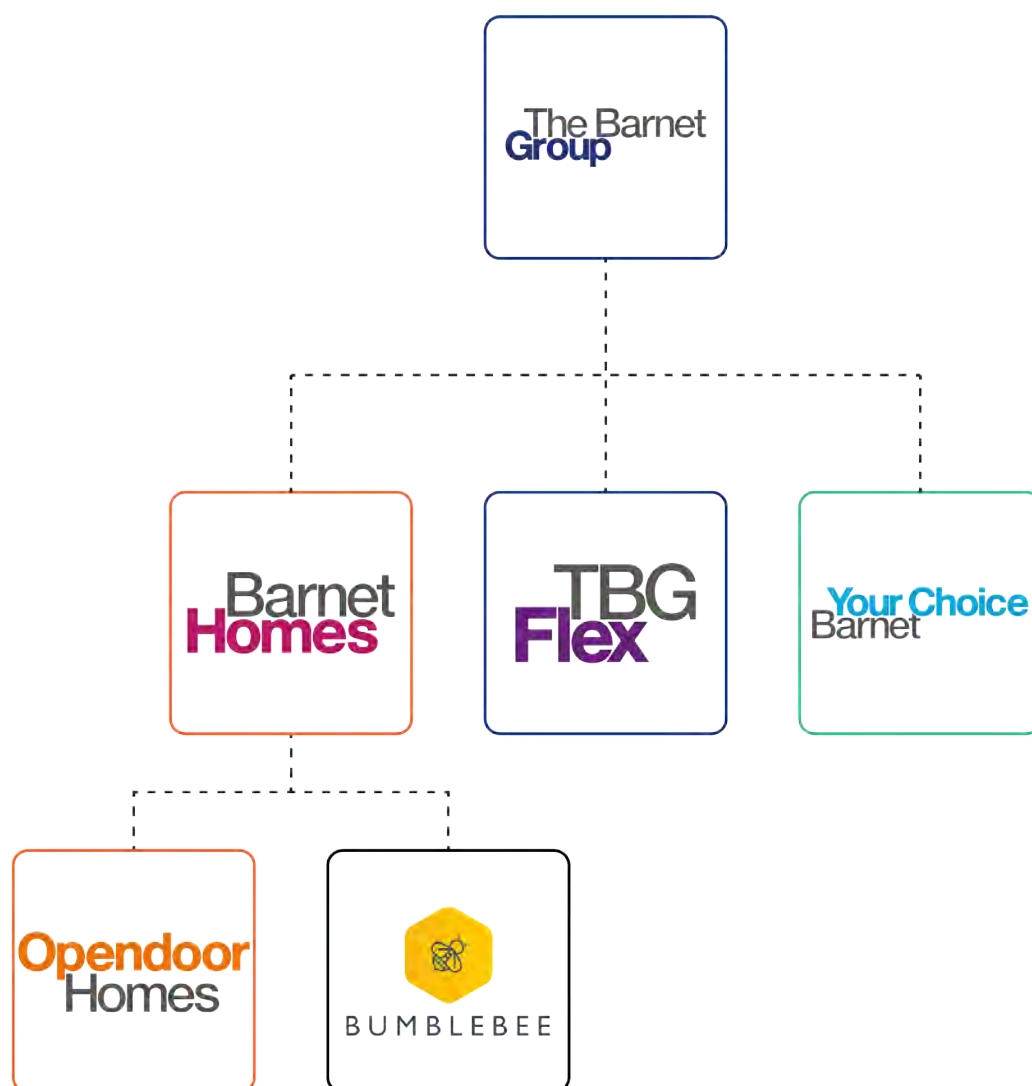
TBG Flex provides recruitment and employment of new staff to the Group offering flexible benefits as part of the reward package.

## Opendoor Homes

Opendoor Homes is a subsidiary of Barnet Homes and achieved registration with the HCA during 2017. Opendoor Homes is currently constructing 340 new homes for rent, seeking to purchase a further 500 homes on the open market whilst developing a new mixed tenure development model

## Bumblebee

Established in 2018 as an on-line private lettings agency building on the success of our Let2Barnet brand.



# Objectives, achievements and ambitions

What we seek to do:

- Build high quality contemporary and affordable new homes that meet the needs of our customers
- Enhance the built environment and create resilient communities
- Create strong and enduring professional partnerships that share our passion and ethos
- Delivery, delivery, delivery!
- Embrace innovation

## Our achievements

We have:

- Created an effective and well regarded new build function from zero
- Moulded a team based on experience and home-grown talent that share both our ambition and ethos
- Built on our strengths in resident and stakeholder engagement to deliver quality consultation and create support for our developments
- Created strong networks, partnerships and wider professional teams to deliver quality viable developments
- Delivered quality new build schemes on challenging brown field infill sites ranging from a pair of bungalows to an infill tower block
- Established our credentials to deliver complex

extra care schemes including a wrap-around care service offer through Your Choice Barnet

- Delivering a large complex programme across many sites in a wide geographic area with multiple contractors
- Developed innovative funding approaches and secured external grants to deliver more affordable housing in the borough
- Developed a “top hatting” solution to maximise the use of existing assets by putting additional stories on existing blocks
- Undertaken complex feasibility studies on difficult to develop land and identified innovative options to deliver more housing
- Completed 150 new homes with a further 230 homes currently on site and 460 in active development

## Our ambitions:

- To be the Council’s preferred development partner delivering quality new homes across a range of tenure types
- To create the capacity and expertise to deliver significant estate redesign and regeneration schemes
- To develop further innovative more commercial models to create revenue benefits for LBB
- To receive industry recognition for quality and innovation in our approach to development
- Delivery of 3,000 new build or acquired homes by 2030 within Opendoor Homes





# Our journey



**Opendoor**  
**Homes**  
PERSON



**2017**

Opendoor  
becomes  
registered  
provider with  
regulator of  
housing

**September  
2018**

First completion  
for Opendoor  
Homes at Gordon  
Court (4)

**January 2019**

Completion of our  
first extra care  
scheme at Ansell  
Court (5)

**October 2019**

150th new home  
completed with  
a further 230  
currently on site  
& 460 in active  
development

**Opendoor  
Homes**  
CENTRED





# Recently completed schemes



**Ansell Court, NW7**

## Unit mix

53 home Extra Care scheme

## Completed

January 2019

## Client

Barnet Council

## Architects

PRP

## Employers Agent

Hunters

## Contractor

Rydon

## Funded by

Barnet Council





Ansell Court is the first Council built state of the art extra care scheme with a focus on supporting residents with dementia.

We are immensely proud of this scheme which represents our most complex completion to date.

The scheme is managed by Your Choice Barnet on behalf of Barnet Council.

It was shortlisted in the Inside Housing annual development awards 2019, for Best Older Persons Development.







These three schemes represent the three first completions for our new Registered Provider Opendoor Homes. Each one has made a clear statement within the locale as well as providing quality new homes for housing applicants within Barnet.

**Pyrus Court in East Finchley:** “Unlike a lot of new housing – there is a bit of panache here – well done”  
Alistair McIntosh, CEO of Housing Quality Network

**Gordon Court, N2**  
**Pyrus Court, N2**  
**Burgundy Court, N3**

**Unit mix**  
37 homes for affordable rent

**Completed**  
September 2018 through to January 2019

**Client**  
Opendoor Homes

**Architects**  
BPTW

**Employers Agent**  
Hunters

**Contractor**  
Bugler

**Funded by**  
Barnet Council





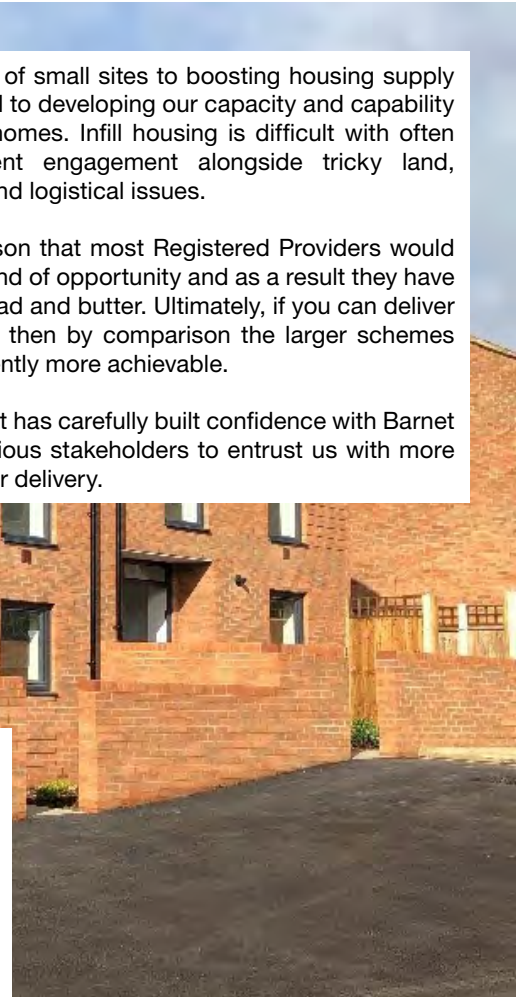


The importance of small sites to boosting housing supply has been central to developing our capacity and capability to deliver new homes. Infill housing is difficult with often complex resident engagement alongside tricky land, planning, cost and logistical issues.

It is for this reason that most Registered Providers would not touch this kind of opportunity and as a result they have become our bread and butter. Ultimately, if you can deliver small sites well, then by comparison the larger schemes can seem eminently more achievable.

It is this USP that has carefully built confidence with Barnet Council and various stakeholders to entrust us with more complex sites for delivery.

## Alexandra Road, N10 Westbrook Crescent, EN4 West Close EN5, West Farm Place, EN4



### Unit mix

13 homes for affordable rent

### Completed

May to October 2019

### Client

Opendoor Homes

### Architects

BPTW and HTA

### Employers Agent

Hunters

### Contractors

Indecon and Cityline

### Funded by

Barnet Council





# Schemes on site



This is our most challenging general needs development to date. A new 13-storey, 50 home tower block in East Finchley.

This gives us the opportunity to demonstrate our ability to deliver a regenerative approach towards major infill involving significant resident engagement and the ability to look at design at an estate level. Improving the wider infra structure such as parking and landscaping.

The Grenfell Tower tragedy has made it even more important to ensure that such an undertaking takes account of all of the latest thinking in respect of fire safety. As the changes in regulation evolve during the construction period we will ensure that we maintain a design and construction that responds to the changing regulatory environment.

## Prospect Ring, N2

### Unit mix

50 homes for affordable rent

### Due for completion

May 2021

### Client

Opendoor Homes

### Architects

BPTW

### Employers Agent

Hunters

### Contractor

Hill Partnerships

### Funded by

Barnet Council







These developments present the opportunity to make greater visual impact on key locations in the west of the borough along the A5 corridor. They vary from a high street location in Burnt Oak to more significant back land sites such as at Sheaveshill Court.

Each one gives the opportunity to use strong contemporary design principles to create enhanced places and communities in a part of borough that is characterised by a changing street scene as a range of wider developments are being delivered.

# Burnt Oak Registry Office, HA8 The Croft, HA8 Sheaveshill Court, NW9

## Unit mix

97 homes for affordable rent

## Due for completion

May to November 2020

## Client

Opendoor Homes

## Architects

HTA

## Employers Agent

Hunters

## Contractors

Bugler and Hill Partnerships

## Funded by

Barnet Council





A further range of garage sites and under used communal spaces re purposed to provide new quality housing for affordable rent in Barnet.

Delivering tight sites like this in consultation with local residents and wider stakeholders has become a trademark development for us.

**Norfolk Close, N2**  
**Linden & Pine, N11**  
**Mount Parade, EN4**  
**Mount Pleasant, EN4**

**Unit mix**  
 27 homes for affordable rent

**Due for completion**  
 August 2019 to June 2020

**Client**  
 Opendoor Homes

**Architects**  
 BPTW

**Employers Agent**  
 Hunters

**Contractors**  
 Lifebuild and Borrás

**Funded by**  
 Barnet Council





# Case studies

## Microsites

The viability of small sites in pure finance terms can be difficult to sustain and yet the value of housing in a pressurised city like London cannot be underestimated. Even the smallest and most difficult site can be justified if you take the time to work on options that support the business case. Our microsites programme does just that. Phase 1 concentrates on schemes that were not viable for the main Opendoor Homes tranche 3 programme. We have sought to leverage in more subsidy and create a business case founded on delivering wheelchair accessible homes that meet a specific Barnet Council Adults and Communities need. As a result, 10 more homes for affordable rent will be built across four sites in Barnet and are due for completion by early 2020.

Phase 2 includes a neglected back lands former garage site in Burnt Oak that has attracted long term significant fly tipping and anti-social behaviour. Under normal circumstances the proposed scheme at Back Lane HA8 would not stack up financially, but the opportunity to place four new homes at this location will make a big difference to a current problem of blight.

No site is too small to add value with the right approach.





# Roof top developments

One of the main limiting factors on building more homes in London is the availability and cost of land. With this in mind we commissioned a review of all of the Council's housing assets to explore the potential for roof top development, or "top hatting" as it is sometimes known. This has identified the potential for in excess of 200 additional homes to be delivered subject to viability. Our first scheme on Burnt Oak Broadway

achieved planning consent in October 2019 with a view to starting on site in early 2020.

This form of housing lends itself to a range of new construction methods to deliver light weight solutions. It also creates the opportunity to provide environmental improvements to existing estates and reduce future capital investment requirements. In the case of Burnt Oak Broadway example the site was due to have almost £1m worth of flat roof replacement work undertaken. This will now not be required and can support instead the development of new housing.





# Pipeline schemes



Stag House is our next Extra Care scheme delivered this time in a more urban location in the heart of Burnt Oak. We have again worked with PRP to develop an eye catching design which secured planning consent during 2018. Supported by GLA grant we expect to be on site during early 2020 to start delivery of the 51 homes for some of our most vulnerable residents with care being delivered by our sister company Your Choice Barnet.

## Stag House, HA8

### Unit mix

51 extra care homes for affordable rent

### Client

Barnet Council

### Architects

BPTW

### Employers Agent

Hunters

### Contractor

TBC

### Funded by

Barnet Council and the GLA



This scheme has been founded on an ethos of full community co-design to deliver a comprehensive development within an existing estate community. Initially the scheme was led by Re supported by ourselves and now having achieved planning consent in October 2019 the TBG development team will lead the scheme to delivery in partnership with the existing community.

A flagship development and a key milestone for us in our evolution in which we will draw on all of the experience that we have accumulated over the past 5 years.

# Fosters Estate, NW4

## Unit mix

c200 homes for rent and sale, including a 75 home extra care facility

## Client

Barnet Council

## Architects

Allies & Morrison

## Employers Agent

Silvers

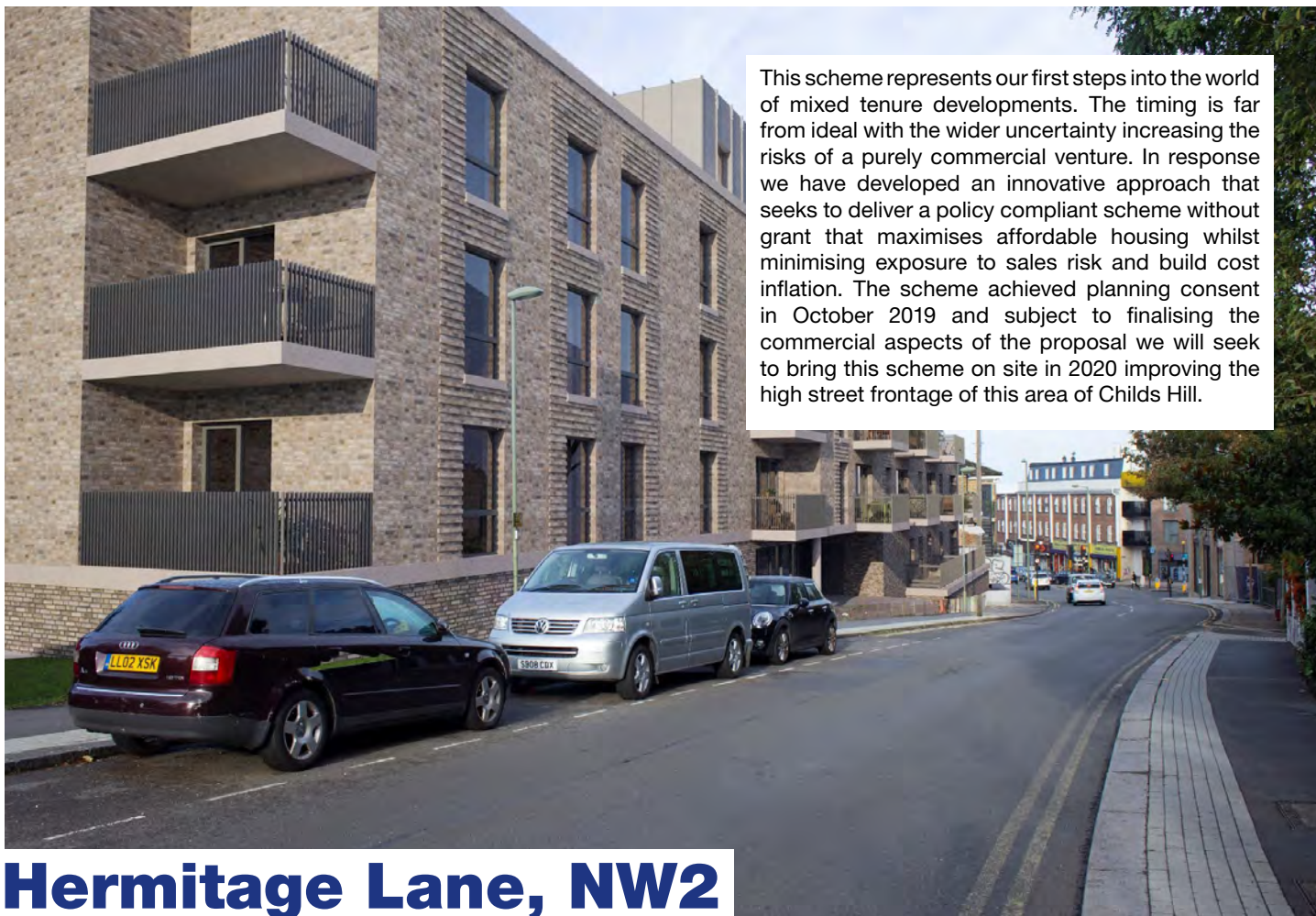
## Contractor

TBC

## Funded by

Barnet Council and the GLA





## Hermitage Lane, NW2

### Unit mix

52 home mixed tenure scheme

### Client

Opendoor Homes

### Architects

Collado Collins

### Employers Agent

Martin Arnold

### Contractor

Hill Partnerships

### Funded by

Barnet Council

# What do our customers say about us?

“I am really happy and excited – the flat is so spacious and I am so grateful to be able to have a place like this. A few months ago, my Occupational Therapist Jade, called me to ask me about measurements for my new place. New place? I didn’t know anything about a new place! That’s when she told me that I was going to be moving into a property in that’s going to be specially adapted for your needs. Then she came over with the floor plans. I was in shock and so excited. I’m so grateful to have the chance to move into this property.”

**Mischa, Opendoor Homes resident**

The best thing about having a more secure home is we are now able to buy items like furniture for our new home. It’s a good feeling. We are so happy that once the children start school, we know that they won’t have to move again. Opendoor Homes were very good, they explained the whole process very well for us.”

**Mr Zidi, Opendoor Homes resident**

“I love it here. I’ve made some great friends – we’ve even now got some regular entertainment going. All in all, I have a lovely home here. I say home, because even though I have lovely children and grandchildren I visit, I have a real feeling of home when I come back to Ansell Court. Everybody is as nice as pie and so helpful.”

**Paula, Ansell Court resident**









# Customer engagement

One of USPs is our commitment to developing strong and engaging approaches to working within the communities that we seek to develop in.

Many of the sites we are working on are in the heart of our existing communities being difficult infill sites. For every programme we adopt a clear stakeholder engagement plan and seek the involvement of our Community Engagement team who have excellent existing community contacts. Additionally, we have a development champion in our Performance Advisory Group to challenge our approaches towards both new development and consultation.

Whilst we understand new homes being built in any existing neighbourhood is always going to be difficult we will seek to Inform, Engage, Listen and Respond Positively to concerns wherever possible.









# What do our partners say about us?

After a number of years working with the Open Door Homes team we are seeing the delivery of the first projects. These schemes are reflective of the professional, enthusiastic and collaborative spirit that has been demonstrated by the ODH team to achieve high quality housing on what have sometimes been challenging circumstances. The Hunters team are delighted to be part of this programme in Barnet and look forward to it growing further.



**Neil McCabe – Managing Director, Building Consultancy and Employer's Agent – Hunters**

---

“Forged on the success of recent projects including Salcombe Gardens and the flagship Ansell Court Extra Care scheme, we have developed a strong working relationship as a Strategic Delivery Partner for Barnet Homes. Each development we have worked on share our common belief that high quality housing, built where people most need it, can make a positive difference to people's lives and brings wider benefits for the local community. We look forward to continuing this relationship with Barnet Homes and contributing to the success of future schemes within their ambitious development portfolio.



**Tim Edwards, Pre Contract Director, Rydon Construction**

---

“HTA's multi-disciplinary team thoroughly enjoys working collaboratively with Barnet Homes from feasibility stage through to the completion of new homes on site. We have recently helped to gain planning consent for nearly 150 affordable homes across 14 small sites, with more in the future pipeline, optimising each site's redevelopment potential. This innovative Local Authority-led housing model continues to deliver thoughtfully-designed homes across the borough, from spacious apartments with large balconies to finely detailed family houses.”



**HTA Architects**

---

Having enjoyed a really great working relationship when completing our first wave of 40 new build homes over 6 sites for Barnet Homes during 2015/16, we were delighted to follow on from that with three further new build projects consisting of 37 new homes in and around the Finchley area, all of which completed in late 2018, early 2019. With this in mind, we are delighted to now be on site constructing 33 new homes at The Croft, Burnt Oak and 34 new homes at Sheaveshill, Colindale. On each of the 11 projects we have been involved with so far, we have found the whole team at Barnet to be both professional and personable to deal with and we really hope we can go on to develop many more successful projects together in the coming years.



**Andy Bugler, Bugler Group Chief Executive**



Barnet Homes have become a forward thinking organisation with an innovative approach to older people's housing, promoting high-quality aspirational homes for residents in the borough. We have enjoyed working collaboratively with their development team and stakeholders during the design of Stag House and we look forward to seeing the project delivered on site.



---

**Jenny Buterchi - Partner, PRP Architects**

Hill is delighted to be a partner for Barnet Homes. Our projects at Burnt Oak Broadway and Prospect Ring, East Finchley have progressed well this year. Our colleagues at Barnet Homes really do reflect their values of finding solutions and making a difference. We look forward to continuing to build our relationship and share successes in 2020 and beyond.



---

**Rob Hall, Deputy MD, Hill Residential**

Silver and Barnet Homes have further strengthened and developed their excellent, collaborative working relationship over the last year. The innovative spirit of the Barnet Homes Development Team is the product of their approach to addressing a range of challenges and constraints to achieve the best and fullest potential for complex strategic sites in the Borough. As Project Managers and Cost Consultants, we enjoy the collaborative ethos the team have created and as a consequence, everyone involved is excited about delivering the key aspirations for each project undertaken.



---

**Silver Development and Construction Group**



Our partners are keen supporters of community initiatives. Here, Bugler provided football kit Basing Hill Park Community F.C.

# The team



## **Meera Bedi** Head of Development



Meera has over thirty years' experience in delivering affordable and mixed tenure housing in London. She has worked for large and smaller specialist housing associations across a range of housing delivery including supported housing and larger housing projects with extensive resident involvement. She is proud of the new build team and all it has already accomplished along with partnership working the team has established with key functions within the Council.

## **Deborah Bowden** Development Officer



Debbie has worked in the New Build Team for three years. She has previously worked in customer facing roles in banking and customer services. In her role as Development Officer there are a great variety of tasks, including administration and site visits, working alongside the Project Managers until the new homes are complete and ready for their new residents.

## **Sarah Gillett** Development Officer



Sarah joined Barnet Homes in 2006 as a PA providing high level administration, supporting an Executive team, giving her insight in to the whole breadth of work Barnet Homes carries out. Sarah joined the New Build Team in 2018 as a Development Officer, assisting in the project management of new schemes and has helped deliver 56 new affordable homes for Opendoor Homes. She has been specifically involved in the handover of new homes enabling Opendoor tenants to move into a high standard of affordable housing.





## **Marian Helcke**

### **Senior Project Manager**

Marian has nearly 30 years' experience in the delivery of development programmes. Marian's knowledge and experience were founded as a Graduate of the London Borough of Barnet. She moved to the housing arms of Sanctuary, with building blocks cemented at One Housing Group and finally joining Opendoor Homes. Her experience involves a mixture of student accommodation, special needs housing, extra care housing and mixed tenure of affordable rent, shared ownership and private housing. As a local resident, her heart is firmly fixed in the provision of homes for Barnet residents.



## **Tom Metcalf**

### **Development Manager**

Tom has over 15 years' experience in the RP sector. He enjoys diversity and has managed schemes ranging from small garage infill sites, care homes and hostels to mixed tenure regeneration sites with over 500 units. He is interested in how to do the most with the least; using alternate funding and procurement vehicles such as joint ventures, estate regeneration, shared ownership and private sale to maximise the delivery of affordable housing.



## **Susanna Morales**

### **Development Manager**

Susanna joined Barnet Homes in 2007, starting her career as a trainee with the Major Works team and completing a masters degree in Construction Project Management. She managed the pilot new build project at Alexandra Road in 2014 and then joined the newly formed New Build team. She later spent three years working for a construction consultancy on a range of residential projects, before returning to The Barnet Group last year.



## **Sally Potvin**

### **Senior Project Manager**

Sally started her career in development as a project manager in the New Build team between 2013-2016. Since then, she has completed a masters in property development and planning, worked for a local authority commercial team overseeing property acquisitions and worked for a private consultancy as an employer's agent. She rejoined the New Build team in June 2019 as a Senior Project Manager.

We are always on the look out for great development opportunities, new land and high quality partners.

Please contact our Head of New Build, Meera Bedi, at [meera.bedi@barnethomes.org](mailto:meera.bedi@barnethomes.org) or phone 020 8359 5243.



2 Bristol Avenue, Colindale, London NW9 4EW



[thebarnetgroup.org](http://thebarnetgroup.org)



[info@thebarnetgroup.org](mailto:info@thebarnetgroup.org)



[@thebarnetgroup](https://twitter.com/thebarnetgroup)