

Part A

Report to: Cabinet

Date of meeting: Monday, 1 March 2021

Report author: Interim Head of Regeneration & Property

Title: Approval of Croxley Business Park Business Plan

1.0 Summary

- 1.1 At the point of entering into the long lease of Croxley Business Park in July 2019, the council and its team of advisors inherited a business plan from the Park's then owners, Columbia Threadneedle. This Plan had been developed since 2014 and was geared to upgrading the environment to ensure Croxley was considered one of the leading business parks in the South East. A new business plan was however required in order for the council to meet its own objectives and to ensure the Park delivered on the rationale behind the council's acquisition.
- 1.2 The key financial objectives that were agreed by Council at its meeting of 23rd January 2019 was that there would be a net revenue of £1.5m (unindexed) per annum delivered over the first 10 years, and thereafter £1m per annum. The capital contribution secured by the council as part of the lease agreement was to serve two primary purposes, being to fund planned and preventative maintenance across the buildings on the park and to ensure the primary financial objective was met by acting as a reserve fund to deliver the same.
- 1.3 Since the council acquired the Business Park in 2019, contracted rents have grown from £9,669,940 to £11,961,107. When compared to the original projections prior to purchase, this is a positive improvement compared to the original financial model, and to date the Park is meeting the performance objectives adopted at the time of acquisition.
- 1.4 To assist in any business plan formulation, over the course of 2020 a financial model was developed by the council with the assistance of the asset management team at Lambert Smith Hampton Investment Management (LSHIM) and Grant Thornton (GT), to allow forecasts to be made on a letting by letting basis across the Park. This will allow decisions to be taken by the council on letting terms, refurbishment proposals and lease events (rent reviews, lease renewals/extensions, dilapidation claims etc) that aligned with the key financial metric as outlined in 1.2 above.
- 1.5 With the benefit of this model, the Croxley Business Park team, comprising WBC officers, LSHIM, Columbia Threadneedle Investments (as asset advisors) and Workman LLP have developed an initial Business Plan for the 2021/2022 financial

year with the intention that this plan is updated annually and brought back to Cabinet for approval on that basis.

- 1.6 To allow WBC officers to actively asset manage the Park during the course of the year, it is proposed that delegated authority be granted such that lease events (including rent review, lease regears, dilapidation claims etc) can be approved, provided such approvals are in line with the tolerances set out and described in the Business Plan. Such delegated authority will not require renewal annually, but will be aligned in accordance with the prevailing Business Plan as approved by Cabinet.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
No Business Plan is developed and approved	There will be no means by which Finance can accurately forecast the performance of the park	Adopt a Business Plan for each financial year	Treat	4
No Business Plan is developed and approved	Individual decisions will be taken with no ability to ensure they will meet the performance expectations	Adopt a Business Plan for each financial year	Treat	4
No Business Plan is developed and approved	Authority for entering into leases, and other lease events will be brought back to Cabinet on a frequent basis, leading to possible abortive deals	Adopt a Business Plan for each financial year	Treat	4
The market moves significantly within year and the Plan is no longer relevant	The forecasts in the model will no longer be relevant/realisable.	Monitor, through the quarterly PIB reports the performance of the Park against the adopted Plan	Treat	8

3.0 Recommendations

- 3.1 Cabinet is asked to:
- 3.2 Approve the Business Plan for 2021/2022 as produced by LSHIM, and more particularly as attached at Appendix 1.
- 3.3 Approve the delegations to the Head of Regeneration & Property as outlined in Appendix 1 and as further detailed in the report below.

Further information:

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Report approved by: Donna Nolan, Managing Director

4.0 Detailed proposal

Performance

- 4.1 Whilst full details of the income performance is contained within the Part B Appendix, it is relevant to note the following achievements.
- 4.2 The projected headline rental levels assumed at the time of purchase have been met to date where a lease event (new letting, lease renewal or rent review) has occurred.
- 4.3 The completion of Building 1 comprising 85,000 sq ft is set for March 2021, a month ahead of schedule, despite Covid and the national lockdowns.
- 4.4 It is anticipated that some occupiers will vacate due to lease expiries or breaks and a further programme of refurbishment of vacant units will be required. However, the refurbishments authorised by Cabinet in November 2020 will ensure that an appropriate level and variety of suites/floors will be completed as a phase 1 in the first half of 2021 to ensure product availability.

Delegations

- 4.5 Once endorsed by the Council, this business plan will provide the Head of Regeneration & Property with the authority to agree all matters within the parameters of this report, specifically items covering:

Items	Delegated Authority subject to:
New lettings	The headline rents and rent free being at, above (or not less than 95%) of the operational model assumptions in Section 1 of the business plan.
Lease renewals	The headline rents and rent free being at, above (or not less than 95%) of the operational model assumptions in Section 1 of the business plan.

Rent Reviews	The average rent over the review period being at or above (or not less than 95%) of the levels in Section 9 of the business plan.
Refurbishments	The Phase 2 refurbishments be committed up to at levels specified in Section 8 of the business plan, with a 10% tolerance if costs increase during the year.
Dilapidations	Dilapidations to be agreed at levels specified in Section 8, with a 15% tolerance if dilapidations assessments are marginally below these levels.
Service Charge	Approval given to authorise the budget for 1 st July 2021 – 30 th June 2022 at a tolerance of between 10% +/- from the current 2019/20 budget.

4.6 Items not covered by these approved delegations will be authorised on a business case basis in accordance with the council’s Scheme of Delegation.

5.0 Implications

5.1 Financial

5.1.1 The Shared Director of Finance comments that the proposals are within current budgets and the business plan is in line with the originally projected financial model.

5.2 Legal Issues (Monitoring Officer)

5.2.1 The Group Head of Democracy and Governance comments that providing delegated authority to the Head of Property and Regeneration will enable transactions to be completed promptly.

5.3 Equalities, Human Rights and Data Protection

5.3.1 Having had regard to the council’s obligations under s149, it is considered that no Equality Impact Assessment is required.

Having had regard to the council’s obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

5.4 Staffing

5.4.1 The modelling is being undertaken by existing team members within Finance with support and training from external advisors and surveying support from within the Regeneration & Property team. No additional staffing is required as a result of adopting the Business Plan or the use of the model in order to assess the performance of the Plan.

5.5 Accommodation

5.5.1 There are no accommodation issues arising

5.6 **Community Safety/Crime and Disorder**

5.6.1 There are no community safety/crime and disorder issues arising

5.7 **Sustainability**

5.7.1 The Business Plan, by identifying refurbishment and other work necessary to prepare buildings for reletting, will take into account the requirements of building regulations prevailing at the time and any relevant works of repair will consider appropriate energy efficiency measures.

Appendices

- Part B Appendix 1 – Croxley Park Business Plan – 2021.

Background papers

- Acquisition of Leasehold Interest in Croxley Business Park – Extraordinary Council, January 23 2019 Council Report.