

	<b>Health and Wellbeing Board</b> <b>18 July 2019</b>
<b>Title</b>	<b>Regeneration Deep Dive</b>
<b>Report of</b>	Deputy Chief Executive
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	None
<b>Enclosures</b>	Appendix A – Presentation Growth in Barnet Appendix B – Draft Growth Strategy Appendix C – Draft Growth Strategy Health Impact Assessment Appendix D – Grahame Park Neighbourhood Change presentation Appendix E – Brent Cross South – Project Play Appendix F – Primary Care Plan
<b>Officer Contact Details</b>	Susan Curran, Commissioning Lead Regeneration, <a href="mailto:susan.curran@barnet.gov.uk">susan.curran@barnet.gov.uk</a>  Rachel Wells, Consultant in Public Health, <a href="mailto:Rachel.wells@barnet.gov.uk">Rachel.wells@barnet.gov.uk</a>

## Summary

This report provides a deep dive into growth and regeneration agenda in Barnet and its benefits to health and wellbeing of Barnet residents. The council has also launched a consultation on the new draft Growth Strategy that encompasses all wider determinants of health. Health and Wellbeing Board is therefore asked to note and formally respond to the strategy consultation.

## Recommendations

1. That the Board note progress on delivering health and wellbeing outcomes across the growth and regeneration programme.

**2. That the Health and Wellbeing Board note the draft Growth Strategy and respond to the consultations formally.**

**1. WHY THIS REPORT IS NEEDED**

- 1.1 The evidence on the positive impact of healthy placemaking on people and how we can create places that deliver healthier lives, prevent avoidable diseases and contribute to the overall economic wellbeing is clear. Furthermore, evidence also suggests a great benefit of community engagement and co-production models in creating healthy places. In Barnet, we have been working in partnership internally and externally to ensure our communities are supported to thrive and enjoy creation of healthy places.
- 1.2 This report provides an update on how Health and Wellbeing outcomes are being incorporated across the growth and regeneration programme. It also provides a briefing to Health and Wellbeing Board on the new Local Plan which is currently being prepared and the new draft Growth Strategy which is out for consultation. It also provides case study examples of community engagement in Grahame Park and how health and wellbeing benefits are being designed into the scheme at Brent Cross South.

**Growth Strategy**

- 1.3 The council has developed a new draft Growth Strategy which responds to a range of economic, social and environmental trends anticipated by 2030, including changes in how people work, how and where companies choose to locate, the skills needed for a changing job market, the continuing shift in how people choose to shop and therefore use our high streets, the growing and ageing population and growing environmental concerns. The Growth Strategy focuses on the council's role in driving forward growth, focusing on the areas that require intervention and ensuring growth will bring the greatest possible benefits to existing as well as new residents.

**Growth Strategy – draft Health Impact Assessment**

- 1.4 A draft Health Impact Assessment (HIA) has been conducted on the strategy to consider how it will meet the health and wellbeing priorities for the council. This assessment has mapped existing health indicators for each area and provided a review of academic literature and previous HIAs on regeneration to explore potential impacts of the strategy through the prism of the Health and Wellbeing Board priorities.
- 1.5 The draft Growth Strategy describes a variety of place-based interventions that are likely to have wide-ranging economic, social and physical impacts across the borough. The importance of the environmental context in shaping wellbeing and contributing to societal health inequalities is recognised. The activities listed within the Growth Strategy therefore have the potential to significantly influence the health of Barnet's population.

- 1.6 The draft HIA indicates the Growth Strategy will over time benefit the West of the borough; through enhanced connectivity, new active travel choices, local employment and training opportunities, improved housing quality, and better social and economic opportunities within new mixed-use neighbourhoods. There will be a negative health impact in the short to medium term relating to disruption to travel networks and noise and air pollution from construction activities. In addition, the social impact from decanting existing residents may have some longer-term impacts for particular individuals or families.
- 1.7 The greatest concern is where long-term programmes of construction activity intersect with disadvantaged and vulnerable populations. Here, effective scheme design and decanting strategies will be critical, in addition to general mitigation efforts including 'considerate construction' practices, construction management plans, community consultations, and timely infrastructure improvements. With the appropriate mitigation in place, over time the net positive health impact could be realised.
- 1.8 In the centre of the borough, lower density suburban forms of development have reduced concerns about negative health impacts during construction phases, whilst the aspirations for a new regional park and improved sports hubs are beneficial not just locally but for a large proportion of residents across the borough if accessibility and connectivity limitations can be addressed.
- 1.9 In the east of the borough, beyond temporary negative impacts of construction activities, the enhancement of town centres and the focus on delivering healthy streets will not only ensure more sustainable forms of development that positively promote more active travel behaviour and healthier lifestyle choices, but should have a more generally positive impact on the health of the population as a whole in this area.
- 1.10 As part of the consultation process, the draft HIA will also be considered and the final version of the HIA will be reported to Assets, Regeneration and Growth Committee alongside the finalised strategy in November 2019.

### **Local Plan**

- 1.11 Barnet is also currently engaged in a refresh of its Local Plan, incorporating revisions to address identified need for housing alongside addressing challenges around transport, sustainability and wellbeing. The borough will need to respond to current challenges as it did to the challenges presented by the previous Local Plan. Where the Local Plan sets the spatial framework for all development in the borough, the Growth Strategy sets out how and where the council will direct its attention in relation to development and regeneration.

### **Annual Regeneration Report**

- 1.12 The Growth and Regeneration Programme Annual Report which was submitted to Assets, Regeneration and Growth Committee on 13th June, provides an update on the progress being made towards delivering the borough's Growth and Regeneration Programme. This includes updates on delivery in 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, infill schemes at Granville Road, Upper and Lower Fosters and several The Barnet Group-led Development Pipeline schemes. The report also sets out key scheme achievements and progress since the last report to ARG Committee in March 2018 and provides an update on business, employment, skills and training initiatives taking place alongside the above regeneration schemes.

- 1.13 The report also describes the completion of the estate regeneration project at Stonegrove and Spur Road in Edgware. The completion of the final homes in May 2018 marked the conclusion of a 13-year regeneration programme, including ten years of construction. Before construction, which began in 2008, the estate was comprised of approximately 600 homes built in the 1960s and 70s. These ranged from four storey maisonette blocks to 11 storey tower blocks.
- 1.14 The scheme has replaced the ageing tower blocks and reconnected the 12ha site with the surrounding area. Nearly 1000 homes of mixed tenure have been created, surrounded by high quality public open spaces and communal gardens with improved living conditions and reduced rent for the residents. As well as this, the regeneration has improved other aspects of the local community including infrastructure, educational and community facilities for the people of Edgware to benefit from. The scheme has received architectural awards for excellent neighbourhood design including for purpose-built community facility – One Stonegrove – which incorporates St Peter’s Church, community centre, nursery and café and is run and managed by the Stonegrove Community Trust.

### **Grahame Park Neighbourhood Change**

- 1.15 The Grahame Park Neighbourhood Change evaluation report sets out the findings of an independent evaluation of the changes achieved in Grahame Park since Neighbourhood Change was introduced. The evaluation measures change and learning between September 2017 and December 2018.
- 1.16 Neighbourhood Change is based on what is described as a ‘realist Theory of Change’ framework (ToC). Such ToCs are used to evaluate complex social-change programmes by identifying what works well, for whom and how this can be shared and built on. The ToC focuses on where the community wants to be and works backwards to understand how they will get there. It shows the outcomes for, and long-term impact on, the community and the mechanisms likely to drive these changes. It demonstrates causal links between underlying assumptions and outcomes. It offers a clear view of the links between outcomes and the long-term impact and vision. Lastly, the ToC approach pays specific attention to how receptive the situation is to change.
- 1.17 Local partner organisations and residents were engaged in the development of a ToC. This programme has since become known as Neighbourhood Change. The purpose was to coordinate and communicate the delivery of neighbourhood work in Grahame Park, assess its impact and ensure an

integrated approach to planning, delivery and evaluation of projects and services. Neighbourhood Change aimed to:

- Make community and economic development more effective.
- Facilitate partnership working and ensure there is evidence of its impact.
- Demonstrate targeting of resources to where they are most needed.
- Attract further investment to the neighbourhood.

Full report can be found here <https://communityregen.net/wp-content/uploads/2019/04/GrahameParkNeighbourhoodChangeEvaluationReportSummaryFinal.pdf>.

### **Brent Cross Project Play**

- 1.18 Brent Cross South (BXS) will offer the best of London's long established neighbourhoods with all the attraction, complexity and character that we value so highly. This will be combined with the benefits of new, high quality public realm, infra-structure and buildings. At the broadest level, BXS aims to deliver positive outcomes for people through a sense of belonging and opportunities to participate in an active, healthy community.
- 1.19 In addition to the primary development uses envisaged in the Section 73 Permission (residential, commercial, retail and community facilities), BXS will seek to attract a broad range of partners that will help to change current perceptions of the area and raise the profile of BXS as a place to live, work and visit. A central component of the new neighbourhood will be the promotion of healthy and active lifestyles through sport and active play. There is currently only limited opportunity in the local area to be active or to participate in play and sport, despite an abundance of natural assets. Clitterhouse Playing Fields is one of the largest green spaces in North London, comprising 44 acres of grass fields. It's use and sporting offerings are currently limited by a lack of facilities, poor drainage and uneven levels.
- 1.20 The playing fields present an opportunity to develop a holistic 'active environment' at BXS, with sport and play facilities both externally on the fields themselves, and internally in adjacent buildings. Sport, play, health and wellbeing touch on so many aspects of a good place and a good society. It will undoubtedly impact the quality and nature of the built environment and the public spaces that we all want to enjoy, but more importantly it will also enhance the lives of the people who take up the opportunity to participate. 'Project Play' is intended to deliver first class sports and play facilities, but also to define a broader aspiration for the whole BXS development as a place where good physical and mental health is a priority.
- 1.21 Work is now underway to evolve 'Project Play' and to define how it will manifest itself at BXS. This involves consideration of facilities, partners,

funding and the economic sustainability of its operation that will be necessary to underpin its success.

## **Primary Care Development**

1.22 The estates overview provides a high-level update on the current estates workstreams and challenges'

### **2. REASONS FOR RECOMMENDATIONS**

2.1 The report provides an update to Health and Wellbeing Board in relation to how health and well-being is being incorporated across the regeneration programme.

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

3.1 No other options have been considered as this report provides an update.

### **4. POST DECISION IMPLEMENTATION**

4.1 A consultation exercise on the draft Growth Strategy will run until September 2019. The Board is therefore encouraged to submit their feedback to the Consultation.

4.2 Assets, Regeneration and Growth Committee will be asked to consider and approve a final version of the strategy and the health impact assessment. It is proposed that a delivery plan will also be presented in November 2019 that will account for feedback from the consultation exercise.

### **5. IMPLICATIONS OF DECISION**

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

5.1.1 The Growth Strategy and the regeneration programme contribute to all three outcomes of Barnet 2024, but in particular, will directly deliver against the outcome 'A pleasant, well maintained borough that we protect and invest in'. It will also work to capitalise on the opportunities that growth and development can bring to the borough.

5.1.2 The Growth Strategy is designed to shape the council's future role in delivering spatial change and planning for future growth by bringing together regeneration, employment and enterprise ambitions within a single revised and updated document.

5.1.3 While aligning with Barnet 2024, the Growth Strategy brings together:

- Work on a new Local Plan (2021-2036), to set out the policies that will manage growth and change within the borough, identifying Growth Areas and the development sites that will enable delivery of sustainable growth.
- Delivery of the new Housing Strategy 2019-2024, supporting the council to

meet the objective to deliver more homes that people can afford to buy and rent.

- Preparation of the forthcoming Long-Term Transport Strategy, to ensure planning for future housing and transport needs is delivered in a joined-up way.

5.1.4 In addition, the Strategy will also support the delivery of outcomes from other adopted council strategies, including: the Health and Wellbeing Strategy, the Parks and Open Spaces Strategy, the Fit and Active Barnet Framework, the Arts and Culture Strategy, and the Children and Young People's Plan. It will support Barnet's ambitions to become London's most family friendly borough and to improve healthy life expectancy through the creation of healthier and more resilient neighbourhoods.

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

5.2.1 The issues of funding and implementation of any potential interventions proposed by the Growth Strategy, will be considered as part of the Delivery Plan which will accompany the final version of the Strategy. The Delivery Plan will examine a range of external funding opportunities and will consider impact, longevity and value for money.

5.2.2 As set out in the Strategy, the income generated from development can fund infrastructure improvements including, but not limited to roads, schools, community facilities and parks as well as council services.

5.2.3 The Public Contracts Regulations 2015 and the council's Contract Procedure Rules are adhered to in delivering council-led growth and regeneration schemes.

## 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process to support any council led growth or regeneration project, consideration will be given as to how contracts can best secure additional benefits for the area or stakeholders.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so the aim is that through regeneration schemes, targeted help is provided for those that need it, and a range of partnership services are commissioned to help residents into work. The council wants 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.

## 5.4 **Legal and Constitutional References**

- 5.4.1 Under the Council's Constitution, Article 7, the terms of reference of the Health and Wellbeing Board includes responsibility to:
- To provide collective leadership and enable shared decision making, ownership and accountability
  - To promote partnership and, as appropriate, integration, across all necessary areas, including joined-up commissioning plans and joined-up approach to securing external funding across the NHS, social care, voluntary and community sector and public health
  - To explore partnership work across North Central London where appropriate.
  - Specific responsibilities for: Overseeing public health and promoting prevention agenda across the partnership and Developing further health and social care integration.

5.4.2 The Council's Constitution Article 7.5 Responsibility for Functions, states that the Assets, Regeneration and Growth Committee is responsible for the regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement.

## 5.5 Risk Management

5.6.1 As set out in the report to ARG on 27 November 2017 and 14 June 2018, the existing Regeneration Strategy was approved by Cabinet in 2011 and sets out the existing regeneration programme that is now underway. Without a new strategy in place there will be a lack of agreed strategic direction for the council's role in growth and regeneration.

## 5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the Public Sector Equalities Duty that requires Public Bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
  - advance equality of opportunity between people from different groups
  - foster good relations between people from different groups
- The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services. The nine protected characteristics are:
- Age
  - Disability
  - Gender reassignment
  - Pregnancy and maternity
  - Race
  - Religion or belief
  - Sex
  - Sexual orientation
  - Marriage and Civil Partnership

- 5.6.2 The Corporate Plan 2015 – 2020 sets a strategic equalities objective that citizens will be treated equally, with understanding and respect, and will have equal access to quality services that provide value to the tax payer.
- 5.6.3 Changes to policies and services are therefore analysed to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.
- 5.6.4 Equalities Impact Assessment are developed for individual schemes as they are progressed.

### **Growth Strategy draft Equalities Impact Assessment**

- 5.6.5 A draft equalities impact assessment has been produced for the draft Growth Strategy that has identified that in relation to most protected characteristics there is minimal impact or a net positive impact because of the strategy, in the long term. However, for characteristics such as disability and race where they are disproportionately represented within existing social housing located within regeneration estates, there may be short term impacts from construction.
- 5.6.6 In general, the approach taken in the strategy has deliberately sought to account for demographic shifts. This change has the most significant effect on the strategy, with an increase in the 65+ age group proportionately more greatly affecting the centre and east of the borough. The objectives and priorities set out within the strategy have therefore sought to ensure suitable housing including extra care provision is made available for older people, alongside improvements to transport accessibility, an enhanced leisure offer including the range of services within town centres and quality of open spaces.
- 5.6.7 In addition to the protected characteristics identified under the Equalities Act, the Council also seeks to track the impacts of its policies and strategies upon five groups, namely:
- Unemployed people and young people not in employment, education or training
  - People with specific disabilities (including people with mental health problems)
  - Lone parents
  - Families and people with low incomes
  - Carers (including young and parent carers)
- 5.6.8 The entrepreneurial borough theme, with its objectives around employment and training support, has specifically sought to address the needs of many of these groups of people and to maximise the impact on Barnet's population; the council should therefore ensure that potential benefits of growth are particularly targeted towards these communities of people with higher levels of need. Again, the prevalence of these characteristics is higher in areas with greater levels of deprivation. Parts of the west of the borough, particularly around Burnt Oak, together with specific areas around Underhill and in Finchley near the A406 therefore are priority locations for growth to be used to unlock new social

and economic opportunities.

5.6.9 As with the recognition that improvements to the broader environmental context benefits older and younger people; these five groups also should experience a net beneficial impact from improved accessibility and connectivity of transport, healthier streets and high streets, alongside significant enhancements to social infrastructure and open spaces; particularly if the delivery plan prioritises the location of planned enhancements.

5.6.10 This draft equalities impact assessment will be reviewed and updated following public consultation. The updated equalities impact assessment for the Growth Strategy will then be reported to Assets, Regeneration and Growth Committee in November 2019 alongside the revised strategy and consultation report.

## 5.7 Corporate Parenting

5.7.1 Whilst there is no direct impact on the council's corporate parenting role as a result of the Growth Strategy, the objectives set out in the strategy do provide opportunities to support the council's role as corporate parent through the employment, skills and training programmes that are delivered in relation to the strategy.

## 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 has its own stakeholder engagement plan as part of Project Initiation Documents (PIDs).

5.8.2 Initial consultation on the Growth Strategy has been undertaken with some of the council's stakeholders, including the Children and Young Person's Partnership Board and the Youth Board. Feedback from the Local Plan vision sessions in 2017 has also informed the strategy.

5.8.3 A wider public consultation on the Growth Strategy will take place until September 2019. This will include an online survey and inviting comments from residents, partner organisations and other stakeholders.

## 5.9 Insight

5.9.1 The Growth Strategy has been informed by an evidence base that will be made available during the consultation process on the strategy.

## **6 BACKGROUND PAPERS**

6.1 Assets, Regeneration and Growth Committee, 13 June 2019, Annual Regeneration Report 2018-19,

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9928&Ver=4>

6.2 Assets, Regeneration and Growth Committee, 13 June 2019, Growth Strategy,

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9928&Ver=4>