

	<h2>Assets Regeneration and Growth Committee</h2> <p><b>13 June 2019</b></p>
<b>Title</b>	<b>Annual Regeneration Report</b>
<b>Report of</b>	Chairman of Assets Regeneration and Growth Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix 1 - Annual Regeneration Report 2018/19
<b>Officer Contact Details</b>	<p>Stephen McDonald , Director for Growth  <a href="mailto:Stephen.Mcdonald@barnet.gov.uk">Stephen.Mcdonald@barnet.gov.uk</a></p> <p>Sheri Odoffin: Programme and Controls Manager, Re          Email: <a href="mailto:sheri.odoffin@barnet.gov.uk">sheri.odoffin@barnet.gov.uk</a>          Tel: 0208 359 3104</p>

### Summary

This report summarises the 2018/19 Annual Regeneration Report (attached) which updates Committee of the following: -

1. The current policy context for growth and development
2. Regeneration scheme achievements
3. Regeneration scheme challenges
4. Regeneration scheme progress
5. An update on the closedown of the Stonegrove and Spur Road Regeneration Scheme

### Recommendations

That Assets Regeneration and Growth Committee resolves to

1. Note the report.
2. Give the Deputy Chief Executive delegated authority to make any non-material changes to the attached Annual Regeneration Report.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The Growth and Regeneration Programme Annual Report (abbreviated to Annual Regeneration Report - ARR), attached in appendix 1, provides an update on:-
  - The progress being made towards delivering the borough's Growth and Regeneration Programme
  - The key achievements over the last financial year
  - The local and strategic context for future growth
  - The early findings of the Stonegrove and Spur Road project closure report
  - Scheme challenges
- 1.2 This includes updates on Barnet's three largest growth areas – Colindale, Brent Cross Cricklewood and Mill Hill East as well as progress on the key estate regeneration schemes at West Hendon, Grahame Park, Dollis Valley, Stonegrove and Spur Road, and infill schemes at Granville Road, Upper and Lower Fosters and several Barnet Group-led Development Pipeline schemes.
- 1.3 The attached report also updates the Committee on business, employment, skills and training initiatives taking place alongside the above regeneration schemes. These activities are covered more fully in the Entrepreneurial Barnet Annual report presented to the Assets Regeneration and Growth Committee at its November 2018 meeting, and are included here to demonstrate integration with development and as part of strategic and borough-wide level partnerships with development.
- 1.4 The report also sets out key scheme achievements and progress since the last report to this Committee in March 2018. This includes the Stonegrove and Spur Road scheme which completed in May 2018.
- 1.5 The report outlines the important role regeneration plays in raising income which can be invested in a range of council services including housing, roads, schools, community facilities, parks, social care, children's services and others. It identifies income generated and forecasted from several sources including council tax (generated yearly from each new home built), business rates (generated from the amount of commercial floorspace created), Section 106, Community Infrastructure Levy and New Homes Bonus. The investment made by the Council is often matched by additional funding from government departments. Appendix 1 of the ARR provides quantitative forecasts and lists the contributions already received from number of schemes ie £10m and £19m to date from West Hendon and Colindale regeneration schemes, respectively.
- 1.6 Also outlined is the emerging Growth Strategy which sets out the context within which priorities for future growth in the borough will be set. It identifies where in the borough growth will be focused supported by an emerging Local Plan which will guide and frame objectives for the borough. Dealing with the need to plan for Barnet and meet priorities of the London region is one of the challenges recognised in the report.

## **Achievements and Successes**

- 1.7 The ARR shines a spotlight on the achievements and successes of the Stonegrove and Spur Road scheme, which has completed. A closedown report is being prepared which looks at achievements against objectives, scheme successes, benefits realised including income, and lessons learned.
- 1.8 In addition, a selection of achievements of the current regeneration schemes are listed below and a fuller profile is provided in the attached Annual Regeneration Report.

### **1.9 Stonegrove and Spur Road - Priority Estate**

#### Highlighted Successes

- Meeting a recognised housing need within Barnet and London, whilst increasing the overall amount of larger affordable housing on-site
- All secure tenants rehoused in new accommodation meeting their needs
- Developer together with the council undertook extensive consultation with the residents of the Estates and the surrounding local community
- Close working with residents to develop a masterplan for the new development
- Partnership Board formalized into a Community Trust with responsibility for the ongoing operation and management of OneStonegrove securing the long-term viability of the community asset and a legacy for the project
- Several awards and award nominations

### **1.10 Brent Cross Cricklewood - Brent Cross Cricklewood Growth Area**

#### **1.10.1 Brent Cross North**

- Highways design approvals achieved for all infrastructure elements of the Brent Cross North scheme
- Updated planning and delivery strategy developed to allow Brent Cross South and Brent Cross Thameslink to proceed ahead of Brent Cross North

#### **1.10.2 Brent Cross South**

- Vacant possession of the first phase of the Claremont Industrial Estate achieved in early 2019, with site now secured and made ready for demolition works
- Planning approval received for the first three residential plots
- Pre-application discussions and development of designs for the first phase of development including public spaces, highway layout and integration with existing areas

#### **1.10.3 Brent Cross Thameslink**

- Confirmation of an updated funding strategy, including a further £319m of central government funds, to deliver Thameslink and critical infrastructure. This enables the Thameslink programme to proceed ahead of the Shopping Centre development.
- Planning consent for the new Waste, Freight, and rail sidings facilities

- Commencement of physical works on the sidings and waste sites with demolition and remediation works carried out to programme
- Development of the station design including public consultation ahead of a planning application submission anticipated summer 2019
- Proceeding through OJEU procurement process to appoint a design and build contractor for the station by late 2019

#### 1.11 **Colindale Growth Area**

- New youth facility 'Unitas' in Montrose playing fields started on-site in February 2018 and completed in June 2019
- Start on-site at Montrose and Silkstream Parks in November 2018
- Funding agreement for the Colindale tube station redevelopment signed with Transport for London (TfL) in October 2018
- Progressed detailed design for Bunns Lane, Montrose /A5 and Colindale Avenue/A5 junction improvements
- Construction of bridge from Fairview into Montrose Playing Fields commenced in February 2019
- Planning application for the Colindale tube station development validated in March 2019
- Employment and Skills Action Plan sets out how residents (both existing and new) can access construction and related employment and training opportunities arising from the development. Key outcomes 2018/19 relating to Colindale Gardens (Peel Centre site) by Redrow
  - 12 Apprenticeship placements ranging from Carpentry, Plumbing to Site Management
  - 4 Accredited Undergraduate Placement Schemes, with a further 10 on the Accredited Graduate Scheme
  - 8 Work Placements for students aged 16 years of age
  - 98 students across Barnet Schools, College and University visiting the site
  - 88 students attended Construction Sector Awareness Training, of which 20 were from University
  - Gold sponsors at the Barnet School Awards 2019
  - Funding the "Redrow Aspirational Award" at Middlesex University - an annual scholarship with an award of £2,000. This five-year scholarship arrangement commenced in August 2015 and will continue to run for five years to August 2019

#### 1.12 **Grahame Park – Priority estate within Colindale Growth Area**

- Appointment of new Design Team to develop scheme design and a planning application for next phase of development
- Initial scheme design submitted to Commission for Architecture and the Built Environment (CABE) for expert independent assessment at an early stage
- Key variations to the Principal Development Agreement approved by committee
- Concluded first of three-part estate based planning consultation
- Secured £200,000 of government grant for conversion of former Grahame Park Library into a community hub

- Employment and Skills Action Plan sets out how residents (both existing and new) can access construction and related employment and training opportunities arising from the development. Key outcomes 2018/19:
  - 27 local Grahame Park residents secured employment
  - 4 Apprenticeship starts achieved surpassing the annual target of 3
  - 455 residents attended localised employment and training workshops in Grahame Park, the annual target is 175
  - 14 young people and adults secured work experience placements within Colindale Community Trust, The Loop and Notting Hill Genesis
  - 65 residents volunteered in various activities supported by Notting Hill Genesis
  - 6 new business start-ups by local Grahame Park residents
- 3 residents were semi-finalists at this year's Entrepreneurial Barnet Competition.

### 1.13 Mill Hill East – Area of Intensification

- As at March 2019, developers sold and occupied 650 private and affordable dwellings on phases 1a, 2, 3, 3a 4a, 4b and 4c
- Approval of Phase 6 (developer Poly UK) Reserved Matters Application for 310 units and 700 sqm of commercial space
- Approval of Phase 10 (developer Sanctuary Group) Reserved Matters Application for 110 units
- Employment and Skills Action Plan sets out how residents (both existing and new) can access Site and Developer employment and training opportunities arising from the development. Key outcomes 2018/19:
  - 10 Apprenticeship placements achieved
  - 3 Barnet residents secured paid work experience on- site
  - All developers, contractors and sub-contractors source their materials from local manufacturer or merchant branches of Buildbase, Jewson, Lawson and Travis Perkins amongst many. Up to 25% of the materials came through these suppliers
  - 5-10% of site workforce are local Barnet residents

### 1.14 West Hendon - Priority Estate

- Completion of phases 3b & 3c which delivered a total of 299 homes of which 117 are affordable
- Improvements to the entrance of the estate with the opening of the new public square. Retail and commercial units have also been opened with a new Co-Op store that opened in December 2018
- Approval of Phases 5 Reserved Matters Application for 216 units (118 market, 97 intermediate and 1 social rented unit) in Jun 2018
- Approval of Phases 6 for 516 units (442 market and 74 intermediate) in Jun 2018
- In December 2018, approval of the Reserved Matters Application for the construction of Silkstream Bridge
- The Council applied for a Compulsory Purchase Order (CPO3) in November 2018 to secure the delivery of phases 5 & 6 with a public inquiry to be held in July 2019 to determine the outcome
- Development of West Hendon Broadway Strategy, working with residents and traders to identify potential improvements to enhance the Broadway

- In June 2018, planning consent achieved for a residential-led mixed use development on West Hendon Broadway with retail use at ground and first floor and 53 residential units above
- Employment and Skills Action Plan sets out how residents (both existing and new) can access construction and related employment and training opportunities arising from the development. Key outcomes 2018/19:
  - 458 residents engaged in training, skills development and wellbeing programmes taking place at the Community Hub
  - 18 residents gained employment through support from the Community Hub
  - 9 health and wellbeing programmes delivered by residents, with residents, for residents
  - English as a second overseas language (ESOL) and IT classes launched at the Hub

#### 1.15 **Dollis Valley - Priority Estate**

- Opening of a new play area and amenity space in summer 2018
- Planning consent for next phase of development delivering 135 new homes (additional 18 units from original planning application)
- Barnet and King George V Playing Fields draft masterplan approval for a full public and stakeholder consultation due to commence in June 2019
- Brook Valley Gardens shortlisted at the Property Awards 2019 in 'The Placemaking Award' category
- Employment and Skills Action Plan sets out how residents (both existing and new) can access construction and related employment and training opportunities arising from the development. Key outcomes 2018/19:
  - Outreach service ended July 2018, supported total 49 residents into employment and training opportunities, with further 24 residents referred to secondary services in Barnet
  - 4 Apprenticeship starts achieved (plumbing, carpentry and bricklaying), with 2 securing jobs within respective specialisms
  - 8%-11% of the site workforce are local Barnet residents

#### 1.16 **Granville Road – Infill Estate**

- The council successfully made the Compulsory Purchase Order which was confirmed in January 2019
- Removal of trees in preparation for an August 2019 start on site
- Substantial progress made with pramsed acquisitions to facilitate development

#### 1.17 **Upper and Lower Fosters - Infill Estate**

- Completion of RIBA Stage 2 (Concept Design) and progression to RIBA Stage 3 (Detailed Design) submitted for consideration by planning committee in June 2019
- Bid submission by The Barnet Group to the Greater London Authority (GLA) for grant funding to deliver affordable housing (awaiting outcome)
- Unique co-designed scheme with estate residents involved from concept and through all stages of design
- Ongoing monthly community steering group meetings and local resident feedback

- Ongoing viability and affordability assessments due for Committee decision in June
- GLA support for the scheme and potential grant funding contribution

#### 1.18 **Development Pipeline - Infill Sites**

- 81% of the pipeline programme is committed, 236 out of 320 of the homes are currently on-site with the first 41 homes now handed over
- Ansell Court Extra Care scheme is complete and residents have moved in. Feedback has been extremely positive regarding the way in which it meets the evolving needs of older people in Barnet.
- Next two Extra Care schemes in the pipeline have progressed – Stag House with planning consent and Cheshir House submitted for planning approval
- In June 2018, planning consent achieved for residential schemes at Friern Court (11 units), Registry Office at Burnt Oak Broadway (30 affordable units) and The Croft in Edgware (33 units)
- In July 2018, planning consent achieved for residential development at Mount Parade Garages (7 units)
- The Microsites programme is also underway providing 27 new homes of which 10 are wheelchair accessible
- The New Build team is also commencing a programme of schemes including homes for sale and Shared Ownership on some larger Barnet owned sites

#### 1.19 **Challenges**

1.19.1 The report also provides an update on some of the external challenges that schemes have faced this year which will impact on either, future scheme delivery timescales the housing or the housing mix. This includes meeting the GLA annual new housing targets set out in the London Plan.

##### **Investment decisions affecting Brent Cross North**

1.19.1 Fluctuations in the retail economy and the economic uncertainty caused by Brexit have led Hammerson and Aberdeen Standard Investments to review the approved plans and delay progressing elements of this scheme. Other equally significant elements of the Brent Cross Cricklewood regeneration programme are progressing ie Brent Cross South and Brent Cross Thameslink which involve substantial land acquisitions and major construction.

##### **Ongoing regeneration of Grahame Park**

1.19.2 Following mayoral refusal of the planning application for plot 10 in December 2017, Notting Hill Genesis (NHG) have been working with the GLA and LBB to bring forward a new application which will satisfy the requirements of all parties. The regeneration of Grahame Park estate was originally due to complete in 2018 but has been delayed because of challenging economic conditions which have affected the construction sector. The need to meet the GLA's target of 100% of social housing on plot 10 has also added delays to the build.

##### **Upper and Lower Foster scheme**

1.19.3 This scheme has been subject to a comprehensive and unique co-design approach involving estate residents from the onset on all design stages. Balancing the need for a financially viable and well-designed scheme which

meets the needs of residents, while also delivering a significant increase in housing has been a challenge. The scheme is currently subject to approval of the business case by Committee, approval of GLA funding, planning approval and ongoing community support.

### **Local Plan process**

1.19.4 It is challenging to balance mayoral housing targets with local plan housing targets whilst continuing to maintain the characteristics of the local borough. The local plan is delayed by several months due to negotiations around the borough's housing target. The current schedule which has slipped by 6 months.

## **1.20 Policy and Economy**

1.20.1 The ARR provides an update of the policy context within which growth and regeneration activity is taking place and provides more detail on what the schemes will be providing and the anticipated of funding contributions.

## **1.21 Growth Strategy**

1.21.1 The Council is under pressure to accommodate its growing population by increasing the supply of housing and proactively manage its own housing delivery.

1.21.2 The Council is under pressure to accommodate its growing population by increasing the supply of housing and proactively manage its own housing delivery.

1.21.3 Barnet's emerging Growth Strategy focuses on five cross-cutting objectives and sets out a proposed programme of activity between 2019 to 2030:-

- A growing borough
- An Entrepreneurial Borough
- A great borough to live in and visit
- A borough of thriving town centres
- A connected borough

1.21.4 The strategy also characterises the borough into three spatial areas of West, Central and East, recognising their different features. Once agreed, the strategy will be underpinned by a Delivery Plan of key projects setting out the council's approach to delivery.

## **1.22 Housing Strategy**

1.22.1 The new Housing Strategy (2019-2024) was approved by Housing Committee in April 2019. It identifies areas of continuity with the trends that drove the previous strategy (2015- 2025), and areas of significant change requiring review and updates. This responds to major changes in the housing sector and wider demographic and economic changes.

- 1.22.2 The main themes in Barnet's Housing Strategy (2019 - 2024) are to improve standards in privately rented housing, deliver more affordable homes, promote independence, tackle homelessness, and ensure housing is safe and secure.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 The decision to produce an annual progress report was agreed by Cabinet Resources Committee in February 2012.

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The alternative is not to provide a report, or to provide reports at different intervals throughout the year. An annual report was recommended following an external review of the Council's Regeneration Service. In addition, Members have asked for progress updates. This reporting mechanism forms a key part of the response to that requirement. This report also provides an accessible way of keeping partners and the local residential and business communities informed of existing regeneration commitments and future plans.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 Future content updates of the ARR will be progressed in line with the Growth Strategy which is the new name for the Regeneration Strategy, also to be reported at Assets Regeneration and Growth committee on 13th June and subsequent ARG committees.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The activities outlined in the Growth and Regeneration Programme, contribute to the vision and strategy set out in the Council's Corporate Plan 2015-2025. It is recognised that Barnet has the largest population of any London Borough with an estimated 393,000 residents in 2015 and that this is expected to grow by a further 19% over the next 25 years.

- 5.1.2 The London Borough of Barnet's Housing Needs Assessment (HNA) has indicated that the Borough has a requirement for an additional 27,000 dwellings over the next 15 years and the GLA has set LBB a target of 28,000 dwellings by 2030.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

#### **Finance**

- 5.2.1 The council's development partners (developers) currently underwrite a substantial amount of the council's costs in order to bring the regeneration schemes to fruition. The Principal Development Agreements and Regeneration Agreements allow the council to recover its costs at certain stages of the regeneration projects.
- 5.2.2 The Council have funded through the Housing Revenue Account (HRA) Advance Acquisition costs to enable vacant possession and phased development at Dollis Valley and Brent Cross estates and is funding preliminary costs needed to bring forward infill developments at Upper and Lower Fosters estate and development pipeline schemes.
- 5.2.3 On each scheme, the Council's costs are budgeted and recorded on a monthly basis, and are invoiced either monthly (Brent Cross Cricklewood), quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner. It is the responsibility of Regional Enterprise (Re) and LBB to manage the project budgets and the reclaim of costs on behalf of the Council.
- 5.2.4 The implications in relation to funding the regeneration programme have been included in the Council's Capital Programme.
- 5.2.5 A number of schemes have either been or are fully or partially funded from Government Grants, for example, Upper and Lower Fosters and Brent Cross Cricklewood.
- 5.2.6 Assets Regeneration and Growth Committee on 27th November 2018 approved the Business Planning Report which refreshed the council's medium term financial strategy (MTFS) and anticipated a budget gap of £69.9m to 2023/24 which incorporated savings of £17.3m previously identified for 2019-20, and an additional gap of £52.6m to 2023/24.

### **Performance and Value for Money**

- 5.2.7 The Council and its development partners have obligations within the respective Principal Development Agreements to maintain a transparent and open book approach to the management and monitoring of each development. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.

### **Property**

- 5.2.8 The Principal Development Agreements for each of the estate regeneration schemes commit the council, subject to certain pre-conditions, to the phased disposal of all land and property owned by the council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State (where necessary). In general, the land is disposed of without taking cash receipt but in consideration of the development partner's obligations to redevelop the estate. Where the land/property has been specifically acquired by the council to enable the regeneration schemes to

proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders), then all costs incurred by the council in these acquisitions (including the cost of acquisition itself) will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the council will generally receive a share of the eventual profits known as overage where this forms part of a development agreement

### **Procurement**

5.2.9 The Growth and Regeneration Programme is now delivered in part for the council by Re (Regional Enterprise Ltd). However, The Public Contracts Regulations 2015 and the council's procurement procedures and processes are adhered to. Development schemes are also delivered by the Barnet Group.

5.2.10 Where Re are managing the procurement of the build contract, there will be adherence to Barnet Councils Contract Procedure Rules. Upon the successful appointment of a preferred contractor Re will project manage the delivery of the schemes.

### **Procurement, Staffing, IT and Sustainability**

5.2.11 There are no issues to report around Staffing, IT and Sustainability.

## **5.3 Social Value**

5.3.1 The next 5 years represents a great opportunity for Barnet residents and businesses, with the borough set to benefit from a growing economy and local investment in regeneration. This is an essential part of the council's strategy for the delivery of growth, housing, and responsible regeneration indispensable for the borough; revitalising communities, providing new homes and jobs, and delivered in a manner that protects the things residents love. In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so Re, Barnet Council, and Barnet Homes are providing targeted help for those that need it, and commissioning a range of partnership services to help residents into work. The council want everyone in Barnet to have access to a good job and good housing, or a better job and better housing, so that the borough remains a place where people want to live and work. In this way, the purpose of the Regeneration Programme is to provide Social Value for residents. The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.3.3 The regeneration programme is transforming mono tenure estates into mixed

tenure neighbourhoods with new modern fit for purpose homes for residents of social and affordable rent, shared ownership and owner occupiers.

- 5.3.4 An increased number of better quality community facilities are being provided through the programme, including: GP surgeries, pharmacies, nurseries, libraries, community centres, religious centres, and a minimum of 10 schools.
- 5.3.5 As part of the Entrepreneurial Barnet approach the Growth and Regeneration Programme is providing many initiatives to support residents into work including: A Retail Job Shop, construction training and jobs through developer S106 contributions and the Workfinder project for unemployed residents.
- 5.3.6 The report in appendix 1 provides more information on the net benefits the regeneration and development are bringing the Benefits Realisation measures for the programme. These are a range of indicators that are monitored to show how the Growth and Regeneration Programme is improving outcomes for Barnet.

#### 5.4 **Legal and Constitutional References**

- 5.4.1 Brent Cross South, Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road, and West Hendon regeneration schemes are underpinned by Development Agreements. Each of these Development Agreements are long term, legally binding agreements, under which, all parties, usually made up of the Council, a Private Sector Limited Company and a Registered Provider as well as any Special Purpose Vehicles, or subsidiaries of the development partners, required for the delivery of the schemes, have obligations and responsibilities which in the event they are not fulfilled, could give rise to legal liabilities.
- 5.4.2 The Development Agreements themselves typically provide for certain amendments / changes to be agreed between the parties without the requirement to vary the Development Agreement itself. Any such changes will usually be detailed in delegated powers reports.
- 5.4.3 The council plays a key role in the land assembly for its regeneration schemes and in the process, is required to follow relevant statutory processes for the disposal, appropriation and acquisition arrangements.
- 5.4.4 Millbrook Park is administered through the Inglis consortium of which Barnet Council is a partner. The arrangements of the consortium have been agreed at committee.
- 5.4.5 The nature and extent of development within Colindale is controlled through the Colindale Area Action Plan, which has been incorporated into the Barnet Local Plan 2012. Developments are undertaken by private developers without development agreements with the council.
- 5.4.6 Regional Enterprise (Re) is responsible for supporting the Council in meeting its obligations under the Development Agreements.
- 5.4.7 Legal and constitutional arrangements between Barnet Council and Regional Enterprises are laid out within the Joint Venture contract.
- 5.4.8 In accordance with the Council Constitution, Article 7, Assets Regeneration and Growth Committee has responsibility for regeneration strategy, overseeing major regeneration scheme and, asset management.

## 5.5 Risk Management

- 5.5.1 Risks are monitored across the programme as well as at project level.
- 5.5.2 The viability of each of the physical regeneration projects is substantially dependent on the performance of the housing market over the lifetime of the developments. Delays to the delivery of the schemes could result in reduced resident satisfaction levels. To help mitigate this, continual monitoring of the local housing market and housing delivery takes place with the development partners. Economic sensitivity measures review mechanisms have been included in the Development Agreements.
- 5.5.3 In 2001 the Department for Transport, Local Government and the Regions

issued guidance to local authorities on meeting 'decent homes' standards. The council was advised that, based on the known data, the homes on the priority regeneration estates would fail to meet the required standards. In response to the need to address problems around heating, condensation and general structural repairs, as well as the modernisation requirements for the homes on these estates, the council decided to embark on the programmes to regenerate these estates to provide well designed, high quality and efficient homes. If the estate regeneration schemes do not complete, the council will be required to bring the remaining properties up to Decent Homes Standard.

- 5.5.4 The council's development partners are currently responsible for a substantial proportion of council costs in delivering the regeneration schemes. These costs include, but are not limited to, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance Payments to secure tenants required to move, qualifying staff costs, resident independent advisors and cost consultancy advice. The Principal Development Agreements set out the framework for these costs being recovered. It is the responsibility of Regional Enterprise (Re) to manage the reclaim of these costs on behalf of the council, however if the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the council may not be able to recover all the costs incurred. To mitigate this risk, budgets are reviewed and forecasted monthly and agreed with the Development Partners in advance of expenditure wherever possible.
- 5.5.5 The council also has obligations under the Principal Development Agreements and Regeneration Agreements. If the council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's development partners. It is the responsibility of Regional Enterprise (Re) to support the Council in meeting its obligations under the Development Agreements.
- 5.5.6 There is a risk that the delivery of physical and socio-economic regeneration could be endangered due to restrictions in the availability of third party funding. This could lead to reputational issues for the council and resident dissatisfaction. To mitigate the risk, the council and Regional Enterprise (Re) will maintain close working relationships with development partners, the Greater London Authority and other government bodies to ensure a flexible approach to future problems that may threaten individual projects. The council and Regional Enterprise (Re) will keep residents well informed through appropriate communications and will work with development partners to undertake continual value engineering of development proposals. The council also works closely with partners to reduce risks related to securing planning approvals.
- 5.5.7 Where the grant funding is secured to support the delivery of schemes, for example Brent Cross Cricklewood, this funding needs to be spent in line with the conditions of grant agreements. Failure to meet the conditions may risk in funding being clawed back.

## **5.6 Equalities and Diversity**

- 5.6.1 Under the Equality Act 2010 (“the Act”), the Council and organisations working on their behalf, have a legal duty to have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protracted characteristics and those without. The ‘protected characteristics’ are age, gender, ethnic origins and race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.
- 5.6.2 Barnet is committed to building strong, cohesive, healthy, resilient, successful and safe communities where people from all different backgrounds get on well together. As outlined in the Corporate Plan the Council is committed to improving the quality of life and wider participation for all those who live work and study in Barnet in the economic, educational, cultural, health, social and community life in the Borough through regeneration in the Borough’s regeneration areas and schemes.
- 5.6.3 Entrepreneurial Barnet is the council’s approach to support jobs, skills and growth. It includes measure to support businesses and residents who are looking for work or have low level skills.
- 5.6.4 The development of Town Centre Strategies supports Barnet’s aspiration to support vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of our town centres, their different requirements, and the different needs and preferences of those who use them.
- 5.6.5 Work is ongoing in partnership with the public health team, to understand the health challenges faced by communities in Barnet and identify the health priorities when designing places.

## **5.7 Corporate Parenting**

- 5.7.1 Not applicable

## **5.8 Consultation and Engagement**

- 5.8.1 Consultation and engagement are a fundamental part of the Growth and Regeneration programme activities. Each regeneration scheme have its own stakeholder engagement plan as part of Project Initiation Documents (PIDs).

## **5.9 Insight**

- 5.9.1 A number of sources of data used in the Annual Regeneration Plan have been referred to in the report.

## 6 BACKGROUND PAPERS

6.1.1 27 November 2018 3<sup>th</sup> ARG Committee - Business Planning 2019 - 2024  
<https://barnet.moderngov.co.uk/documents/s49842/Business%20Planning%202019-2024.pdf>

6.2 12<sup>th</sup> March 2018, Assets, Regeneration and Growth Committee, Annual Regeneration Report  
<https://barnet.moderngov.co.uk/documents/s45481/Annual%20Regeneration%20Report.pdf>

Minutes, Item 15:

RESOLVED TO:

1. The Committee received the report with the Chairman commending and thanking Officers for this report.
2. It was moved by Councillor Zinkin and seconded by the Chairman that:

The Deputy Chief Executive be given delegated authority to make any non -material changes to the report.

---