

Report to: Cabinet
Date of meeting: 3 December 2012
Report of: Watford Health Campus Development Director
Title: Watford Health Campus Update Report

This report is late as negotiations to reach financial close have continued right up until production of the report.

1.0 SUMMARY

- 1.1 This report seeks Cabinet's approval for the Council to establish a joint venture vehicle with Kier Project Investment Ltd (Kier). In addition, approval is sought for the entering into:
- a development agreement between the Council and the joint venture vehicle;
 - a Campus agreement between the Council, the joint venture vehicle and West Hertfordshire Hospitals NHS Trust (WHHT); and
 - arrangements in respect of land equalisation between the Council and WHHT.
- The joint venture vehicle will be in the form of a limited liability partnership, known as a Local Asset Backed Vehicle (LABV) as explained in the report and background papers. The detailed terms remain subject to finalisation of negotiations.
- 1.2 For many years the Council and other partners, most notably WHHT, have been working to deliver the Watford Health Campus. In June 2011 the Council in conjunction with WHHT issued an OJEU notice to procure a Private Sector Partner (PSP) for the Campus. In September Kier Project Investment Ltd, a wholly owned subsidiary of Kier Group Plc was selected as preferred bidder. Negotiations with Kier have proceeded well and this report is seeking Cabinet approval to enter into a Joint Venture with Kier and other necessary legal agreements with that joint venture vehicle and WHHT subject to the conclusion of final terms, which Cabinet is asked to delegate to the Managing Director in consultation with the Portfolio Holder for Property.
- 1.3 The report outlines Kier's masterplan for the Campus development which will be confirmed at financial close. The masterplan and LABV Business Plan will continue to evolve post financial close. The commercial details of the transaction are covered in further detail within the Part B report. As part of funding the scheme, the Council has successfully been allocated £6m from the Growing Places funding, the implications of which are covered in this report.
- 1.4 This report also reviews the options for inclusion of the Farm Terrace allotments into the Health Campus.
- 1.5 The main reasons for considering the relocation of the Farm Terrace allotments are that it would:
- i) provide space for the re-provision of the hospital on the Watford site.
 - ii) improve the viability of the Campus scheme and speed up the development of the site.

- iii) secure more much-needed family housing.
- iv) provide for a better designed Campus scheme to be developed of sufficient size to make a greater overall improvement for residents of West Watford.
- v) remove the impact on the amenity of allotment holders. By relocating the site it avoids significant disruption and the impact of pollution that they will otherwise be subject to over the duration of the Campus development.

- 1.6 The main contrary arguments for retaining the allotments, which have been expressed by the Farm Terrace Group through engagement, are:
- They are of benefit to local people, where many homes do not have sizeable gardens for production of food;
 - They should be a feature of the redevelopment, given that it is a Health Campus, where the production of food for use by the hospital could be a positive outcome;
 - They contribute to the local biodiversity of West Watford;
 - They are an important part of the heritage of the area;
 - Relocation would be a distance away and disturb/inconvenience allotment holders.

- 1.7 Relocation options have been identified, with a recommendation that Paddock Road would be the most suitable location for the majority, with some relocations as well to Holywell allotments.

- 1.8 This report weighs up the issues and concludes that the Farm Terrace allotments are appropriated for the use of the Campus, and that Paddock Road is prepared for the relocation of allotments. Importantly, it is also recommending that the Council requires the revised masterplan for the Campus to include community gardens and to work with residents and volunteers from the Farm Terrace allotments to support a community run initiative as outlined in the report. This report also supports the proposed Town-wide allotment investment strategy which would make improvements to all allotment sites.

2.0 **RECOMMENDATIONS**

The Cabinet is recommended to:

- 2.1 agree to the Council establishing a limited liability partnership (LLP) LABV, for the purpose of the regeneration of the Health Campus site, subject to the satisfactory conclusion of final negotiations with Kier. The LABV will be set up by the entering into a Members' Agreement under which the LABV will have two members, the Council and Kier, each with an equal 50% interest. It is further recommended:
- to make a contract award to Kier once any necessary negotiations have concluded and commitments confirmed;
 - to issue standstill letters to both bidders who submitted a Best and Final Offer (BAFO) bid in compliance with the Public Contracts Regulations 2006 notifying them of the decision to award a contract to Kier;
 - that the LLP name to be proposed to Kier for agreement is the Watford Health Campus Partnership; and

- that provision is made that WHHT, when it is a Foundation Trust, can become a member of the LABV, subject to the terms and conditions being reviewed by the Cabinet at the time of their application.

- 2.2 delegate to the Managing Director, in consultation with Portfolio Holder for Property, authority to agree the final form of legal agreements to be entered into by the Council (and by the LABV), including;
- the Members' Agreement by which the Council and Kier will establish the LABV (including the governance arrangements for the LABV, financial arrangements, and business planning process);
 - the Development Agreement between The Council and the LABV by which Campus land will be drawn down for development by the LABV pursuant to the grant of exclusive rights of development to the LABV over Council owned land in the Campus;
 - the Campus Agreement between the LABV, Council and WHHT, by which the participation of WHHT in the Campus development is to be regulated and the joint commissioning and payment of Campus wide infrastructure (primarily the Access and Link Road) dealt with;
 - land equalisation between the Council and WHHT;
 - the Development Management Agreement to be entered into between the LABV and Kier, who will be providing the development management services to the LABV;
 - and all other associated agreements and documents by which the LABV is to be established and the Campus is to be delivered.
- 2.3 agree that the masterplan as described in this report will be the basis for further work of the LABV and a firm foundation for the preparation of the LABV Business Plan. For such a Business Plan to be brought forward to the Cabinet for formal approval in 2013.
- 2.4 authorise the Managing Director to agree the final form of the legal and commercial terms of the drawdown of Growing Places Funding in so far as they are consistent with the terms described in this report.
- 2.5 confirm the appointment of the following Directors of the Partnership Board of the LABV:
- Managing Director
 - Head of Strategic Finance
 - Head of Planning
- 2.6 delegate to the Managing Director the appointment of Council representatives to the Operations Board of the LABV.
- 2.7 decide that the whole of the Farm Terrace allotment site be appropriated for the Watford Health Campus scheme in view of the considerations and issues outlined within this report and that the relevant application to the Secretary of State for Communities and Local Government is made.

- 2.8 propose that space is included for community gardens within the amended proposed masterplan to enhance the overall offer of the Campus scheme and to retain the benefits of community gardening on the site.
- 2.9 proceed with the preferred option to relocate the Farm Terrace allotments. This to include all reasonable measures to enable allotment holders to be able to transfer to a new plot (following discussions with the Council) at the earliest possible opportunity and that the land at Paddock Road being allocated to allotments is formally designated as statutory allotments.
- 2.10 direct officers to prepare revised terms of reference for the Farm Terrace Group to work with the council on the details of the relocation including a framework for meeting individual requirements so that like for like re-provision is offered to existing Farm Terrace allotment holders where reasonable and possible to do so.
- 2.11 decide that relocation compensation for Farm Terrace allotment holders is offered, at a minimum as required under Section 10 of the 1922 Allotments Act, namely for any crops and manure applied upon the land, the value of manure applied and for disturbance, which equates to one year's rent, as well as allowing the removal of any crops or structures on the plot.
- 2.12 recommend to Council that the Council's proposed capital budget for 2013/14 give detailed consideration to provision for the allotment investment strategy.
- 2.13 direct the Campus team to work with volunteers from the Farm Terrace group to further develop the community garden concept, and report back to the Cabinet when the revised allotment strategy comes forward for agreement.
- 2.14 note the conclusion from the Equality Impact Analysis (Appendix G).

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3.0 INTRODUCTION

3.1 The Watford Health Campus has had a long history, with its genesis from the Cardiff Road Industrial Estate regeneration project and NHS led strategy to deliver improved acute healthcare in West Hertfordshire. Since 2002 the two projects have worked together to create and deliver a combined vision for the area from Vicarage Road where Watford Football Club (WFC) and Watford General Hospital (WGH) are situated down to Wiggshall Road as located on the map in Appendix A.

3.2 Following the development of a large number of options a preferred masterplan was prepared which achieved outline planning permission in June 2008 as described in Appendix B. Central to this masterplan was the building of a new hospital in a position to the south of the existing hospital most likely through the Private Finance Initiative (PFI). It became apparent that PFI funding would not be available to build and operate the hospital and therefore the Campus initiative became stalled.

3.3 In early 2010 a comprehensive review of options for the scheme took place including modelling a number of scenarios and a way forward was agreed at the 7th June 2010 Cabinet. It was believed a scheme could be made viable, however, the report recognised that there were significant obstacles for the scheme, including that one of the better development sites required the hospital to move and that WHHT would need to find significant funding as its contribution to site wide infrastructure for the scheme.

It was agreed at the June 2010 Cabinet that the Council would lead, on behalf of the partnership, the detailed work to tender for a development partner with the preferred vehicle being a corporate joint venture in the form of a Limited Liability Partnership, as explained more fully in this report. This report updates the Cabinet on the development of the Campus project and seeks approval to enter into a joint venture with Kier.

3.4 SELECTION OF PREFERRED BIDDER

3.4.1 The June 2012 Cabinet report reviewed the progress of the procurement process. The procurement was being conducted under the Public Contracts Regulations 2006 using the negotiated procedure, whereby bidders entered into a process where they put forward proposals and negotiated in competition before selection of a preferred bidder. Cabinet duly authorised the Council's Managing Director in consultation with the Portfolio Holder for Property to select the preferred bidder in accordance with the published evaluation criteria.

3.4.2 The OJEU process facilitated two strong Best and Final Offer (BAFO) bids, which led to the appointment of Kier as preferred bidder at the beginning of September. Evaluation of bids was based on the "most economically advantageous" principle, with detailed selection criteria drawn up in conjunction with the Major Projects Board and agreed with the Portfolio Holder. Distinguishing features of the Kier bid included meeting the employment aspirations for the site; value for money assessment in the supply chain i.e. no automatic appointments within the supply chain, and a better overall financial offer.

3.4.3 The Health Campus team have spent the last three months taking forward

negotiations for the creation of the joint venture and the delivery of the Health Campus scheme. Both processes are nearing completion, hence this report back to Cabinet and the seeking of authority to enter into the various legal agreements and close the preferred bidder stage.

The Campus team believe that the Council and Kier have reached sufficiently agreed positions on the financial, commercial and legal arrangements for completion (as described more fully in the Part B report) to seek this authority from Cabinet. Further detailed work will need to be done, and hence the recommended delegation to the Managing Director in consultation with the Portfolio Holder for Property.

Secondly, the Health Campus masterplan and business plan being prepared for financial close is capable of being delivered and meets the Council's objectives. Following financial close the masterplan and business plans will continue to evolve as described later in this report.

- 3.4.4 Prior to financial close, the Council will issue standstill letters to both bidders who submitted a BAFO bid in compliance with the Public Contracts Regulations 2006. These letters will notify the bidders of the Council's decision to award a contract to Kier, as well as all other information required by those Regulations. The letters will be issued electronically. A ten day standstill period will apply between the date of the letters and when financial close can occur (and when contracts will be entered into), to allow for any challenges to be made. Provided that there are no challenges, the Council will proceed to financial close.

3.5 LEGAL AGREEMENTS

- 3.5.1 At financial close a number of legal arrangements will be entered into.

The Council and Kier will jointly establish the LABV (as described below), as a limited liability partnership. Accordingly, a Members' Agreement will be entered into on the basis that the LABV is a 50/50 joint venture.

The Council will enter into a Development Agreement with the LABV. This agreement will regulate (against the LABV Business Plan) the means by which land is to be brought forward for development and ultimately drawn down by the LABV (which could be through individual subsidiary development vehicles of the LABV).

The LABV is unlikely to directly employ staff – but will contract for services under a Development Management Agreement entered into with Kier, who will provide those services.

In order for WHHT to work with Kier directly rather than always through the LABV, a Collaboration Agreement will be entered into between WHHT and Kier. The Council is not party to this agreement.

It will be necessary for the Council, WHHT and the LABV to enter into a Campus Agreement. This agreement will regulate how Trust land may be brought forward for development, and the agreement to jointly pay for site wide infrastructure, principally the road. There is a further description of the principles of the Campus Agreement

later in this report.

Finally, there needs to be a legal agreement between the Council and WHHT to deal with land equalisation, the mechanism by which the land ownerships are valued and how capital receipts and costs are to be shared.

Please refer to Appendix C for a further description of how the legal agreements and LABV will operate. The Campus Part B report outlines further the significant commercial issues within these legal arrangements.

3.6 LOCAL ASSET BACKED VEHICLE LABV

3.6.1 As previously reported to Cabinet in June 2012, Team Nabarro (comprising of Nabarro (legal), Grant Thornton (financial) and Drivers Jonas (chartered surveyors) conducted a substantial analysis of the alternative vehicles for delivering the Campus. The conclusion was that a corporate joint venture should be established in the form of a Limited Liability Partnership – with the Public Sector pledging its land ownership as equity to the new vehicle and the private sector matching the value of that land with a financial contribution. This kind of structure is typically known as a Local Asset Backed Vehicle, or ‘LABV’.

Major Projects Board and Council officers recommended to the June 2012 Cabinet that as the Campus is complex, likely to need adaptation, requires funding from public and private sources and requires significant leadership from the public and private sectors a LABV be entered into.

3.6.2 A LABV arrangement involves establishing a long term joint venture vehicle whereby typically, the Council investments through land contributions are matched by the private sector partners finance. Typically, a LABV is:

- a limited liability partnership (LLP), which will provide tax transparency, i.e. the taxes will be paid by the parent bodies not the vehicle;
- a 50:50 vehicle owned by the public sector and the joint venture private sector partner, with 50:50 deadlock on decisions (meaning that all decisions must be unanimous). Provision will be made in the Members' Agreement to avoid deadlock situations arising by, for example, including escalation arrangements;

The LABV structure allows for the agreement of a multi-year business plan and criteria for the approval of projects and land draw downs.

3.6.3 The purpose and long term objectives of the Council in establishing the LABV are enshrined in the legal documentation and pre-agreed LABV Business Plan. It is proposed that the LABV company name is the Watford Health Campus Partnership. Its initial focus will be the Health Campus; however, it has the potential to help regenerate other land in Watford. One of the activities for the LABV Board to consider post financial close is the branding of the LABV and the Campus itself, the resulting strategy will be reported back to the Council.

3.6.4 The LABV will be controlled by two Boards drawn equally from its members. Upon formation the proposal is to have three representatives on each Board from the Council and three from Kier. It is proposed that the Watford representatives for the Partnership Board are:

- Managing Director
- Head of Strategic Finance
- Head of Planning

And that the Managing Director be given delegated authority to appoint the three representatives to the Operational Board.

3.6.5 In addition to the two Boards and responsible for the day-to-day operation of the LABV will be with the Campus Development Manager and their team. This is a Kier appointment, and is contractually controlled by the LABV through the Development Management Agreement.

There will be a delegation policy agreed at the outset of the establishment of the LABVI which will set out at what level within the LABV decisions will be taken.

The following key decisions are reserved to the Council and Kier (as “Members”), and will come to the Cabinet for approval including:

- LABV Business Plan including procurement policy and variations to the Business Plan;
- alterations to the scope of the Business;
- declaring any distributions in respect of profits, assets or reserves;
- alteration of authorised or issued capital;
- variations to the LABV agreement;
- making any loan;
- appointment of auditors;
- disposing of a substantive part of the LABV

Within the Part B report is the current proposed delegation policy of the LABV.

3.6.7 In terms of equity both parties to the LLP contribute a nominal amount of £1 at completion. It is envisaged that Kier would contribute cash in the scheme, and the Watford would contribute its land and, on terms to be agreed, cash to deliver the scheme.

Profits and losses will be shared between the parties in accordance with the amount of equity injected.

This is explored more fully in the Part B report.

3.6.8 The Council is entering into the LABV to predominately enable regeneration, economic growth and other outcomes having a benefit for Watford Health Campus, the town as a whole and its residents.

3.6.9 The Council has statutory authority to set up and be a member of the LABV under Section 1 of the Localism Act 2011, being the general power of competence. In addition, the Council has statutory power to dispose of land, and undertake development activity under other statutes, namely:

- Sections 120-123, Local Government Act 1972
- Section 227, Town and Country Planning Act 1990
- Section 233, Town and Country Planning Act 1990
- Local Authorities (Land) Act 1963.

In relying on the general power of competence, the Council will need to be satisfied that there are no statutory restrictions which limit the Council's ability to participate in the LABV or enter into these arrangements, of which there are none. The Council also needs to be satisfied that the LABV has not been formed for a commercial purpose, either now or going forward. As explained elsewhere in this report, the purpose behind the Council's participation in the LABV is not a commercial purpose but:

- to enable regeneration, economic growth and other outcomes having a benefit for Watford Health Campus, the Council as a whole and its residents;
- to unlock land value and establish a means for land disposal which will deliver higher and accelerated returns to the Council, over and above those which it might have otherwise achieved;
- to meet planning policy objectives, for example in the Council's emerging core strategy; and
- that the vehicle will not seek to trade, meaning that it will not compete for business with other businesses of a similar kind, through the acquisition of land or otherwise.

The Council remains subject to its duty to obtain best consideration on the disposal of land, and the financial and accounting rules to which the Council is subject will continue to apply to any dealings between the Council and the LABV.

- 3.6.10 Kier and WBC have committed to WHHT that they would be able to join the LABV when they become a Foundation Trust. To remain a public private partnership this is likely to mean that the Council would give up part of its share in the LLP. A report at the time when WHHT is seeking membership would be brought to Cabinet to discuss the proposals and ensure that the Council's interests would be protected.

3.7 KIER'S WATFORD HEALTH CAMPUS MASTERPLAN

- 3.7.1 The objective of the Campus is to deliver a major mixed use development providing a new quarter for West Watford which seeks to provide new housing, jobs and community facilities and a significantly enhanced new acute hospital. This quarter should be integrated seamlessly within the existing surrounding neighbourhoods, and will enhance the local services and amenities for the current local communities in West Watford.

Specifically we wanted prospective Private Sector Partners to provide us with a Masterplan and associated LABV Business Plan that:

- retained Watford General Hospital in Watford, and supported the provision of new facilities;
- regenerated redundant land;
- provided new jobs for future employment areas and during construction;
- a neighbourhood centre including retail facilities; community facilities;
- improve access to open space; and
- provide new homes.

In terms of design and sustainability we wanted bidders to ensure that the new development should:

- where possible provide good physical, social and economic links into the existing West Watford community;
- be of high quality design making the most of opportunities for energy

- conservation, renewable energy provision and water recycling;
- add to open space for recreation to further promote the health of the community; and
- provide local employment opportunities and affordable and key worker housing to promote a viable community and a local economy with a reduced reliance on private transport.
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3.7.2

Kier prepared a number of masterplan options. For approval at Cabinet Kier has submitted Scheme A and Scheme B, with and without the use of the Farm Terrace Allotments, which form an appendix to this report (Appendix D). The decision as to whether to include the Farm Terrace allotments is discussed in the next section of this report. In summary Kier's proposals are:

Land Use	Kier sq. m/ No.
Hospital	Hospital left flexible for expansion
Retail A1/ A2/ A3	2,090 (Phase 2 foodstore – footprint); 2,131 (Phase 6 retail boulevard); 1,115 (Phase 7 retail hub) 93 (Phase 4 – A3) TOTAL 5,429
D1 (nursery, health clinic)	669sq. m (crèche – footprint) A Health Club.
C1 (hotel)	3,623 (footprint, 4 storey) 100 beds
WHHT B1 Office	3,484sq. m (B1 Trust offices – footprint, 2 storey)
Other Office, R&D and industrial	7,418sq. m (B1c and B2 – footprint 1 storey) 3716 (B1 – footprint, 2 storey) 1,585 (B1c and B2 – footprint, 1 storey) 5,923 ((B1) WHHT expansion – footprint) TOTAL 18,642
Residential C3	Circa 600 over 15+ years. Not including Farm Terrace Allotments
Car parking – first three zones/ phases	550 WHHT visitor multi-storey car park (MSCP), Kier are currently updating this in light of WHHT needs, and may bring forward a larger multi-storey car park or retain some car parking down on Cardiff road. TOTAL 1,705
No of Jobs, described by bidder (FTE)	1,672

3.7.3

Strong features of Kier's submission are:

- the flexibility for the future provision of hospital facilities on the Campus site as illustrated in Appendix [E];
- a willingness to fund and deliver speculatively light industrial units, office accommodation for WHHT and other potential users. Kier's proposals allow for the phased hospital and office space;
- critical mass in terms of retail and food offer on the Hub.

3.7.4

Kier was evaluated as having excellent green and sustainability proposals for the Campus site. They have identified a set of targets that they will meet and a sustainability implementation plan which provided assessors with the confidence that

Kier has a strong methodology for meeting them. Kier has used the BREEAM communities scheme to look at their current proposals, this looks at site wide sustainability themes and is designed to put in the ground work to enable a number of BREEAM for individual buildings credits to be awarded once the more detailed scheme is developed. A more detailed review will take place at the outline planning stage.

3.7.5 Kier's green infrastructure and public realm proposals are strong. The Watford Health Campus team would want to ensure that these proposals, or variations to them, are integral in the revised planning application for the site. Maintaining viability will be a key determining factor. Proposals include:

- creation of a hub boulevard and plaza on the Vicarage road frontage down the site including 'Spanish Steps';
- Colne Riverside Park. This would restore and enhance the riverside corridor, with the potential to include a café near the new lakeside.

Enhancing the access to the green space being improved is of critical importance. Cycle and footways are introduced with a dedicated 'sky bridge' over the Croxley rail link and river. Kier will involve local stakeholders and groups to evolve these green proposals.

3.7.6 Kier's proposals have up to 656 dwellings, with 546 flats and 110 houses. Following discussions with the Watford BC Housing, Kier has increased the percentage of 2 bedroom apartments as part of the mix. The Health Campus is one of the designated locations for significant housing provision within the council's Core Strategy due to its location in close proximity to transport hubs and local amenities. Delivering Watford's housing targets is a challenge which this level of housing will help us meet. The amount of residential assists the scheme's viability, and the development will benefit from the river setting.

The Environmental Agency (EA) has reviewed Kier's proposals. Cognisant of the current pollution risk of Cardiff Road and the level of contamination, it appears they are supportive of the development in the flood plain as long as the proposals include flood mitigation, which is focussed in a dug out lake. The EA require that there is separation from the river to the lake (which was not taken into account in the 2007 proposals). This will reduce the available level of flood mitigation. Officers, therefore, remain concerned that the full provision of the housing numbers will be capable of delivery.

3.7.7 Kier is making firm commitments to work with local firms during the construction phase of the project. Specific commitments include:

- identifying how goods and services can be split so that local SMEs can deliver the work;
- advertise locally for contracts; and
- support for firms in bidding for work.

The LABV will establish a jointly agreed Five Year Corporate Responsibility Plan to communicate, review and evaluate delivery of employment, skills and community-focused activities. This will include the appointment of a co-ordinator to develop the plan and Kier will implement a Procurement Charter and an Equality and Diversity Charter for adoption by the LABV and its supply chain. Kier has produced specific targets for:

- training and work experience;
- employment opportunities;
- skill development;
- helping young people find work; and
- promoting construction as an industry.

These will be monitored as KPIs and form part of the development management services provided by Kier.

3.7.8 A key area of focus in the negotiation process to appoint the Private Sector Partner was how best value assessments and value for money was incorporated in the supply chain. A procurement process for the LABV has been agreed. This will see the LABV tendering for significant construction and consultancy appointments using a best value approach and involving WBC/WHHT officers in the process as appropriate. An 'Employer's Agent' will be appointed to monitor procurement and appointment processes, and to certify activities who will have a duty of care to the LABV and to the Council.

3.7.9 The Part B report reviews scheme viability and returns to the Council in more detail. Without the allotments our advisors believe that the scheme is viable. However, as discussed within the next section, there is not a significant level of comfort. Officers believe we have enough confidence to close financially with Kier and move forward on the detailed work. We would wish to retain the features of the scheme that are central such as green infrastructure, sustainability, employment and new homes and, therefore, one of the reasons for recommending inclusion of the allotments is that it provides added confidence to the council that the quality of these features will be retained rather than compromised because of viability pressures.

It is recommended that the masterplan is in an acceptable position to evolve the first LABV masterplan and business plan.

3.7.10 Upon financial closure the LABV would appoint multi-disciplinary consultants to prepare the detailed design for the road and continue to prepare the masterplan and LABV business plans. It is expected to bring forward detailed planning application for the road in Spring 2013, and commence delivery at the end of the year. The bridge over the new Croxley Rail Link is programmed to be delivered by the end of 2014.

3.8 WHHT

3.8.1 WHHT is a full member of the Senior Management Group that provides strategic direction and management of the Campus project on behalf of WHHT, the Council and WFC. WHHT and the Council are jointly paying the cost of managing the development of the Campus from March 2011 including the procurement of a private sector partner.

3.8.2 WHHT has initiated work on its Strategic Outline Case for the provision of its clinical strategy. The assumption that they are now making is that acute treatment will remain at Watford and secondly that re-delivery of its hospital facilities will be in phases.

3.8.3 WHHT has a number of objectives from the procurement of a Private Sector Partner for the Campus. Notably:

- Financial offer for the sale of land for the delivery of the Campus;
- joint funding of the site wide infrastructure;
- suitable delivery mechanisms including value for money and transparency in the supply chain for the delivery of the site wide infrastructure;
- a masterplan that meets the joint vision as described in Section [5 above], specifically that future proofs the delivery of new hospital facilities on the Vicarage road/Campus site and enhances the environment for staff, visitors and patients;
- potentially sharing the costs of a Combined Heat and Power (CHP) facility between WHHT and the LABV. This would be sensible from the LABV prospective as CHP is the cheapest means of delivering the Campus energy sustainability targets for the Campus. Therefore one of the urgent tasks for the LABV is to prepare a business plan for energy sustainability and commercial terms to negotiate with WHHT for a joint CHP plant.
- a solution for the car parking at the hospital, as with the redevelopment of the Cardiff Road will take away the current low cost staff car parking for the hospital; and
- new office facilities to improve efficiency and effectiveness of the administration functions of WHHT.

At this stage the LABV is seen as the facilitator for the acute services re-provision of the hospital.

3.8.4 Any business case incurring over a £3m impact to WHHT, until it makes Foundation Trust Status, requires Strategic Health Authority approval and must meet with the NHS Estate Code requirements. WHHT and the WHC team believe that good progress has been made to secure agreements to the land equalisation/sale of land to the Campus, joint funding of the site wide infrastructure and preparation and agreement for an Outline Business Case to enable WHHT to deliver a new multi storey car park on the Campus.

3.8.5 As outlined in the section below WHHT make clear that they want the Council to consider bringing in the Farm Terrace allotments into the Campus scheme. This then provides them with confidence to know that acute services can be re-provided for on the Watford site.

3.9 FARM TERRACE ALLOTMENTS – BACKGROUND

3.9.1 Farm Terrace is the allotment site located in the Vicarage ward of Watford, directly behind Watford Football Club. It is 2.63 hectares in size. There are 128 plots ranging in size from 3 poles to 10 poles (a 10 pole plot is 250m) on the allotment. A number of plot holders have several plots, with 9 households having 20 or more poles. The majority of Farm Terrace tenants live in West Watford although there are a number who live in other areas of the town and one that lives outside the borough.

3.9.2 Cabinet agreed in June 2012 that options for Farm Terrace allotments be considered in light of the emerging Campus scheme. The original scheme, that has planning permission, did not utilise Farm Terrace allotments, and when Watford BC issued the initial tender documents, the allotments were not included. However, in light of feedback from the potential developers considering the scheme, the requirement to look at the three options for the allotments was raised. These options to comprise:

- retain the allotment site, although the impact of the Campus scheme would necessitate certain changes to the site including to current access arrangements
- retain 50% of the allotments, with consideration being given to relocation to an alternative site or sites; and
- relocate 100% of the allotments, again with consideration being given to relocation.

3.10 ALLOTMENT ENGAGEMENT AND CONSULTATION

3.10.1 At the Cabinet meeting in June, a commitment was made to engage with all allotment holders to provide opportunities to share their views on the future of allotments within the borough. This commenced with a meeting for all allotment holders on 17 July, with over 100 allotment holders in attendance. At this meeting, and through subsequent communications, allotment holders who expressed an interest were invited to get involved through two working groups:

1. A Farm Terrace Group – focusing on the future of the Farm Terrace allotments as part of the wider Watford Health Campus scheme.

The meetings so far have covered:

- explanation by the Watford Health Campus team as to the current status of proposals and the project;
- discussion with the West Hertfordshire Hospitals NHS Trust to clarify why the Trust needs part of the allotment site for the future hospital; and
- a participative session to enable the group to understand the Health Campus site more fully and explore alternative development scenarios for the Campus. This exercise suggested a number of alternative development scenarios for the Campus and hospital. The Campus team and Kier have reviewed the proposals and some such as potential location of a hotel will be considered further. However, the central problem of re-providing the hospital was not solved.

2. An Allotment Stakeholder Panel – looking at the Council's Allotment Strategy, an acceptable quality standard for allotments and the level of investment needed to achieve this standard across all sites in the borough.

The meetings so far have covered:

- Current issues of concern to allotment holders;
- The 'model' allotment and how this might relate to Watford;
- Priorities for potential investment and improvement.

3.10.2 A joint meeting of these two groups took place on the 7 November 2012. Kier provided an update of their Watford Health Campus proposals including masterplan proposals if there was 0%, 50% or 100% usage of the allotments by the Campus (as detailed in section 3 below). A report was presented on relocation options and the investment strategy for improving all allotments across Watford was covered. A representative from the National Society for Allotments and Leisure Gardeners (NSALG) was present. Farm Terrace allotment holders in attendance raised a number of issues in terms of the masterplan for the Campus, which are considered within this report.

3.10.3 Following this meeting, a letter was sent to all current Watford allotment holders

apprising them of the areas covered by the meeting and bringing them up to date on the current situation and next steps. This was also circulated to councillors and to the NSALG. Allotment holders were invited to feedback on the issues raised in the letter. At the time of publishing this report, only one response has been received.

3.11 THE RATIONALE FOR RELOCATION AND THE RESPONSE

3.11.1 The main reasons for considering the relocation of the Farm Terrace allotments are that it would:

- i) Provide space for the re-provision of the hospital on the Watford site.
- ii) Improve the viability of the Campus scheme and speed up the development of the site. In part as the allotments are out of the flood plain and are more easily developed.
- iii) secure more much-needed family housing.
- iv) provide for a better designed Campus scheme to be developed of sufficient size to make a greater overall improvement for residents of West Watford.
- v) Remove the impact on the amenity of allotment holders. By relocating the site it avoids significant disruption and the impact of pollution that they will otherwise be subject to over the duration of the Campus development.

Each of these is explained in more detail below.

3.11.2 West Hertfordshire Hospitals NHS Trust (WHHT) has prepared a number of different options for the re-provision of their facilities at the Vicarage Road site; see attached maps in Appendix E. The Trust's clear preference is to move south of their current facilities, see attached letters from the previous CEO and the Trust Chairman in Appendix F. This puts them in a more prominent position at the top of the hill, good access to car parking and ensures that the hospital is integrated into the Campus. It provides for less cramped facilities and re-providing south of their existing buildings is a far easier prospect than constructing new facilities literally in the middle of their current site. The 2007 plan of moving down and towards Willow Lane is now not feasible due to the need to rebuild the hospital in phases and the location of a 'surge ward' to the back of WHHT's Acute Assessment Unit (AAU) building in response to high levels of demand for patient care. Hence, to move down the slope it would have to move south easterly and occupy part of the allotment space.

3.11.3 The viability of the current scheme (not including Farm Terrace allotments) is not strong. With a scheme of c£350m a viability of a scheme below £10m gives significant cause of concern. Using a Treasury discount rate there is a positive value to the scheme, however, when this is risk adjusted a Net Present Value to the public sector of minus £1.3m results (source Grant Thornton). To deliver the scheme, as described in the Part B Health Campus report additional monies required for the scheme include a Watford BC and WHHT contribution of £16m (£8m WHHT, £6m Growing Places funding guaranteed by Watford BC, and £2m Watford BC) for essential infrastructure. The current value of the Cardiff Road industrial estate is only circa £8m.

The Part B Cabinet paper covers the financial position in more detail, however, this report recognises that, on financial grounds, the delivery of the Health Campus scheme is still challenging for the Council. However, Watford BC is primarily undertaking this investment to facilitate the retention of a major hospital in this location, secure employment, provide places for people to live and improve the

urban area of West Watford, with access to high quality green space and neighbourhood shops. Hence the recommendation to move ahead with the scheme because of the regeneration benefits.

With the inclusion of the allotments the land value increases by an estimated £7m (which includes a contingency to pay for relocation and improved and extended allotment facilities at Paddock Road). The allotment land is outside the flood plain and not contaminated, hence it is more easy to develop and gain approval from the Environment Agency. Its inclusion would mean a significant improvement in value of the scheme overall. A scheme of circa £350m with only a small net land value, creates significant nervousness from investors, the improved viability will improve the scope to attract external funding and future occupiers. It obviously improves the financial return to the Council and, as it is not contaminated, the allotment site will pull forward the pace of redevelopment.

- 3.11.4 Construction activity on the Campus, including delivery of new hospital buildings, will take place over at least a ten year period. Despite the best endeavours of the Campus developers, there will be noise and other pollution that will impact on the existing allotments. Moving tenants at the start of the development programme will create disturbance in the short term, but results in a safe place for current and future allotment holders. In addition, the development of the new access road into the hospital will necessitate the entrance way to the east of the allotments being closed, and traffic would only be able to enter the site from Occupational Road if the allotments were retained.
- 3.11.5 There is limited potential on the current Campus site to deliver houses as housing development is restricted within the flood plain. The allotments are out of the flood plain and therefore more housing versus flatted development can be delivered if the allotments could be built on. If the entire allotment site was available for housing around 120 family houses could be delivered of which 42 would be affordable. This has a significant advantage in terms of delivering a new sustainable community to West Watford as it allows a better mix of family homes and apartments in the area. If 50% of the allotments were available around 60 units would be provided, of which 21 would be affordable. Retaining 50% of the allotments would reduce proportionately the values described in 3.11.3 above and similarly diminish the overall quality of the scheme. There is also the risk that as the development proceeds, there may be further pressure to consider the remainder of the allotment site, and it is better to deal with the issue of the whole plot now.
- 3.11.6 The current allotment site takes up a large area comparative to the Campus site and has a high security fence round it. The retention of the allotments would detract from the delivery of a future high quality development and would limit access to the green space by other residents or future users of the Campus as they create a 'barrier' at the northern part of the site. Part of the objectives of the Campus is to create an improvement in the quality of the wider environment and the perception of West Watford; retaining allotments would impede the quality of the development on the Campus to achieve that.
- 3.11.7 The main contrary arguments for retaining the allotments, which have been expressed by the Farm Terrace Group through engagement, are:
- They are of benefit to local people, where many homes do not have sizeable

gardens for production of food;

- They should be a feature of the redevelopment, given that it is a Health Campus, where the production of food for use by the hospital could be a positive outcome;
- They contribute to the local biodiversity of West Watford;
- They are an important part of the heritage of the area;
- Relocation would be a distance away and disturb/inconvenience allotment holders.

3.11.8 Allotment holders and officers present at the engagement workshops have discussed the potential of the allotments to provide improved benefits to a wider number of residents and to some patients at the hospital by promoting health, well being and encouraging use of vegetables. As the allotments are currently set up they do not provide this scope for community gardening.

3.12 RELOCATION OPTIONS

3.12.1 Watford BC employed Community First Partnership Ltd (CFP) to review potential options for relocating the Farm Terrace allotments. Under current allotment legislation, there is a requirement to re-provide any statutory allotment land so that overall provision within the local authority area is unaffected. CFP's full report is available as a published background paper.

3.12.2 CFP has delivered a very thorough analysis. A desktop review of all green spaces south of Cassiobury Park was undertaken, and included public and private sites and sites just outside of Watford BC boundary close to Farm Terrace.

3.12.3 CFP created a short-list of relocation sites for further consideration. Options were rejected on the basis of being too small, other land uses and high sports value. Key criteria used included:

- distance to Farm Terrace Allotments and centre of demand;
- current land use;
- known soil quality;
- potential number of plots;
- water and flood risk; and
- likely timescale of availability.

3.12.4 The results were, in order of CFP's recommendations:

1. Holywell Allotments (distance 0.5 miles)
2. Paddock Road (distance 1.2 miles)
3. Oxhey Park Sports Ground (subject to the new road alignment) (distance 0.4 miles)

3.12.5 The recommendations from the consulting team in terms of relocating were:

- 1 To redevelop Paddock Road option covering 2.56 hectares, which equates to more than existing Farm Terrace site.
- 2 Consider accommodation of an estimated 15 plots at Holywell Allotments.

Oxhey Park was not prioritised given the uncertainty of the Link road alignment, and it does not remove the impact of construction pollution on the allotments and could

not be re-provided at the start of the programme.

There are significant advantages to the Paddock Road site. With existing allotments at this site, the combination would provide sufficient critical mass, subject to affordability, provision could be made for toilet and other facilities including consideration of communal space. The estimated costs for relocation are circa £700,000 for Paddock Road and £100,000 (depending on size of plots) for the Holywell allotment site. Officers therefore believe the Council would be in a position to offer relocation to existing tenant holders and provide a net increase of allotment space if the Farm Terrace allotments were relocated.

3.12.6 The Council's aim is to facilitate relocation, if possible, by Winter 2013. This, however, would be dependent on a number of factors that are, at present, unknown. These include:

- length of time taken for a decision by Secretary of State
- extent of work required at the Paddock Road site, in particular, to bring the identified land to an acceptable standard for allotment gardening. This would involve areas such as ground preparation, site infrastructure (e.g. pathways), fencing and signage.

These issues are not expected to be an obstacle for relocation, but may affect timing.

3.13 OTHER RELOCATION CONSIDERATIONS

3.13.1 If Cabinet decides to relocate Farm Terrace tenants, the following recommendations are also proposed:

- i) Like for like replacement where reasonable and possible. A number of Farm Terrace Allotment holders have multi plots, rented out in previous more generous times.
- ii) That allotment holders are fully involved in the relocation process and, where possible, their needs are met.

3.14 INVESTMENT OPTIONS

3.14.1 The wider consultation on a revised allotment strategy (supported by the Allotment Stakeholder Panel) has identified the requirement to improve security, an increase in facilities such as fencing improvements, toilets, water provision improvements and firmer action on non cultivated plots. In terms of the improving facilities and security, the main priorities were:

- improving boundary protection through hedges/fences;
- provision of toilets;
- communal areas;
- water provision; and
- improved access.

3.14.2 Allotment site surveys have been carried out by the Parks and Open Spaces Team and potential costs developed for all sites based on needs of each site and outcome of stakeholder panel discussions. A provisional sum of circa £830,000 has been calculated to meet these improved allotment standards which would include toilets, fencing, access improvements, vacant plot clearance, compost bins. Funding would come from Watford BC's annual capital budget setting process. Although there is not a direct connection, as indicated above, the viability of the Health Campus scheme does improve if the Farm Terrace allotments were included and, therefore, the capital returns to the Council would be improved, providing greater resources for

the Council's priorities. Hence a recommendation from this report would be to prioritise this investment if the Farm Terrace allotments were brought into the Campus scheme.

3.15 COMMUNITY GARDENS

- 3.15.1 Through the engagement with allotment holders, the concept of offering a community garden as part of the revised scheme was raised. This would have the scope for growing vegetables / fruit and maintaining biodiversity on this area of the site. Having explored this concept in more detail, officers believe that this could form part of the Health Campus. These would be community run facilities designed with growing areas, raised beds, storage areas, fruit growing areas and a workshop area for training sessions. This would need to be purpose built (at least in part) by the developer to dovetail with their masterplan. An example of this concept is provided in the 'edible estates leaflet' that is provided as a background paper to this report.
- 3.15.2 There are a number of national examples and guidance documents to support the concept of a community garden. It could be run alongside a 'Healthy Living Proposal', which could be linked, in conjunction, with the hospital, to encourage patients to take more exercise and eat sensibly, by volunteering at the facility and taking part in workshops. Food might even be grown for sale locally - A Growing Trade is a guide for community groups growing food to sell. This Local Action on Food report highlights the commercial opportunities for community grown food and showcases initiatives that are doing it already. An example of this concept is provided in an extract from this report in the background papers for this report.
- 3.15.3 There is support offered for an initiative such as this, for example, the Federation of City Farms and Community Gardens (FCFCG- <http://www.farmgarden.org.uk/farms-gardens>) a registered charity which supports, represents and promotes community-managed farms, gardens, allotments and other green spaces, creating opportunities for local communities to grow. It has established a Community Interest Company as a means of promoting new ways of working, assisting local authorities. Supported by Nesta <http://giving.nesta.org.uk/project/growing-together> a government funded innovation foundation, the FCFCG has set up 'Growing Together' which aims to unlock land for community growing use and support the development of hundreds of sustainable community growing projects, through a new model of finance-raising <http://vimeo.com/44451107> (a short video of the project). A proposal on this concept would also support social cohesion - bringing people together to make their neighbourhoods a better place and learn new skills. The Government's Social Action Fund also funds a national project run by Sustain called The Big Dig (<http://www.bigdig.org.uk>).
- 3.15.4 Ultimately the success of an initiative like this will depend on the enthusiasm and commitment of volunteers. A number of Farm Terrace allotment holders have indicated their willingness to participate. If successful then it could also help to integrate the old communities around the Campus with the new homes being built on the Campus. It will require more work, from the LABV/Kier masterplanners to find an integrated solution and from allotment holders and other volunteers, but if successful would add to the brand of Health Campus and to the branding of the venture. Financially there would be a need for seed money to support a voluntary group establish itself and apply for funds which could be catered for under the existing Health Campus budget.

3.15.5 The option review detailed below does highlight the issue of an impact on the biodiversity of redeveloping the Farm Terrace allotments. This has to be considered in the context that the Campus would be cleaning up contaminated land on Cardiff Road and the old EEDA site and making accessible green space round the River Colne. The allotment site is not openly accessible green space. Nevertheless, it is recognised that if the Farm Terrace allotment land was utilised in the Campus then this would impact on the amount of green space being re-provided in the Campus. Therefore, producing community gardens would improve the balance and add to the biodiversity being established in the Campus site. Officers are, therefore, recommending that a community garden concept is introduced into the Campus development. It has to be emphasised that this is not a direct replacement of Farm Terrace allotments which will be relocated as described.

3.16 OPTIONS APPRAISAL

3.16.1

	Advantages	Disadvantages
1. Retain Farm Terrace Allotments	<ul style="list-style-type: none"> • Removes need for relocation, with associated disturbance • Retains positive impact of allotments to biodiversity • Retains the legacy of community gardening on the site 	<ul style="list-style-type: none"> • Allotment holders will be disturbed during Campus construction and allotment gardening disrupted • Reduced potential for delivery of new hospital facilities in Watford • Viability of the Campus not improved, leaving risk of delivery • Limits potential to make a substantial new quarter in West Watford including family homes • Forgoes opportunity to create significantly improved Paddock Road facility.

	Advantages	Disadvantages
2. Take 50%, reserved mostly for future use of the hospital	<ul style="list-style-type: none"> • Facilitates delivery of new hospital • Reduced relocation disruption that would arise from full 100% redevelopment – fewer tenants affected • Reduced impact on bio-diversity 	<ul style="list-style-type: none"> • Remaining allotment holders will be disturbed during Campus construction and allotment gardening disrupted • Viability of the Campus not significantly improved, leaving risk to overall delivery. • Still limits potential to make a substantial new quarter in West Watford including family homes • Relocation of some allotment holders, but lacks critical mass • Risks continued pressure to incorporate remainder of the allotments
3. 100%	<ul style="list-style-type: none"> • Facilitates delivery of new hospital • Improves viability of Health Campus scheme • Increases opportunity to deliver family housing • Increases opportunity for better designed new community in West Watford 	<ul style="list-style-type: none"> • Loss of current allotment site for tenants • Disturbance to allotment holders due to relocation • May impact on biodiversity
4. Take 100% of Farm Terrace allotments, but introduce community gardens within the new scheme	<ul style="list-style-type: none"> • Advantages as for Option 3. • Re-introduces the concept of home grown food back into the scheme • Reflects the heritage of the area • Would be able to target overall improvement of bio-diversity • Provides for community gardening closer to this area of West Watford 	<ul style="list-style-type: none"> • Most of the disadvantages as per no. 3 • This would be a harder task for the developer and Masterplan to deliver • Reliant on fostering a strong community of volunteers

3.17 POTENTIAL COMPULSORY PURCHASE ORDER

- 3.17.1 The Cabinet agreed in June for officers to acquire by agreement and make preparations for the use of compulsory purchase powers. A process of land referencing is taking place to identify those with legal interests within the Campus area and negotiations have commenced with those with legal interests within the Campus.

Watford's Economic Development Manager is providing assistance to those businesses that will be impacted in the Cardiff Road Industrial Estate in terms of relocation.

It is intended for officers to return to Cabinet in 2013 with a report on the legal procedures required to progress the Scheme as the Campus's progresses its detailed work on the scheme including planning applications.

3.18 Growing Places Funding

- 3.18.1 Officers have discussed with the Local Enterprise Partnership the terms and conditions for the £6 million offered by the LEP in the delivery of the Campus. The terms are still to be finalised but the main principle is that no interest will be charged, but the LEP would wish the Council to guarantee to pay back monies that are drawn down for delivery. The LEP/Council can mutually agree to change this position.

4.0 IMPLICATIONS

4.1 Financial

- 4.1.1 The financial implications for the Council are amplified in the Part B report to the Campus.
- 4.1.2 The Head of Strategic Finance comments that the financial viability of the Campus scheme is very marginal and this is due to significant infrastructures costs/ flood alleviation and generous provision of open space community areas. The Council has already made a considerable investment in land assembly.
- 4.1.3 The proposed relocation of the allotments will provide the Council with a small financial viability cushion after generous provision for the relocation of Farm Terrace and a comprehensive upgrade to all other allotment areas is included within the Capital Programme. This provision to be considered by Cabinet on 21 January 2013 (and obviously subject to any decisions this evening).

4.2 Legal Issues (Monitoring Officer)

- 4.2.1 Nabarro are the Council's legal advisors and they continue to provide advice on the complex legal negotiations with Kier, the entering into the LABV and the continued progression of the potential Compulsory Purchase order. They have inputted into this paper and supporting documents. Further detailed advice is amplified in the accompanying part B report.
- 4.2.2 The Head of Legal and Property Services comments that, if Cabinet agree to the recommendation to appropriate the whole of Farm Terrace allotments to the Health

Campus scheme, an application will need to be made to the Secretary of State for Communities and Local Government to remove its designation as allotment land. Under the Section 8 of the 1925 Allotments Act there is a statutory requirement to re-provide 'adequate provision' for those displaced by selling or disposal of statutory allotment land and must be comparable in terms of size, accessibility and convenience and in a condition comparable or superior to that of the existing allotments.

4.3 Equalities

4.3.1 A draft Equality Impact Analysis (EIA) with specific reference to the impact on the allotment holders has been developed in conjunction with this report and is attached at Appendix G. Members need to consider the analysis and in particular note that the proposed mitigation measures are reflected in the recommendation to Cabinet. The EIA conclusion is that: 'Considering the information within this report and both the positive and negative impacts together, this analysis shows that, should Farm Terrace allotments be incorporated into the Watford Health Campus scheme, the overall impact on the Watford community is positive.

This is because the benefits of releasing the land will have a positive impact on all Watford residents (as well as on people from outside the borough whose main access to health facilities is at Watford General Hospital), outweighing the potential negative impacts identified. In addition, opportunities have been identified to mitigate the potentially negative impacts.'

The EIA will continue to be updated as this element of the Health Campus scheme progresses

4.4 Potential Risks

A full risk register for the Campus is kept under formal review on a monthly basis. Highlighted risks are as indicated below.

Potential Risks	Likelihood	Impact	Overall score
Delay in concluding agreement on financial closure with the preferred bidder	1	4	4
Concluding arrangements with WHHT including their contribution towards the site wide infrastructure	2	5	10
Loss of Growing Places funding	1	5	5
CPO procedures not correctly followed	1	5	5
Delays in gaining planning permission (which will impact delivery of road infrastructure in particular)	2	4	8
Change in Economic stability/ situation leads to difficulty in delivery.	2	4	8

Potential Risks specific to allotment decision	Likelihood	Impact	Overall score
Secretary of State does not agree to decommissioning Farm Terrace allotment land for inclusion in the overall scheme	2	4	8

Relocation site after further work proves unsuitable	1	4	4
Costs of relocation escalate. (Contingency has been included)	2	2	4
Insufficient or lack of community support for community gardens	2	3	6

4.5 **Sustainability**

4.5.1 A sustainability protocol exists for the Campus, and Kier as the Prospective Private Sector Partner reviewed their proposals against this protocol. Kier's submission at BAFO scored highly, and their commitments are being captured within the LABV Business Plan that will form part of the Campus legal agreements.

4.5.2 A sustainability workshop on the Health Campus was run on 16 October 2012. This was presented by the Kier consultants who are specialists in this area. Council officers, members and stakeholders including allotment holders attended and contributed to the discussions. The Campus proposals were well supported by the audience.

4.5.3 There was some discussion at this workshop as to how allotments as a form of community gardening contribute to sustainability and how this might be included in the masterplan and the scheme going forward. These views have been incorporated into the report and included in the recommendations on community gardens.

Appendices

Appendix A: Land relating to the Health Campus.

Appendix B: Description of Outline Planning Permission

Appendix C: Summary of legal structure

Appendix D: Kier proposals – options A and B.

Appendix E: West Hertfordshire Hospitals NHS Trust (WHHT) re-provision

Appendix F: Letters from Chairman of WHHT and Jan Filochowski

Appendix G: Equality Impact Analysis

Background Papers

1. Farm Terrace Allotments – Potential Relocation to Alternative Sites (CFP report)
2. Edible Estates Initiative Information For Stakeholders
3. Extract from a growing trade report