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**REPORT FOR:**

**CABINET**

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**Date of Meeting:**

15 September 2016

**Subject:**

Grange Farm Estate – Combined Heat and Power Procurement (CHP) and Land Appropriation for Planning Purposes

**Key Decision:**

Yes

**Responsible Officer:**

Tom McCourt, Corporate Director of Community

**Portfolio Holder:**

Councillor Glen Hearnden, Portfolio Holder for Housing and Employment

**Exempt:**

No, except for the appendices which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended) as they contain - information relating to the financial or business affairs of any particular person (including the authority holding that information)

**Decision subject to Call-in:**

Yes

**Wards affected:**

Harrow on the Hill

**Enclosures:**

1. Report from Peter Brett Associates – Soft Market Testing Grange Farm June 2016 (Part II - exempt)
2. Proposed Tender parameters and values (Part II - exempt)

## Section 1 – Summary and Recommendations

With the submission of the Planning application on the 15<sup>th</sup> July 2016 a major milestone was achieved for the Grange Farm Project. The Developer procurement is also now proceeding with all the Invitation to Tender documents being worked on with a view to the release of these in early September 2016. This complex regeneration scheme will require the installation and operation of a Combined Heat and Power plant (CHP) to provide heat and hot water to all properties on the estate. This is both an expensive installation and a long term commitment on behalf of the future residents. This report sets out the options for the basis of the procurement and recommends a way forward. The report also requests cabinet to delegate approval for the Appropriation of Land for Planning purposes in order to speed up the process of addressing potential claims for compensation and thus to achieve a start on site.

### **Recommendations:**

Cabinet is requested to:

1. Endorse the strategy proposed for the procurement of the CHP including the option of a Joint Venture with an existing Energy Services company (ESCo).
2. Authorise the Director of Communities, following consultation with the Housing & Employment Portfolio Holder, to commence the procurement of the CHP for Grange Farm estate which could ultimately include entering into a Joint Venture and/or inclusion of elements within the main Development Contract with the successful Development Partner, depending on the responses to the procurement process which will be reported to Cabinet in the New Year.
3. Delegate the decision or decisions where the relevant statutory requirements are satisfied to appropriate such parts as may be necessary of the land on the Grange Farm Estate now owned by the Council or later acquired, under the control of the Housing Revenue Account or held for other purposes, for planning purposes and to override third party rights and covenants in relation to such parts of the Grange Farm Estate as may be necessary, to the Chief Executive following consultation with the Portfolio Holder for Housing and Employment and the Portfolio Holder for Business, Planning and Regeneration. Use of such powers may be required more than once.

**Reason:** Cabinet has previously endorsed the progress made with proposals to regenerate the Grange Farm estate due to the poor condition of the Resiform flats within the estate. To meet London Plan requirements the scheme must achieve a specific carbon reduction target and the only feasible means of complying and preferred by the Greater London Authority (GLA) is to procure a CHP to provide the heat and hot water for the Grange Farm Estate. This would allow the regeneration scheme to proceed in accordance

with the programme shared with residents and to give certainty to the Development partner who is being selected via an OJEU tender process. Cabinet are also asked to delegate approval for the Appropriation of Land for Planning purposes in order to speedily deal with potential claims from adjacent land owners which may otherwise prevent works from being carried out and thus to achieve a start on site.

## **Section 2 – Report**

### **2 Introductory paragraph**

- 2.1 Cabinet has previously received a number of reports to authorise various stages in the development of the regeneration plans for Grange Farm. In July 2014 Cabinet approved several recommendations to enable the regeneration of the Grange Farm estate to proceed. Budgets have been approved to enable key aspects of the scheme to be progressed. The Grange Farm estate was built using a non-traditional form of construction (Resiform) and the flats are past their ideal useful life proving difficult for the council to maintain and for residents to heat. Other estates of similar construction both in Harrow and elsewhere have already been demolished and rebuilt. The aspiration of both residents and the council is to undertake a comprehensive redevelopment and regeneration of the estate in which the council retains ownership of the affordable rented housing. The Combined Heat and Power (CHP) plant is an integral part of the infrastructure for the regeneration of the Grange Farm Estate.
- 2.2 The planning application which has been submitted provides for 549 new units with 312 being for sale and 237 retained by the council for rent within the HRA. It is planned that the freehold of the site is retained by the council with long lease granted to a developer for the onward sale of the private units. Thus the council will retain a long term interest in the whole site and will want to ensure efficient delivery of the CHP and reasonable charges to all residents.
- 2.3 With a planning application submitted on the 15th July 2016, following use of a Planning Performance Agreement and following consultation with the Greater London Authority, the design team has evolved the proposed scheme with a high degree of confidence that the proposal meets the requirements to obtain a planning approval.
- 2.4 The procurement of a development partner has already commenced with a sifting exercise identifying 5 potential bidders for the work. The next phase of the tender process will invite bids for the completion of the whole build based upon the plans submitted for Planning approval and is due to commence in early September 2016. By the nature of this complex development process there will be some scope for negotiation around the exact specification of the build and around the extent of any financial contribution in cash or kind towards the overall development cost. However, the scheme is predicated upon the sales values of the private properties cross subsidising the re-provision of the Affordable rent units albeit to a different mix of sizes.

2.5 The Grange Farm estate has a number of legal issues where potentially some adjoining owners may have acquired various rights over our land. In consultation with legal it has been agreed that appropriating these interests by using Planning powers is the best way forward.

## **Options Considered**

### **A Method of providing heat and hot water**

- I. Fit traditional individual gas boilers to each dwelling; this option would be popular to individual users giving choice of fuel suppliers and control using familiar technology. However, this would fail to achieve the carbon reduction targets required by the GLA and would fail to receive planning consent;
- II. Use of Air Source Heat Pumps (ASHP); in effect a system that operates like a refrigerator in reverse, pulling heat from the air even at low temperatures to provide heat to a dwelling. While this would be feasible for the scale of development, it would prove to be high cost over the lifetime of the buildings;
- III. Other nascent renewable technologies (ground source heat pumps, solar power, wind power). None of these options would provide both reliable supply throughout the year and cost effective solutions compared to a CHP;
- IV. Gas powered CHP; is capable of achieving the carbon reduction targets, uses proven technology which is acceptable to GLA and has potential to be later integrated into a Harrow wide network.

### **B Procurement Options**

- V. Establish an Energy Services company to operate the CHP on behalf of the council; this would give some certainty and control of pricing to end users, however, this is a significant undertaking with significant up front capital costs which can not be delivered in the short term particularly given the scale of this single development (i.e. a Council-led ESCo becomes more viable if it is responsible for several major regeneration sites);
- VI. Pass all responsibility for design, build and operation to an existing ESCO: high risk of reputational damage as no control or influence on energy tariffs;
- VII. Form a joint venture with an existing ESCO to design commission and operate the CHP. This would allow some control over the charges to the user but sharing risks on delivery with an option for this to be incorporated within a council ESCO at a later time.

### **The Implications of using Combined Heat & Power (CHP)**

2.5 A CHP is required to provide heat and hot water for the entire site. This is a London Plan requirement to maximise CO<sub>2</sub> emissions savings and the solution being used on similar sized projects elsewhere in London.

2.6 Officers have considered different solutions but none are able to meet the criteria set by the GLA better than a CHP solution. Peter Brett Associates (PBA), Mechanical and Electrical consultants for Grange Farm, were commissioned to advise about the different options available for the CHP Solution and also undertook an anonymous soft market testing exercise on behalf of the council to ascertain the market preferences and appetite for the proposal. The main delivery method being proposed is to enter into a joint venture with an existing Energy Services Company (ESCo).

2.7 Elsewhere on this agenda is a report on work of the Corporate Regeneration Team relating to a borough wide CHP network. That work is two-fold:

- (a) feasibility of establishing a heat network serving two areas within the Harrow and Wealdstone Opportunity Area i.e. not borough-wide;
- (b) feasibility of establishing a Council-led ESCo to build and / or operate heat networks on larger regeneration sites and if established, the broader network serving multiple sites.

The ability for Grange Farm to connect into a wider network at a later date could be an option in the future but the report provided to the Regeneration team by Arup identified that in the short term Grange Farm is too distant from any other network opportunity to make this economically feasible.

2.8 The council is also considering setting up an ESCo itself to build and manage in the first instance, heat networks on larger Council regeneration sites and potentially broader network/s serving multiple sites if demonstrated to be technically and financially feasible. However this is not at a stage to be ready to be included as a procurement option for the tendering and construction of the CHP required for the Grange Farm regeneration scheme. The Grange Farm CHP Procurement will consider options to potentially allow any Council-led ESCo to operate the Grange Farm CHP in the future.

### **3 Energy Services Companies (ESCo's)**

(See section 3 Peter Brett report)

3.1 For the purposes of the Grange Farm estate an ESCo can provide any or all of the following:

- a) Design of the heat plant and the distribution network between and within buildings
- b) Build the infrastructure
- c) Maintenance of the infrastructure
- d) Procurement of gas to power the CHP, together with other utilities
- e) Energy consumption monitoring of each dwelling
- f) Billing based on energy monitoring
- g) Sale of surplus electricity, produced as by-product, to national grid

3.2 The capital cost of the CHP plant and distribution network will run into several millions of pounds. The recouping of the investment in the infrastructure will be through the standing charge and or tariff for heat consumed by each dwelling.

3.3 The Peter Brett report identifies a number of different models that have been adopted to suit a variety of different site specific and financial constraints. These include scenarios where

- there is significant public or private sector commercial demand for heat to balance purely domestic demand;
- there is “seed” funding via land or other capital injection from the public sector;
- the separation of distribution network from the heat plant which distinguish the low risk pipework from the high risk operational aspect;
- The full Design, Build and Operate (DBO) option held inside the council.

The table below summarises the advantages and disadvantages of each.

3.4 Section 5 of the Peter Brett report discusses the financial implications of different routes to the creation of the CHP. The variables that will impact on the financial model are

- a. Capital expenditure of equipment
- b. Operational expenditure of equipment (and infrastructure)
- c. Loan amount (and associated interest)
- d. Timing of connection (and associated income)
- e. Heat tariff charge
- f. Standard usage charge
- g. Sinking fund for replacement of equipment during lifetime

Thus, for example by reducing a third parties capital expenditure and extending the contract period over which they recover their investment there is more influence that the council can exercise in the setting of tariffs for the end users.

The table below highlights the different models and shows some of the advantages and disadvantages associated with each model type.

Model	Advantages	Disadvantages
Private Sector Municipal	<ul style="list-style-type: none"> <li>• Full Capital Expenditure and risk undertaken by ESCo</li> <li>• Typically single ESCo</li> </ul>	<ul style="list-style-type: none"> <li>• Least amount of control / transparency</li> <li>• Requires large number of uses / dwellings</li> </ul>
Public Sector Municipal	<ul style="list-style-type: none"> <li>• Commercial opportunity for Local Authority</li> <li>• Highest level of control / transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Upskill of staff and specialist department required</li> <li>• Public responsibility for delivery of utility</li> </ul>
Development Based	<ul style="list-style-type: none"> <li>• Limited liability (in wider context)</li> <li>• Tailored to suit development needs</li> </ul>	<ul style="list-style-type: none"> <li>• Requires early input from specialist parties</li> <li>• Completed at-risk until specialist party contracted</li> </ul>
Design, Build & Operate (Local Authority fully finances)	<ul style="list-style-type: none"> <li>• Full control with specialist input</li> </ul>	<ul style="list-style-type: none"> <li>• Ultimate responsibility with LA</li> </ul>

3.5 Through the soft market testing Peter Brett Associates discussed the Grange Farm scheme anonymously with 4 potential bidders. All but one of these could provide a capital financing solution. The range for preferred models was:

- Design, Build, Finance (fully by ESCo) & Operate
- Design, Build, Finance (partly by ESCo and Partly By Council) & Operate
- Design, Build & Operate (Fully financed and owned by the Council)

This illustrates that there are a complex range of possible scenarios relating to the design, operation and financing of the CHP and each of the models can be adjusted to produce hybrid options.

3.6 It should be noted that while the option of completely controlling the CHP within the council is very attractive as it would give reassurance to end users and also ultimately give a potential healthy revenue stream to the council the problem of providing the up-front capital with short term delays in generating revenue make this the least likely solution given the Scheme's / HRA's overall financial position. These concerns can potentially be overcome through scale / mix of uses / financing arrangements for particular schemes, as well as economies of scale if an ESCo provides services to several sites.

3.7 The complexity of the variables and the need to offer some flexibility in future operation led officers to conclude that some form of Joint Venture with an existing ESCO provider would provide the best option going forward. The council could invest in some of the lower risk infrastructure (pipework within buildings and underground); this could be the equivalent investment of the gas boilers that would normally be installed in rented properties and subsequently paid for via the rental stream on each property. In addition the council could leverage its strong position in the energy market to procure gas at advantageous rates. The ESCO could be asked to design and fund the remaining capital infrastructure and the joint venture could then share the operational risks.

3.8 The procurement will require an OJEU exercise and it is necessary that this be commenced immediately so that the final design and delivery requirements can be reflected in the wider development contract for the building of the estate.

3.9 As there is such a wide variety of variables the proposed framework for tendering needs to have some parameters set that allows meaningful comparison of bidder's responses. The proposed parameters for this tender are set out in attachment 2 to this report, together with the expected total capital cost of the CHP elements.

## **4 ESCo Financial Approach**

4.1 If we tender using the Proposed Tender parameters and values (exempt) attached to this paper it will allow us to receive a variety of tender returns and be able to make an informed judgement that meets our criteria to provide a CHP at an affordable cost to residents and understand the implications when different variables are changed. The different Tender parameters and values (exempt) take into account the key variables which are:

- Setting a Maximum tariff;
- Setting a Maximum Standing Charge;
- The duration of the contract with option for a council led ESCO to take over the operation of the Grange Farm network at a later date;
- The Capital contribution from the council / developer and when it is injected.

We will also explore options to see if any grant support might be available via the Government's Heat Network Delivery Unit and / or the Heat Network Investment Fund.

- 4.2 The biggest issues that have arisen with previous CHP procurements are that where there is no/less control over the ESCo this has led to tenants paying high tariff prices for their energy and other technical problems have occurred for example on the Myatts Field South and Myatts Field North Estates in Camberwell South London. Tariff levels are very hard to benchmark due to the different factors that are taken into account in determining the actual tariff levels set. Various reports such as Assessment of the Costs, Performance, and Characteristics of UK Heat Networks published by Department of Energy and Climate Change (2015) and Turning up the Heat: Getting a fair deal for District Heating Users by Which (March 2015) offer some information about the projects they researched and discuss the need for better regulation of District Heating Users.
- 4.3 No credible benchmark for setting tariff or standing charges that already exists has yet been found. Officers will use best judgement to set the benchmark at an affordable level with the information available and this will need to be indexed to a relevant inflation measure.
- 4.4 The current estimated capital cost is several millions of pounds. If we are able to agree favourable terms that meet our brief with an ESCO then this figure can then be fully or partly financed by the ESCO or the developer or any combination. As an example we can also commission the Developer to install everything inside the buildings and to price for digging the trenches ready to receive the distribution network from the ESCO.

## **5 Appropriation of sites for planning purposes**

The appropriation of sites for planning purposes is a power given to local authorities under section 122 of the Local Government Act 1972 and other relevant legislation where land is no longer required for the purposes for which it was held. Appropriation to planning purposes allows the authority to use section 203 of the Housing and Planning Act 2016 to override easements and other private rights and covenants when developing sites and thereby avoid delays or stoppages due to the granting of injunctions. The Council may also use section 203 in relation to land acquired or held held for planning purposes. Those who would otherwise benefit from the relevant rights and covenants are still entitled to financial compensation.

5.2 It is recommended that the decision to appropriate such areas as may be necessary within the proposed development site within the control of the Housing Revenue Account or held for other purposes, whether owned now or later acquired,



for planning purposes and to exercise the power in section 203 to override rights and covenants in relation to such parts of the development site at Grange Farm as may be necessary be delegated to the Chief Executive following consultation with the Portfolio Holder for Housing and Employment and the Portfolio Holder for Business, Planning and Regeneration.

## **6 Environmental Implications**

- 6.1 Heat and hot water for dwellings on the site will be provided by a central CHP system. This is intended to provide economies and minimise carbon emissions significantly in comparison to other systems available and would offer future scope for integration into wider energy network initiatives offering potential further environmental benefits.
- 6.2 The energy efficiency of the individual dwellings will be to a much enhanced standard over the current buildings and is designed to achieve the previous target embodied in The Code for Sustainable Homes Level 4. This will be achieved through higher levels of insulation and the incorporation of new technologies and methods of construction such as building the structures to higher levels of air tightness.

## **7 Consultation**

- 7.1 The proposals for Grange Farm have been in development since January 2014 and consultation with residents has been on-going taking a variety of forms. In July 2014 the first major open consultation with residents took place and from this early series of meetings, a Steering Group was formed.
- 7.2 The Steering Group subsequently appointed an Independent Tenant Advisor paid for by the council who has given advice and training to the Steering Group since February 2015.
- 7.3 Regular meetings, at least once a month, have been held and in periods when there have been multiple strands of activity the meetings have been weekly.
- 7.4 The Project Team have made presentations to the Steering group about the CHP proposals and further consultations are planned with some possible visits to other estates that have implemented an ESCO CHP solution.
- 7.5 Residents have commented on the use of smart meters which we will be looking to incorporate into the new development. Other issues that have arisen include how the internal bathrooms will be ventilated and the use of the utility cupboard which will have the ability to plumb in a washing machine.

## **Risk Management Implications**

Risk included on Directorate risk register? Yes  
Separate risk register in place? Yes

- a) A delay in the procurement of a CHP will lead to a delay in the procurement of a developer partner for the overall estate. The construction of the infrastructure of the estate needs to go hand in hand with the construction of the dwellings on the estate. Delay in the procurement of a CHP would delay the redevelopment proposals.
- b) The setting of Tariffs and standing charges by the ESCO could appear high to residents in future years and given that residents will have no choice of supplier any complaints are likely to be directed to the council not just from its tenants but from the other estate residents who have bought into the development. The mitigation of this risk will flow in part from the extent to which the council injects capital and in part from the setting of measurable performance standards and benchmark pricing within the contract.
- c) Forecasts of energy consumption by all residents in the scheme will be critical in the assessment of capital recovery based on a tariff for heating. Should consumers actively reduce consumption or due to changes in climate conditions need less heating the financial model of any Joint Venture could be jeopardised.
- d) The appropriation of land for the Grange Farm estate using Planning powers will minimise any potential delays in starting on site.

## **Legal Implications**

We will need to enter into a contract for the same period an ESCO will be operating the CHP on the estate. Depending on the terms negotiated within the tender process this could be for 10 years to 30 years, with suitable break clauses.

The formation of a Joint venture with a potential ESCo partner will need to be subject of further legal advice should the tender results recommend this.

Any decision to appropriate land for planning purposes will need to be on the basis that it is no longer required for the purpose that it is currently held as the power to appropriate property to planning purposes cannot be exercised unless and until the relevant land is no longer needed for the current purposes, understood to be housing. Before the appropriation of any land which comprises open space (as defined in the Town & Country Planning Act 1990), public advertisement is needed and any responses received must be considered before a decision whether to appropriate is taken. Any other conditions for the exercise of the power to appropriate must also be satisfied before appropriation can take place.

Under section 149 of the Equalities Act 2010, the Council is required in the exercise of its functions, to have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Equalities impact assessments for this project have been undertaken, as mentioned below.

## **Financial Implications**

The cost of providing the CHP is currently contained within the cost estimates for the redevelopment of the whole estate. These costs are not budgeted for within the Council's capital programme. In the likely event that the total cost of the scheme cannot be entirely cross subsidised from the sale of private units alone then the injection of capital from an ESCO provider would contribute to easing any financial pressure on the delivery of the scheme. The provision of a gas boiler or other heat source in any council dwelling is the responsibility of the landlord. The cost of installation and maintenance is normally recovered as part of the weekly rent charge, even if this is not made explicit in the charging regime. For this reason it might be reasonable for the HRA to meet the capital costs equivalent to a standard gas boiler for each of the rented units. When the results of the ESCo tendering are reported to Cabinet in the New Year there is therefore the potential for additional capital funds to be required to be allocated to this project.

While all options emerging from the negotiated tender should be considered, the recommendation of a Joint Venture with an established ESCO will ensure the council can work with a proven provider who can mitigate the financial risk and deliver not only the operation of the CHP but the metering and billing necessary for the operation.

Tariff levels are very hard to benchmark due to the different factors that are taken into account in determining the actual tariff levels set. The Department of Energy and Climate Change and Which reports both offer some information about the projects they researched and discuss the need for better regulation of District Heating Users.

There are no financial implications in appropriating council owned land, other than where compensation must be paid to those whose rights are affected but some accounting adjustments maybe necessary and will be considered prior to exercising a delegation.

## **Equalities implications / Public Sector Equality Duty**

An Equalities Impact Assessment (EqIA) for the Grange Farm estate regeneration has been completed.

A separate EqIA has been undertaken in relation to the provision of an CHP and the contractual arrangement with an ESCO. Key issues considered were:

- Potential fuel poverty impacted on those with protected characteristics
- The specific needs of elderly and disabled residents
- The potential demand for additional heating for those not used to UK climate
- The relative impact of high standing charges on those with low fuel consumption
- The availability of pay-as-you-go options for those with difficulties in budgeting the disconnection policy in the case of poor payment records.

The outcome of the EQIA is that we will through the contracts and procurement process mitigate any adverse impacts by:

- Agreeing a benchmark that does not exceed market fuel prices for fuel
- Agreeing safeguards for vulnerable residents
- Making available Pay as you go options to allow residents to budget fuel costs
- Agreeing the disconnection policy

## **Council Priorities**

The Council's vision:

### **Working Together to Make a Difference for Harrow**

The Council's strategy to deliver its vision is set out in the Harrow Ambition Plan 2020 under three themes. Under the theme **Build a Better Harrow** the Homes for Harrow Programme, which includes the Grange Farm regeneration project, will contribute positively to the Council's vision, Ambition Plan and priorities in the following ways:

- Making a difference for the vulnerable – building a range of new affordable homes including homes for those who are most in need.
- Making a difference for communities – This work provides an opportunity to involve and engage residents on the Grange Farm estate and from the wider community in the development of new homes, the replacement of poor housing and improvements to the external environment.
- Making a difference for families – Improving the worst social housing in Harrow and building homes to meet family needs. Other benefits flowing from the regeneration programme include the creation of apprenticeships, jobs and training opportunities to help those most in need, especially the young.

### Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 30 August 2016		
Name: Louise Middleton	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 6 September 2016		

<b>Ward Councillors notified:</b>	<b>YES</b>
<b>EqIA carried out:</b>	<b>YES</b>
<b>EqIA cleared by:</b>	Dave Corby, Community DETG Chair

### Section 4 - Contact Details and Background Papers

**Contact:**

Alison Pegg, Head of Housing Regeneration, Housing services,  
ext. 2933, direct dial 0208 424 1933. [alison.pegg@harrow.gov.uk](mailto:alison.pegg@harrow.gov.uk)

**Background Papers:**

Background Papers: Cabinet report 20 June 2013, Housing Business Plan 2013, consultation draft Asset Management Strategy, Proposals for a future Affordable Housing Programme, and Proposed Grants to Move scheme

<http://www.harrow.gov.uk/www2/documents/g61429/Public%20reports%20pack%20Thursday%2020-Jun-2013%2018.30%20Cabinet.pdf?T=10>

**Cabinet report 10 April 2014 Affordable Housing Programme Update**

<http://www.harrow.gov.uk/www2/documents/g61438/Public%20reports%20pack%20Thursday%2010-Apr-2014%2018.30%20Cabinet.pdf?T=10>

**Cabinet report 17 July 2014 Homes for Harrow**

<http://www.harrow.gov.uk/www2/documents/g62354/Public%20reports%20pack%20Thursday%2017-Jul-2014%2018.30%20Cabinet.pdf?T=10>

**Cabinet report 15 January 2015 Grange Farm Regeneration Scheme**

<http://www.harrow.gov.uk/www2/documents/g62359/Public%20reports%20pack%20Thursday%2015-Jan-2015%2018.30%20Cabinet.pdf?T=10>

**Cabinet report 17<sup>th</sup> June 2015 Grange Farm Regeneration Progress Planning and Implementation**

<http://moderngov:8080/documents/g62614/Public%20reports%20pack%20Wednesday%2017-Jun-2015%2018.30%20Cabinet.pdf?T=10>

**Cabinet report 24th May 2016 Grange Farm Estate land issues, including Compulsory Purchase**

<http://moderngov:8080/documents/g62624/Public%20reports%20pack%20Tuesday%2024-May-2016%2018.30%20Cabinet.pdf?T=10>

**Assessment of the Costs, Performance, and Characteristics of UK Heat Networks Published by Department of Energy and Climate Change (2015)**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/424254/heat\\_networks.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/424254/heat_networks.pdf)

**Turning up the Heat: Getting a fair deal for District Heating Users by Which (March 2015)**

[http://www.staticwhich.co.uk/documents/pdf/turning-up-the-heat-getting-a-fair-deal-for-district-heating-users---which-report-399546.pdf?utm\\_campaign=whichnews&utm\\_medium=social&utm\\_source=twitter&utm\\_content=Energyefficiencyreport143501042015&utm\\_term=twnews](http://www.staticwhich.co.uk/documents/pdf/turning-up-the-heat-getting-a-fair-deal-for-district-heating-users---which-report-399546.pdf?utm_campaign=whichnews&utm_medium=social&utm_source=twitter&utm_content=Energyefficiencyreport143501042015&utm_term=twnews)

**Report by Arup – Energy Master Plan Harrow & Wealdstone and Grange Farm Dec 2015**

[http://www.harrow.gov.uk/download/downloads/id/7969/harrow\\_emp\\_final\\_issue\\_rev\\_a\\_2016-01-26\\_received\\_2\\_feb\\_2016.pdf](http://www.harrow.gov.uk/download/downloads/id/7969/harrow_emp_final_issue_rev_a_2016-01-26_received_2_feb_2016.pdf)

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny Committee**

**NOT APPLICABLE**

*[Call-in applies]*