

AGENDA ITEM: 8 Pages: 3 - 12

Meeting	Business Management Overview and Scrutiny Committee
Date	5 September 2011
Subject	Regeneration Strategy
Report of	Leader of the Council
Summary	The report attached at Appendix A sets out the Council's Regeneration Strategy scheduled to be reported to Cabinet on 14 September 2011. The Committee are requested to make comments/recommendations for the Cabinet to consider alongside the Strategy document at the Cabinet meeting.

Officer Contributors	Andrew Travers, Deputy Chief Executive Lucy Shomali, Assistant Director Strategic Planning and Regeneration Lindsey Hyde, Project Support Officer, Strategic Planning and Regeneration
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A – Regeneration Strategy
Reason for urgency / exemption from call-in	Not applicable

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1. RECOMMENDATION

- 1.1 The Business Management Overview and Scrutiny Committee consider the Council's Regeneration Strategy (as set out at Appendix A) and make appropriate comments and/or recommendations to Cabinet.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 As set out in Appendix A.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 Corporate priorities and policy considerations as they relate to the Regeneration Strategy are set out in Appendix A.

4. RISK MANAGEMENT ISSUES

- 4.1 As set out in Appendix A.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 As set out in Appendix A.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 As set out in Appendix A.

7. LEGAL ISSUES

- 7.1 As set out in Appendix A.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the council's constitution.
- 8.2 The Terms of Reference of the Overview & Scrutiny Committees is set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

9. BACKGROUND INFORMATION

- 9.1 At their 11 April 2011 meeting, the Business Management Overview and Scrutiny Sub-Committee requested to undertake pre-decision scrutiny of the Regeneration Strategy. In accordance with that requested, the Regeneration Strategy, scheduled to go before Cabinet on 14 September 2011, is attached at Appendix A.
- 9.2 The Leader of the Council, who has responsibility for leading on budget and policy formulation and implementation in relation to regeneration, has been invited to attend the meeting to answer questions from Committee.

- 9.3 The Committee are requested to consider the Regeneration Strategy and make appropriate comments and/or recommendations to Cabinet which will be reported to the 14 September 2011 meeting.

10. LIST OF BACKGROUND PAPERS

- 10.1 Background documents to the Strategy:
- Local Development Framework Core Strategy (September 2010)
 - Three Strands Approach Brochure (March 2008)
 - Housing Strategy 2010-2025

APPENDIX A

AGENDA ITEM:	Page nos.
Meeting	Cabinet
Date	14 September 2011
Subject	Regeneration Strategy
Report of	Leader of the Council, Cabinet Member for Regeneration
Summary	<p>This report seeks approval of the Regeneration Strategy. The Strategy provides an overview of current regeneration in the borough. It sets out clear strategic objectives for the successful future delivery of our regeneration schemes.</p> <p>It also provides the context for a Regeneration Review which will evaluate existing and planned regeneration schemes to ensure current approaches are capable of delivering cross-cutting regeneration objectives. The recommendations from this review will be reported to Cabinet Resources Committee later in 2011.</p>
Officer Contributors	<p>Andrew Travers, Deputy Chief Executive</p> <p>Lucy Shomali, Assistant Director, Strategic Planning & Regeneration</p> <p>Lindsey Hyde, Project Support Officer, Strategic Planning & Regeneration</p> <p>Andrew Nathan, Strategic Policy Adviser</p>
Status (Public or Exempt)	Public
Wards affected	All
Enclosures	Appendix A – Regeneration Strategy
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A

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1. RECOMMENDATIONS

It is recommended that Cabinet:

- 1.1 Approve the Regeneration Strategy as attached in Appendix A**
- 1.2 Note that the findings of a Regeneration Review, which supports the strategy, will be reported to Cabinet Resources Committee**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet 22 November 2004 (item 8) approved the Three Strands Approach: Protect, Enhance and Grow as the basis for planning, development and regeneration of the borough.
- 2.2 Cabinet 6 September 2010 (item 6) approved the publication version of the Local Development Framework Core Strategy.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council's Regeneration Strategy sits within the context of two other key documents. The Council's Sustainable Community Strategy and the Local Development Framework (the Borough's spatial development strategy). It is a key part of delivering the 'enhance' and 'consolidated growth' elements of the Three Strands Approach outlined in the LDF. It also sits alongside the Council's Housing Strategy.
- 3.2 In attracting significant private sector investment, the regeneration in the borough supports the Council's corporate priority 'better services with less money'.
- 3.3 It also captures our ambition to ensure that residents and businesses in the borough can take responsibility for sharing in Barnet's success, which supports the Council's corporate priority of 'sharing opportunities, sharing responsibilities'.
- 3.4 The Regeneration Strategy supports the Council's corporate priority and the Sustainable Community Strategy priority of ensuring that Barnet remains 'a successful London suburb' by:
 - Delivering sustainable housing growth
 - Supporting people to have the right skills to access employment opportunities
 - Supporting Enterprise (including Town Centres)
 - Supporting infrastructure delivery to keep Barnet moving
 - Ensuring a clean, green suburb
- 3.5 In seeking to achieve objectives of developing strong and cohesive communities, the Regeneration Strategy supports the Sustainable Community Strategy outcome 'strong, safe communities for all'.
- 3.6 In its ambition to promote choice and maximise independence by building lifetime neighbourhoods, the Regeneration Strategy supports the Sustainable Community Strategy outcome 'Healthy and Independent Living'.
- 3.7 The provision of new homes, community facilities and employment and training opportunities through regeneration supports the Sustainable Community Strategy outcome 'Investing in children, young people and their families'.

4. RISK MANAGEMENT ISSUES

- 4.1 Without a Regeneration Strategy there is a risk that we will have no framework to guide our regeneration delivery and economic growth. This could impair the contribution that regeneration can make to the physical, social, economic and environmental well-being of the borough. The Regeneration Strategy provides a framework to maximise both the physical and economic opportunities for the borough, responding to a changing and growing population, and building on the Three Strands Approach of Protect, Enhance and Consolidated Growth.
- 4.2 Although there is significant private sector investment planned for the borough, we recognise that our regeneration was planned in a different economic climate. Delays in our estate regeneration programme associated with the current economic downturn could result in additional financial demands on the Housing Revenue Account to manage and maintain housing stock on the regeneration estates over an extended period. The Regeneration Strategy provides a coherent framework to respond to evolving government and Council objectives and the changing funding agenda. The scope of the Regeneration Review specifically covers analysis of this risk and how it should be mitigated.
- 4.3 Critical to the successful delivery of the regeneration schemes is managing the delivery of infrastructure. The cost of delivering necessary infrastructure to 2016 currently totals over £150m. Strategic Planning and Regeneration are working with Strategic Finance to establish the infrastructure requirements and align the Council's Infrastructure Delivery Plan into the wider Capital Programme to ensure a comprehensive approach to infrastructure finance and delivery.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Generally Barnet is an affluent borough with a high earning and well qualified population. However, the Barnet average is a misleading concept, with areas of high affluence alongside pockets of deprivation. The areas of deprivation tend to be in the west of the borough. The Council's regeneration activity is focussed in those wards which are in need of most significant investment.
- 5.2 The Regeneration Strategy will ensure that regeneration develops cohesive communities meeting the needs of all that live within them. The regeneration schemes are working in partnership with key stakeholders and local residents to:
- create more homes with rebalanced housing tenure and more mixed communities
 - create new school places to meet the needs of the growing younger population
 - ensure services are available to support our increasing older population
 - maximise employment and training opportunities for those furthest from the labour market to access new job opportunities resulting from regeneration
 - provide new and accessible community facilities and open spaces for all residents to use
- 5.3 Part of the scope of the Regeneration Review will be to consider the need for and where necessary make recommendations in the Action Plan to rapidly progress equalities impact assessments of individual regeneration schemes. This will ensure the Council give due regard to our Public Sector Equality Duty and the protected equalities characteristics as set out in the Equality Act (2010).

6. USE OF RESOURCES IMPLICATIONS

- 6.1 The Regeneration Strategy recognises that our regeneration schemes were planned in a different economic climate meaning that there are new challenges around delivery. The Regeneration Strategy asks key strategic questions about the delivery of successful regeneration schemes for Barnet and sets out what will enable us in delivering our strategic objectives ensuring that we respond to the changing financial context.
- 6.2 The Regeneration Review will examine the Council's and partners' delivery capacity in relation to regeneration (to include financial, legal and project management requirements) and identify any gaps in both capacity and technical skills. It will also consider project and programme management arrangements including budget management and cost recovery, ensuring optimum use of resources. The findings of the Review are to be reported to Cabinet Resources Committee later in 2011.
- 6.3 The financial and business planning process includes a long term component in addition to the medium term approach, with a 10 year financial strategy being developed as part of this year's planning process. Infrastructure requirements, consequent upon the delivery of the Regeneration Strategy, are clearly integral to this.
- 6.4 The Regeneration Review is being funded from existing resources.

7. LEGAL ISSUES

- 7.1 A Regeneration Strategy is not a statutory requirement. However, the Planning and Compulsory Purchase Act 2004 requires every Council to have a Local Development Framework. The Three Strands Approach forms part of the Council's wider spatial strategy as set out in Barnet's Local Development Framework Core Strategy. The Regeneration Strategy complements these documents.

8. CONSTITUTIONAL POWERS

- 8.1 Constitution (Part 3) – Responsibility for Functions – Section 3.8

9 BACKGROUND INFORMATION

- 9.1 Barnet is a successful London suburb with many advantages which make people want to make it their home. Although affluent there are pockets of deprivation, mainly along our western border. Much of the Borough, in particular the west, is undergoing significant regeneration. 28,000 new homes are planned in the LDF Core Strategy by 2026, with greatest growth concentrated in areas of extensive regeneration in the west of the borough. This regeneration is already under way through a number of private sector led partnerships, with new homes already being delivered at Stonegrove Spur Road, Grahame Park and in the wider Colindale area. Work has started at West Hendon. Plans are well under way for Mill Hill East, and key milestones have been reached at Barnet's flagship development at Brent Cross Cricklewood which will bring in £4.5 billion of private sector investment to the Borough. Negotiations with potential development partners are also underway for Dollis Valley and Granville Road, with a preferred bidder to be selected in the latter part of 2011. Over the next five years Barnet's population is projected to grow by 5.5%, an increase of 19,400 people.
- 9.2 The regeneration schemes are estimated to be bringing £6 billion of private sector investment into the Borough over the next 25 years. This includes a section 106 package for Brent Cross Cricklewood worth over £1 billion. There are, and will be significant section

106 contributions for employment and training from a number of the large developments. This investment can bring benefits to the Borough through attracting new businesses and promoting business growth and economic vibrancy; providing new and existing residents with new schools, community facilities, and improvements to open spaces. There will also be improvements to public transport and road networks to the benefit of all who live, work in or visit Barnet.

- 9.3 However, there are a number of challenges to managing change and maximising these opportunities. Foremost among these are ensuring that the supporting infrastructure, can be delivered and that existing and new communities are effectively integrated in a way which maintains Barnet's high levels of community cohesion and resilience. It is important that all communities can benefit from new economic opportunities that will come with the new developments. Challenges will also include planning for longer term pressure on services, creating and sustaining lifetime homes and lifetime neighbourhoods, and managing the delivery of estate regeneration to minimise disruption for existing tenants.
- 9.4 The external environment has significantly changed since this regeneration was originally planned. The national economic climate has changed with the economic downturn potentially affecting commercial viability, and public expenditure being reduced. At the same time the Government's Growth White paper and Local Government Resource review have proposed new models of funding which give local areas more flexibility to generate revenue and provide a potential opportunity.
- 9.5 The demography of the Borough also continues to change rapidly including an influx of new communities and increasing birth rates in many communities leading to a growth in our young population with pressure on services, particularly primary school places. It is therefore essential that the Council has a strategic framework which understands this changing context, sets out the potential benefits to the Borough of successful regeneration, and provides a clear set of criteria which can guide the on-going and future delivery of regeneration schemes and against which their success can be measured.
- 9.6 The proposed strategic objectives of the Regeneration Strategy are to:
- Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal
 - Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
 - Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
 - Promote economic growth by encouraging new business growth while supporting local businesses and town centres
 - Help residents to access the right skills to meet employer needs and take advantage of new job opportunities
- 9.7 The Regeneration Strategy is attached at Appendix A. It provides the strategic context of current regeneration schemes, related strategies, the changing funding agenda and the Borough's demography. It then sets out a series of challenges which need to be addressed if Barnet is to successfully manage change and maximise the opportunities to meet our strategic objectives. It also proposes key regeneration activities, and the tools we will use to help deliver the objectives in a comprehensive way.
- 9.8 The attention of Cabinet is specifically drawn to the following proposals in the Strategy which will help us meet our objectives:

- I. The development of a Skills, Employment and Enterprise Strategy to capture the economic and social benefits of the regeneration and development, and to address the challenges and issues faced by *some* of our residents and local businesses, which have a disproportionate adverse effect on the success of the borough.
- II. The progression of discussions with other west London boroughs to establish closer partnership working along the A5 and A406 growth corridors. Working in partnership will enable us to jointly respond to the opportunities and challenges presented by the Edgware Road (A5) and North Circular (A406) economic growth corridors; to secure economic growth, new investment and funding opportunities and to seek opportunities for shared infrastructure.

9.9 The final section of the Strategy identifies key strategic questions about the viability and successful delivery of all our regeneration schemes and highlights the infrastructure and funding needed to support delivery. These will be examined in detail through a Regeneration Review.

This Review will provide the Council with an assessment of existing and planned regeneration in the borough and an action plan for taking forward deliverable schemes which is sensitive to current market constraints, advising on a refreshed approach where necessary. It is proposed that the findings of the review are reported to Cabinet Resources Committee later in 2011.

The review will:

- Re-visit the original concept and vision of the regeneration schemes as planned in different social, financial and legislative circumstances
- Assess the financial viability, deliverability and desirability of the current and proposed regeneration schemes
- Examine the effectiveness of the Council's project and programme management arrangements, including arrangements for corporate governance, risk management and financial control
- Assess existing capacity for project delivery, including effectiveness of arrangements with delivery partners, and identification of any gaps in skills and technical expertise
- Examine the current arrangements for community engagement, including town centre business engagement proposals and skills development collaboration with further and higher education partners

10. LIST OF BACKGROUND PAPERS

10.1 Background documents to the Strategy:

- Local Development Framework Core Strategy (September 2010)
- Three Strands Approach Brochure (March 2008)
- Housing Strategy 2010 -2025

Putting the Community First



Regeneration Strategy

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Introduction

- Barnet is a successful borough, which people want to make their home because of its clean and green environment, excellent schools, low levels of crime, good transport links as well as our high quality housing, public spaces and strong, healthy communities
- Although Barnet is an affluent place there are pockets of deprivation, mainly along our western border
- We want residents in all parts of the borough to share in Barnet's success
- Significant regeneration is underway in the west of the borough to provide both new and improved homes, alongside wider community development. Our focus of regeneration in the west is ensuring that population growth is supported in areas that can sustain it, while regenerating areas which need investment

- Already London's most populous borough, with 349,800 residents, Barnet's population is projected to grow by 5.5% over the next five years. Regeneration and growth is also planned over the longer term to 2030. This growth brings both challenges and opportunities.
- We want to ensure that both new and established residents will have the opportunity to benefit from the opportunities that regeneration and investment will bring
- National policy and funding reforms also present us with new challenges and opportunities. We need to ensure that our regeneration responds to reflect this changing context and maximise the opportunities it presents
- To ensure this, a Regeneration Review is ongoing, evaluating existing and planned activity against our strategic objectives. The review will make recommendations to ensure a comprehensive approach to delivering the wider benefits of regeneration

Our Objectives & The Three Strands Approach

- Recognising both the challenges we face and the opportunities available to us, the Regeneration Strategy provides a framework to take forward our strategic objectives for regeneration;
 - Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal
 - Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
 - Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
 - Promote economic growth by encouraging new business growth while supporting local businesses and town centres
 - Help residents to access the right skills to meet employer needs and take advantage of new job opportunities

- The Three Strands Approach provides us with a framework to reconcile tension between the demands of growth and improving quality of life in Barnet by;
 - **Protecting** the 'green lungs' of Barnet and north London provided by the Green Belt and valuable open spaces...
 - **Enhancing** the classic suburbs, conservation areas and vibrant town centres while there is...
 - **Consolidated Growth**, as new communities are formed in areas of the borough undergoing regeneration and strategic development

National priorities

The big picture



- The Prime Minister has been clear that the government has three priorities



A Changing Funding Agenda

➤ National funding reforms present opportunities to reduce dependency on government grant and maximise new models of funding

Reform	Description	Implication for Barnet
New Homes Bonus	Incentivising the increase of housing supply	Need to prioritise areas for infrastructure investment
Localisation of business rates	To maximise funding through this model, Councils are encouraged to promote local economic growth	Reduced dependency on government grant, financial incentives for growth, greater risk and reward
Housing Revenue Account funding	A move from a National subsidy system to self-financing providing more local control over housing investment	Need to consider targeted investment
Tax Increment Financing	Borrowing funding for infrastructure and regeneration delivery against future business rates income	A TIF scheme could be used to support faster delivery of the Brent Cross Cricklewood development
Community Infrastructure Levy	A financial charge on nearly all new development to fund community infrastructure, CIL will replace most S.106 Agreement contributions	Barnet has committed to delivering a CIL by summer 2012

Investment

➤ Substantial investment

- Attracting investment to create and sustain economically successful communities, Barnet is bringing together expertise from both the public and private sectors to ensure that it maximises its opportunities
- The regeneration schemes are currently estimated to bring £6billion of private sector investment into the borough over the next 25 years
- Significant sums are being delivered through planning gain, Brent Cross Cricklewood alone has secured the largest private sector led regeneration scheme S.106 package worth over £1 billion
- Over £8m has been secured in employment and training S.106 contributions

➤ Private sector investment coming into the borough as a result of regeneration will:

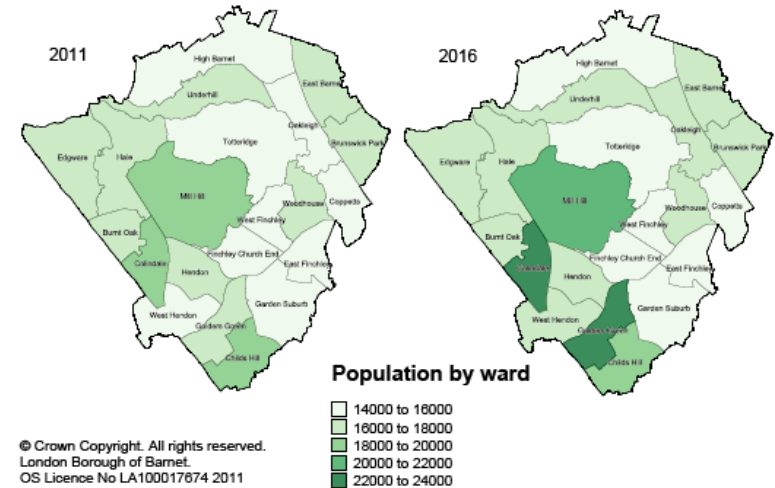
- attract new businesses to the area and promote business growth
- increase economic vibrancy and strengthen business activity as our population increases
- provide new and existing residents with new schools and community facilities as well as improvements to open spaces
- improve public transport networks, roads and junctions to support the movement of Barnet's residents and visitors in their leisure and employment

State of the Borough - Barnet in 2011*

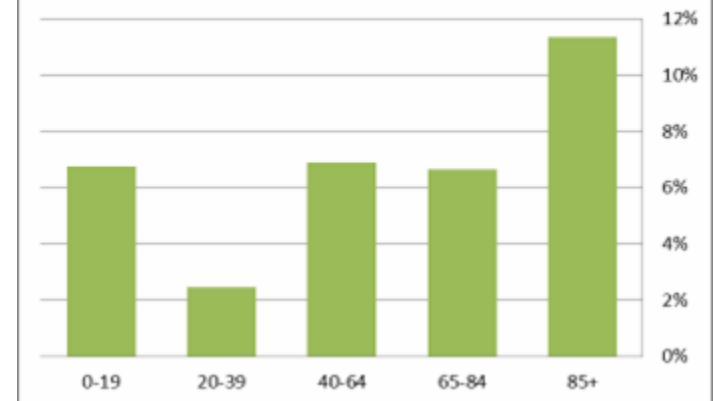
- Barnet has a changing and growing population, over the next five years the population is projected to grow by 5.5%
- Greatest growth will be concentrated in areas of extensive regeneration in the west of the borough
- The fastest growing age group are 5-14 year olds, increasing the number of school age children
- Sizeable growth in the number of 65-69 year olds and proportionally significant growth in 90 plus cohort

* The State of the Borough report will be updated annually and is available at <http://www.barnet.gov.uk/barnet-borough-report-2011.pdf>

Total population by ward, 2011 and 2016



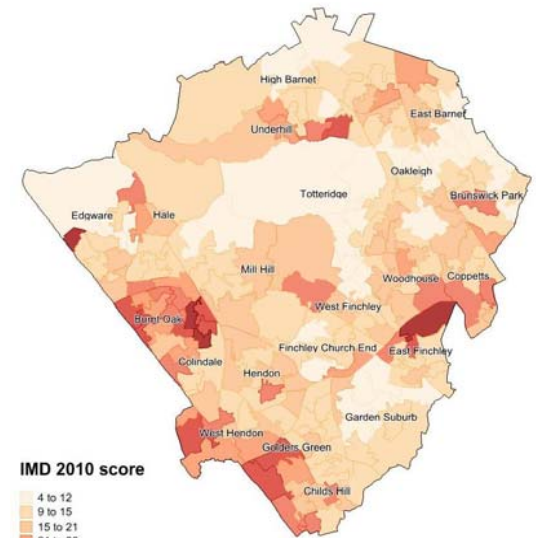
Barnet's changing age profile, 2011-16
Percentage change



State of the Borough - Barnet in 2011

- Significant pockets of deprivation, but comparatively less deprived than 3 years ago - with barriers to housing and services one of our greatest improvements
- Substantial investment in local infrastructure is planned to support the borough's growth
- An increasingly diverse population. Projected increase in the local BME population from 33.1% to 35.0% by 2016
- 15.9% of Barnet's working age population are self-employed, considerably higher than the London average of 10.8%

Deprivation in Barnet, 2010



Source: IMD 2010

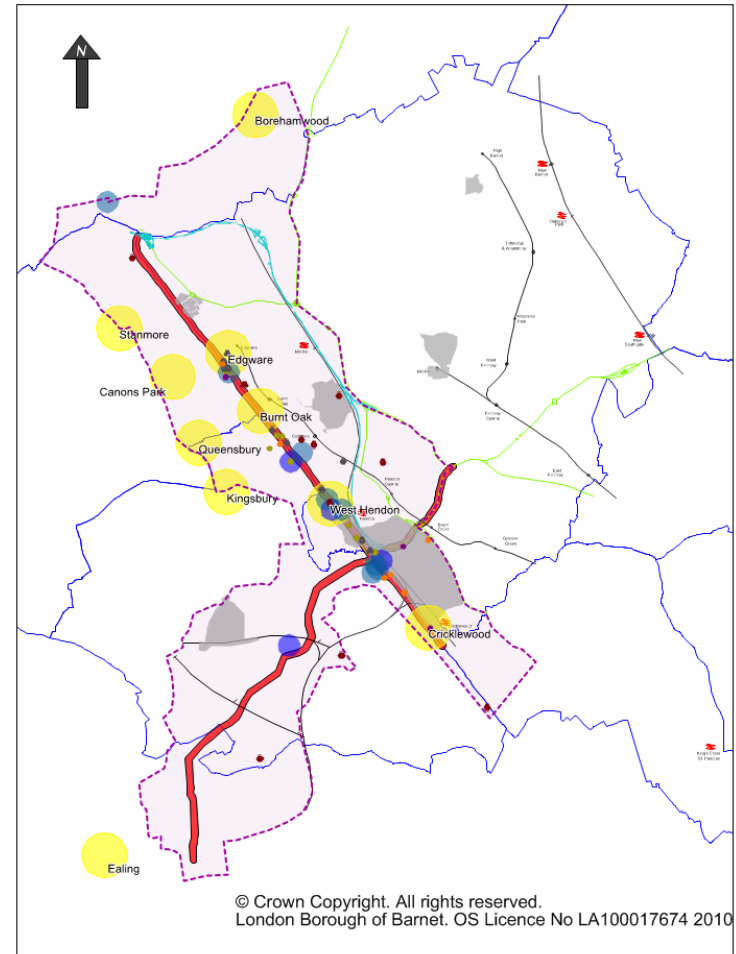
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State of the Borough - Barnet in 2011

- Large numbers of small businesses, over 91% of businesses employ less than 10 people
- Few large businesses, 0.34% of businesses employ over 200 people, the second lowest percentage in London.
- Opportunities for economic growth along the A5 and A406 corridors in the west of the borough
- High levels of annual VAT registrations but also high levels of de-registrations.

A5/A406 growth corridors



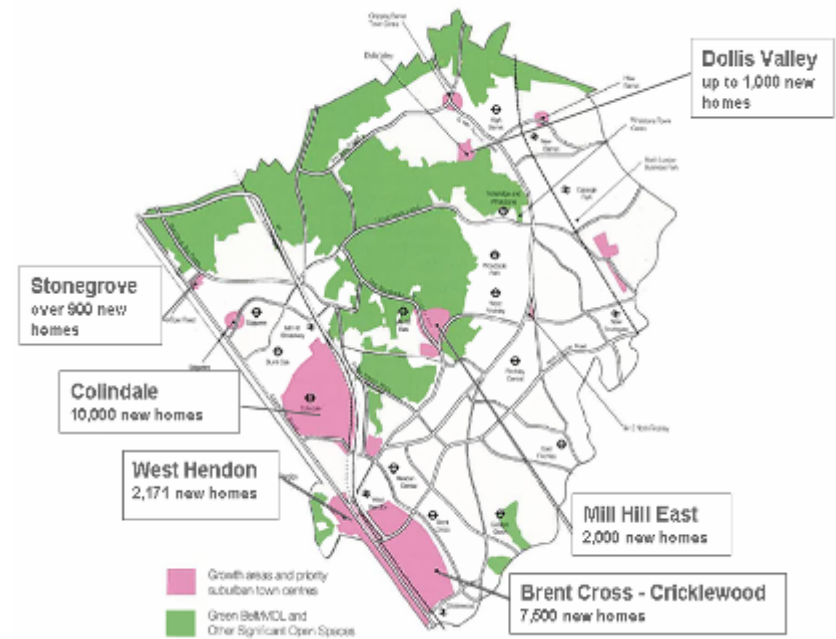
Legend

- Regeneration Areas
- Town centres
- Retail Parks
- Business And Technology Parks

Regeneration already underway

- By 2026, over 28,000 new homes will be delivered through our regeneration schemes, as well as schools, health facilities, parks, community facilities and open spaces, alongside opportunities for skills and employment
- Our regeneration schemes focus on large single tenure housing estates, transforming them into multi-tenure neighbourhoods where people will choose to live; and the major growth areas at Brent Cross, Colindale and Mill Hill East
- To 30 June 2011 estate regeneration has delivered 241 completed homes. In the wider Colindale area a further 1073 homes have been completed
- The first phase of regeneration at Granville Road is already delivering refurbished tower blocks. Other achievements to date include a new park and a new children's activity centre at Grahame Park

- Further planned growth
 - The major regeneration project at Brent Cross Cricklewood will develop a new Metropolitan Centre for Barnet creating 22,000 new jobs and 7,500 new homes, and transforming the North London gateway



Challenges; Managing Change, Maximising Opportunities

Despite vast planned investment into the borough, we recognise that our regeneration was planned in different market conditions, meaning that there are new challenges around delivery. To manage change and ensure we maximise opportunities, we must fully understand all of the challenges we face

Challenges - Managing Change, Maximising Opportunities

Increasing pressure on resources and different market conditions - means that some regeneration projects may face viability issues. If projects do not complete, the council must bring remaining properties up to Decent Homes Standard for which there is currently no financial provision. Delays in our estate regeneration programme associated with the current economic downturn could result in additional financial demands on the Housing Revenue Account to manage and maintain stock on the regeneration estates over an extended period.

Creating and sustaining lifetime homes and lifetime neighbourhoods – The provision of services and homes to meet the needs of all ages is key to creating and sustaining lifetime homes and lifetime neighbourhoods. Planning for demographic change, we need to ensure that people have good access to services, to their homes and within their homes, to maintain their independence as they get older. Encouraging the private sector to take a longer term stake in developments will support the sustainability of neighbourhoods. The government's localism agenda will enable communities themselves to play an important role in shaping and sustaining lifetime neighbourhoods.

Managing delivery of estate regeneration - Careful management of decanting from the regeneration estates will be needed, particularly where there is a loss of social housing. Re-housing offers will be made to all the existing secure tenants on the existing housing estates, but offers of re-housing on the new developments is not guaranteed for non-secure (temporary) tenants. Over the next few years, over 900 tenants in temporary accommodation on regeneration estates need to be re-housed; some investment may be needed to cope with demand for housing on an interim basis.

Challenges - Managing Change, Maximising Opportunities

Ensuring supporting infrastructure can be delivered and is in place - Almost all Infrastructure Delivery Plan projects relate to regeneration areas. Critical and necessary infrastructure includes; delivery of additional transport capacity to accommodate increases in population; reduction in road network congestion and making junction improvements; and securing sustainable design and construction in new developments to support the waste water network. We need to enable private sector delivery of sustainable energy in key growth areas, which if not installed during construction may be unaffordable. Assessing the provision of leisure and open spaces and how these relate to each other provides an opportunity to support the wider health needs of residents.

Planning for longer term pressures on services - We have already seen an increase in population which is due to continue, particularly among our younger population, with 23% more 5-9 year olds by 2016, creating pressure on primary school places. As population growth is concentrated in the west of the borough, the majority of the 300 temporary primary school places and 210 places created in the longer term will also be in the west of the borough. We also need to reflect the needs of older people, particularly as this population grows, supporting them to plan for their later years and providing the resources they need to maintain independence. The Pan London Mobility Scheme also provides a challenge for us, with councils expected to let 5% of re-lets and 10% of new units funded after 2011 through the scheme. Although the Pan London Mobility Scheme consultation paper is receptive to the idea of excluding regeneration properties, we need to ensure that our regeneration schemes are not adversely affected by this scheme.

Challenges - Managing Change, Maximising Opportunities

Integrating existing and new communities and sustaining community cohesion - Barnet is one of the most diverse areas in the country in terms of the variety of faith and ethnic backgrounds. This is accompanied by strong community cohesion and communities which get on well with each other. One of our strengths is the resilience and enterprise of the whole Barnet community. The movement of people that comes with regeneration may impact on community cohesion. Regeneration projects are working in partnership with local residents, and creating new homes and more mixed communities to manage growth in a way that conserves and enhances the character of the borough.

Maximising financial opportunities through accessing new models of funding - The Government's Growth White Paper and the Local Government Resource Review are highlighting new models of funding which we must explore and secure to maximise the benefit to Barnet and support our strategic objectives. Given current pressures on resources, we need to maximise funding opportunities to enable us to deliver regeneration to current timescales and to deliver the necessary physical, green and social infrastructure to accommodate the requirements of an increased population.

Maximising opportunities for local communities - The Skills, Employment and Enterprise strategy will provide a framework for a coherent approach to skills, employment and enterprise in Barnet. Overall, Barnet is a very successful borough but the challenges and issues faced by some of our residents and local businesses have an adverse effect on the success of the borough. Continuing to support the creation of apprenticeships and wider training and employment opportunities will support the economic and social benefits of regeneration.

Delivering the Regeneration

- **Jobs and Economic Growth**
- **Housing**
- **Infrastructure**

Delivering the Regeneration – Jobs and Economic Growth

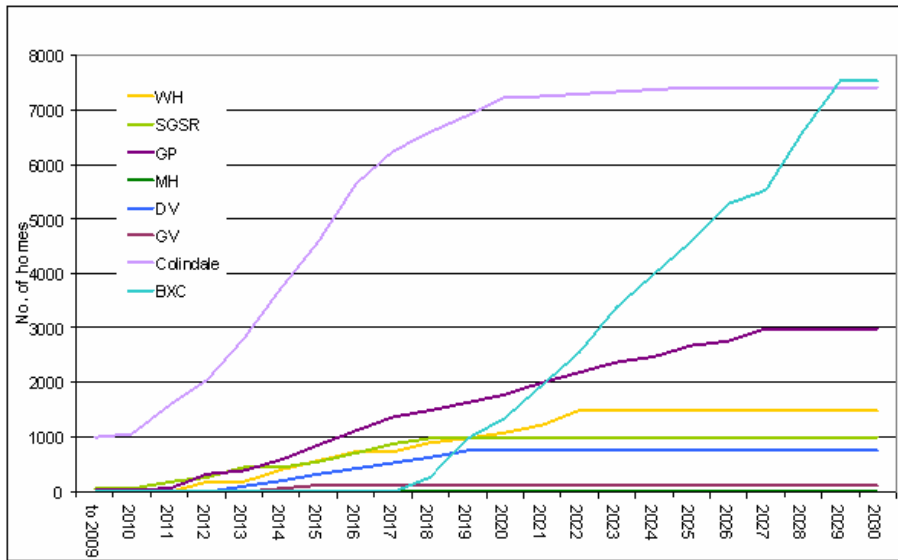
- Skills, employment and enterprise – key issues:
 - Increasing our already high levels of employment and business activity
 - Equipping residents with the right skills to meet employer needs and new job opportunities to maintain our competitive position and invest in economic growth
 - Closing the deprivation gap by moving residents from benefits into training and employment

- Supporting specific groups:
 - Entry to employment, supporting those facing barriers to accessing the jobs market
 - Internships and Apprenticeships, supporting our graduates and those not in education, employment or training

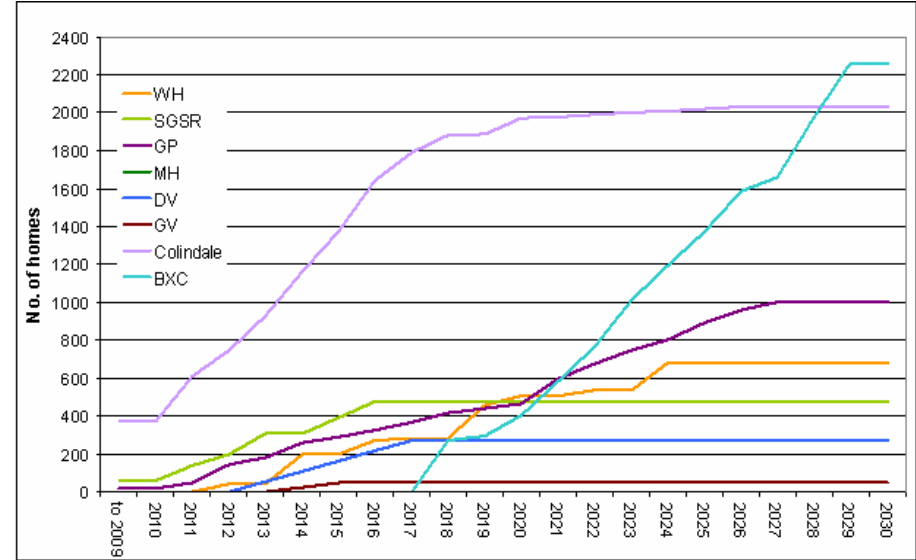
- Supporting business and maintaining and enhancing the vitality and long term viability of our town centres is of particular importance as our new developments progress. We will:
 - Support Small and Medium Sized Enterprises through our business forums
 - Make better use of vacant office space
 - Engage with businesses in our priority town centres to help them to take a shared responsibility for success
 - Bring together neighbouring local authorities in the west, local businesses and key stakeholders along the A5/A406 corridors to maximise opportunities for growth

Delivering the Regeneration - Housing

Delivery of new housing



Delivery of affordable homes



- We expect a steady increase in the delivery of housing completions across the regeneration estates to 2030.
- There will be a large number of completions in Colindale in a relatively short time span
- Overall, Brent Cross Cricklewood will have the highest number of completions by 2030, around 7,500

- There will be a steady increase in the cumulative delivery of affordable homes across the regeneration estates to 2030.
- Working to current timescales, 6767 affordable homes are to be provided by 2030, including those that are reprovided
- Brent Cross Cricklewood is forecast to deliver 2250 affordable new homes

Delivering the Regeneration – Infrastructure

- Delivering the physical, social and green infrastructure necessary to support future population growth will be critical to the success of the regeneration. Much of this is already underway
- The Infrastructure Delivery Plan identifies the infrastructure needed to support this growth and where gaps in planning and funding currently exist. The cost of delivering necessary infrastructure to 2016 totals over £150m

- The focus of necessary infrastructure is:
 - transport
 - utilities
 - education
 - health
 - open spaces
 - emergency services
 - community & sports facilities
 - waste
- Integrating the Infrastructure Delivery Plan into the wider Capital Programme will enable us to take a coherent approach to infrastructure delivery and maximise new funding opportunities

Tools

There are a number of tools which we are currently developing to enable us to deliver a comprehensive approach to regeneration and our strategic objectives

Tools

➤ Strategies:

Coordinated Funding Strategy (Infrastructure Delivery Plan) - The Infrastructure Delivery Plan will provide the basis for a coherent approach to funding and infrastructure delivery across Barnet

Skills, Employment and Enterprise Strategy - focussing on challenges faced by some of our residents and local businesses, the strategy will address where we may want to support specific groups and how to maximise future growth

Individual regeneration estate delivery plans – will identify key issues and risks for regeneration projects, aiming to keep delivery of the regeneration estates to timescale

➤ Structures:

A5/A406 Growth Corridor Partnership Working - establishing closer partnership working with west London Boroughs to secure economic growth opportunities presented by the A5 and A406 corridors

Partnership working with Development Partners, Barnet Homes & others – setting out clear structures around how Project and Partnership Boards will support our partnership work

Tools

➤ Funding:

Brent Cross Cricklewood TIF – a TIF could be used to support the delivery of the Brent Cross Cricklewood development

Barnet Community Infrastructure Levy - CIL will replace most S.106 contributions and will operate borough wide to ensure that all infrastructure needs related to new developments are fully considered

Affordable rent model - Charging higher rents will allow new affordable homes to be built despite significant reductions in capital funding. At the same time, we want to ensure that 'Affordable Rent' properties are accessible to the same clients as would have been housed in social rented properties. Barnet need to strengthen their relationship with the HCA to ensure we maximise funding opportunities

Other capital funding – can also support the delivery of regeneration in the borough

Localisation of Business Rates – would allow councils to keep some or all of local business rates; this incentive model could reduce dependency on government grant. CLG consultation is ongoing to October 2011

Housing Revenue Account funding – HRA reforms provide an opportunity to consider business cases for investment in housing stock

New Homes Bonus – this year's allocation of £1.5m will be held in an infrastructure reserve. A key question for Barnet is how to use this to support the delivery of infrastructure. Maximising potential New Homes Bonus income in future years will enable us to support community priorities and the infrastructure required to support new housing delivery

Key questions we are asking of all our regeneration schemes

We recognise the importance of responding to the changing context around delivering our planned growth. We are currently asking key strategic questions about the delivery of successful regeneration schemes for Barnet and the actions necessary to ensure we deliver our strategic objectives

Key questions we are asking of all our regeneration schemes

What are the challenges and risks?

- Viability and deliverability of regeneration schemes
- Infrastructure requirements and funding and delivery plans
- Project and programme management and capacity
- Partnership and governance arrangements
- Communications and community engagement

Is there a forward plan in place?

- Individual Regeneration Scheme Delivery Plans
- Actions necessary to deliver a comprehensive approach to regeneration, including community development
- Action plan to align individual Regeneration Scheme Delivery Plans with the Regeneration Strategy

What are the tools to manage change and maximise opportunities?

- Strategies
- Structures
- Funding

- Growth Areas

Colindale

Objectives

- Growth focused around an accessible and attractive new neighbourhood centre that serves the everyday needs of local people
- A transport interchange at Colindale Underground Station
- Enhanced green space and leisure facilities
- 10,000 new homes (including the Grahame Park regeneration scheme) as well as new jobs

Achievements

- Area Action Plan adopted in March 2010
- 1073 homes have been delivered to 30 June 2011 in the Colindale area, in addition to those delivered at Grahame Park

Next Steps

- Continue to bring forward identified sites for development in partnership with Metropolitan Police, Barnet College, the British Library and others

Our Key Partners

- Fairview
- St George
- Choices for Grahame Park

Brent Cross Cricklewood



Objectives

- A new Metropolitan centre for North London
- A vibrant urban quarter, providing new jobs, homes and leisure
- Improved infrastructure, including leisure and community facilities, new transport interchanges and re-provision of schools

Achievements

- Planning consent has been issued and agreement of all other commercial documentation is imminent

Next Steps

- Developers are working on improving viability, phasing and delivery outcomes
- Develop a site acquisition strategy, as well as a consultation strategy with residents
- Start onsite in late 2015 - early 2016

Our Key Partners

- Hammerson
- Standard Life
- CRL

Mill Hill East

Objectives

- A new sustainable, suburban neighbourhood
- Barnet's first Limited Liability Partnership (LLP) project
- Regenerative uplift of the area
- Community benefits including upgrading Mill Hill East underground station

Achievements

- Area Action Plan adopted in January 2009
- Resolution to grant outline planning consent in April 2011
- The first meeting of the LLP took place in June 2011

Next Steps

- S.106 negotiations are being progressed

Our Partners

- Inglis Consortium LLP (Annington Homes, Vinci St Modwen and London Borough of Barnet)

- Regeneration Schemes

Grahame Park

Objectives

- Transformational change involving demolishing 75% of existing poor quality housing and replacing with quality homes
- A fundamental change in the environment of the estate and perceptions of it
- Improved open space and improved infrastructure, including new community facilities
- Staged removal of the current Concourse and its replacement with a landscaped circus opening on to a revitalised parkland setting

Achievements - to April 2011

- 63 homes have been completed
- 38 secure tenants have moved into their new homes

Next Steps

- The next major phase had been approved for 446 mixed tenure homes, retail units, library, community centre, a public square and new park

Our Partners

- Choices for Grahame Park (Genesis PLC)
- Countryside Properties

Stonegrove Spur Road

Objectives

- Two post-war housing estates to be demolished and replaced with quality homes
- Provision of family homes
- Re-provision of community facilities, new open space and better access

Achievements - to 30 June 2011

- 178 new homes have been completed
- A further 98 completions are expected in 2011/12

Next Steps

- HCA funding has been secured which makes the delivery of the whole regeneration scheme viable, to be delivered by 2018

Our Partners

- Barratt Homes
- Family Mosaic

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West Hendon

Objectives

- Replacing poor 1960s housing with new homes and increasing the tenure mix
- Provision of a new town square and new community facilities
- Improved transport links and improved access to the Welsh Harp Reservoir

Achievements

- The initial phase is onsite, with the first 8 homes to be delivered in 2011

Next Steps

- A review of the Master Plan Review is underway to consider viability

Our Partners

- Barratt Metropolitan LLP
- Barnet Homes
- Metropolitan Housing Trust

Dollis Valley



Objectives

- A completely renewed housing development based on a traditional street pattern, to replace 1960s housing
- A suburban location in Chipping Barnet adjacent to the green belt
- New properties offering affordable, rented and shared equity homes for existing residents, as well as homes for sale on the open market

Achievements

- Significant progress on appointing a development partner

Next Steps

- A development partner is to be selected in autumn 2011
- Planning application expected in 2012

Our Partners

- To be selected

Granville Road



Objectives

- Refurbishment of 179 homes within tower blocks and development of 100-150 new homes to transform the estate into a high quality mixed tenure community
- A high quality public realm connecting the current estate to its surroundings

Achievements

- Phase 1 works to upgrade tower blocks are onsite
- Ongoing procurement of a development partner for phase 2

Next Steps

- Competitive dialogue underway – with a partner expected to be in place in early 2012

Our Partners

- Barnet Homes
- Apollo