

**MEETING**

**ASSETS, REGENERATION AND GROWTH COMMITTEE**

**DATE AND TIME**

**THURSDAY 13TH JUNE, 2019**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG**

**TO: MEMBERS OF ASSETS, REGENERATION AND GROWTH COMMITTEE (Quorum 3)**

Chairman: Councillor Richard Cornelius  
Vice Chairman: Councillor Sarah Wardle

**Councillors**

Councillor Daniel Thomas	Councillor Ross Houston	Councillor Kath McGuirk
Councillor Gabriel Rozenberg	Councillor Geof Cooke	Councillor Alex Prager
Councillor Peter Zinkin	Councillor Sara Conway	

**Substitute Members**

Councillor Paul Edwards	Councillor Laithe Jajeh
Councillor Alison Moore	Councillor Thomas Smith
Councillor Nizza Fluss	Councillor Anne Clarke

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Monday 10<sup>th</sup> June at 10AM. Requests must be submitted to Abigail Lewis [abigail.lewis@barnet.gov.uk](mailto:abigail.lewis@barnet.gov.uk) 020 8359 4369

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance**

Governance Services contact: Abigail Lewis [abigail.lewis@barnet.gov.uk](mailto:abigail.lewis@barnet.gov.uk) 020 8359 4369

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**ASSURANCE GROUP**

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# Decisions of the Assets, Regeneration and Growth Committee

25 March 2019

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)  
Councillor Gabriel Rozenberg (Vice-Chairman)

Councillor Richard Cornelius      Councillor Sara Conway  
Councillor Peter Zinkin            Councillor Prager  
Councillor Ross Houston          Councillor Sarah Wardle  
Councillor Geof Cooke

Apologies for Absence

Councillor Kath McGuirk

## 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** that the minutes of the meeting held on the 27<sup>th</sup> November 2018 be approved as a correct record.

## 2. ABSENCE OF MEMBERS

Councillor McGuirk sent her apologies and was substituted by Councillor Alison Moore.

## 3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

Councillor Houston declared a non-pecuniary interest in relation to item 10 – Grahame Park PDA Variations by virtue of being a shareholder of £1 Of Genesis Housing Association.

Councillor Zinkin declared a non-pecuniary interest in relation to item 13- Pinkham Way Strategic Outline Business Case by virtue of being a representative for the North London Waste Authority.

## 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

## 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Ms Emmanuel made a public comment in relation to item 14 on the agenda (Brent Cross Cricklewood Quarterly Update).

Details of the public question and response were circulated in advance of the meeting. An oral response was given to the supplementary questions at the meeting.

## 6. MEMBERS' ITEMS (IF ANY)

The Director of Growth provided an update to Councillor Houston's members item on the North Finchley Town Centre Regeneration Partnership Board. The Committee were informed that documents were now ready to be signed and it was anticipated this would be completed by the end of the week. After this time invitations to invite residents to apply to join the Board would be sent out.

The Committee agreed that if the process was due to take longer than a week, a position statement would be published on the website to notify all stakeholders on the status of the project.

## **7. BURNT OAK BROADWAY FLATS ROOFTOP DEVELOPMENT OUTLINE BUSINESS CASE**

Senior officers confirmed that residents would not have to move out of Burnt Oak Broadway flats whilst the development took place, but that there would be some disruption due to noise and dust.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report. The Committee unanimously agreed the following recommendations:

### **RESOLVED that:**

- 1. The Committee noted and approved the Outline Business Case for the Burnt Oak Broadway Flats Rooftop Development, attached at Appendix 1 and to delegate authority to the Deputy Chief Executive to approve the Final Business Case.**
- 2. Delegate authority to the Deputy Chief Executive to agree the final contract sum within the parameters of the approvals and business case and subject to the public procurement rules.**

## **8. ARG DELIVERY PLAN 2019/20**

The Head of Estates confirmed that work was being undertaken to align the budget of the Burnt Oak library with the corporate budget for all other libraries.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report. The votes were recorded as follows:

For	6
Against	0
Abstain	4

### **RESOLVED that:**

**That the Committee approve the Delivery Plan 2019/20 as set out in Appendix B.**

## **9. DEVELOPMENT PIPELINE - ESTABLISHING NEW SITES FOR CONSIDERATION**

The Committee requested a regular update report on this item be added to the forward programme.

The Committee noted that a paper would be taken to Policy and Resources Committee for a number of Environment Committee assets and these could then be added to the list of sites.

Following consideration of the item the Chairman moved to vote on the recommendations as set out in the report.

Votes were recorded as follows:

For	6
Against	0
Abstain	4

**RESOLVED that:**

1. That Committee approves the list of assets for review in figure 2 and figure 3.
2. That Committee approves the proposed process for reviewing the potential of sites in figure 1.
3. That Committee approves the principle of developing the assets listed in figure 2 and figure 3, and that they be considered for allocation as development sites within the forthcoming Local Plan.
4. That Committee approves the principle that detailed feasibility studies are undertaken, as required, to enable the potential of all sites to be assessed, and delegates the commissioning of all such work to the Head of Estates.

#### 10. GRAHAME PARK: PDA VARIATION UPDATE

Following discussion of the item, Councillor Houston moved a motion to vote on the 3 PDA variations in recommendation 1 separately, this was seconded and unanimously agreed by the Committee.

The votes were recorded as follows and it was RESOLVED that:

1. That the Committee agrees in principle the proposed PDA variations at 2.14 (with consequential and updating amendments) and authorises the Deputy Chief Executive, in consultation with the Chairman of the Committee to agree the final deed of variation.

For	6
Against	0
Abstain	4

2. That the Committee agrees in principle the proposed PDA variations at 2.15 (with consequential and updating amendments) and authorises the Deputy Chief Executive, in consultation with the Chairman of the Committee to agree the final deed of variation.

For	6
Against	0
Abstain	4

3. That the Committee agrees in principle the proposed PDA variations at 2.18 (with consequential and updating amendments) and authorises the Deputy Chief Executive, in consultation with the Chairman of the Committee to agree the final deed of variation.

For	10
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<b>Against</b>	<b>0</b>
<b>Abstain</b>	<b>0</b>

4. That the Committee agrees that should it be necessary to underwrite the demolition costs at 2.15, that this is referred to the Policy and Resources Committee for approval.

<b>For</b>	<b>10</b>
<b>Against</b>	<b>0</b>
<b>Abstain</b>	<b>0</b>

**11. HOUSING REVENUE ACCOUNT (HRA) ACQUISITIONS (PHASE 2)**

The Committee requested that where possible, residents were supported in finding suitable accommodation within the Borough of Barnet.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

Votes were recorded as follows:

<b>For</b>	<b>6</b>
<b>Against</b>	<b>0</b>
<b>Abstain</b>	<b>4</b>

**RESOLVED that:**

1. That the Committee approve the business case for the acquisition of on the acquisition of up to or in the region of a further 82 properties purchased from Q1 2019/20 onwards funded through HRA borrowing as outlined in Appendix A, subject to approval of the capital budget of £31 million at Policy and Resources Committee.
2. That the authorisation of purchases of individual properties for HRA Acquisitions Programme (Phase 2) is delegated to the Deputy Chief Executive.

**12. QUARTER 3 2018/19 ASSETS, REGENERATION AND GROWTH PERFORMANCE REPORT**

Senior officers informed the Committee that staff had now all been provided dates for moving to the Colindale Office. Businesses within the local area had also been informed, in order to give them adequate time to plan for the increase of staff in the area.

The Head of Estates confirmed that a project team had been set up to deal with existing the NLBP leases.

**RESOLVED that:**

The Committee reviewed the financial, performance and risk information for Q3 2018/19 and any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee in accordance with the terms of reference of these Committees.

**13. PINKHAM WAY STRATEGIC OUTLINE BUSINESS CASE**



Following discussion of the item, Councillor Cooke proposed the motion to amend recommendation 2 of the report to the following 'Approve the progression of the project towards planning and outline business case stage to be brought back to the Assets, Regeneration and Growth Committee.' The motion was seconded by the Chairman and unanimously agreed by the Committee.

The Chairman then moved to vote on the recommendations as set out in the report, plus the amendment to recommendation 2 outlined above.

Votes were recorded as follows:

For	6
Against	0
Abstain	4

**RESOLVED that the Committee:**

- 1. Noted and approved the Strategic Outline Business Case for the Pinkham Way project proposals, attached at Appendix 1.**
- 2. Approve the progression of the project towards planning and outline business case stage to be brought back to the Assets, Regeneration and Growth Committee.**

#### **14. BRENT CROSS CRICKLEWOOD- QUARTERLY UPDATE**

The Committee noted that the re-location of Donoghues required the input of many stakeholders for the process to be completed. Barnet Council, The Environment Agency and the GLA would need to work together to implement the re-location.

Councillor Cooke requested the Committee be provided with an update on the West London Orbital Plans. The Deputy Chief Executive said the papers from the quarterly update of the West Economic Prosperity Board could be circulated to Members. The Deputy Chief Executive said the first stage of the report outlining the proposal for step free access at the station was due on the 3<sup>rd</sup> April and an update would be provided to Members. The 2<sup>nd</sup> stage of the process would then need to be conducted during the summer. An update would be provided to the Committee within the June report.

The Committee unanimously noted the recommendations set out in the report:

**RESOLVED that:**

**The Committee notes the progress made across the scheme since the last committee on 27 November, including the entering into the Implementation Agreement Contract with Network Rail (paragraph 1.2); agreement of a revised funding package for the Thameslink Station and critical infrastructure and the commissioning of Schedule 2 (Rail Systems and Sidings) works as set out in paragraph 1.9; entering into contract with Grahams in respect of the Train Operating Compound, (paragraph 1.19) and Waste Transfer Station enabling and demolitions works (paragraph 1.22), and the required Asset Protection Agreement with Network Rail (paragraph 1.19).**

#### **15. TW3 - PARKING LEASES AND LICENSES**

The Head of Estates explained that the family services and adult's department would be prioritised in terms of the available parking spaces nearest the Colindale office. Departments would be managing the issuing of permits to staff themselves and the use of spaces as designed, would be monitored and feedback to Senior Officers.

Following discussion of the item, the Chairman moved to vote on the recommendations as set out in the report.

Votes were recorded as follows:

For	6
Against	0
Abstain	4

**RESOLVED that:**

- 1. That the Committee agrees to lease 100 spaces from the RAF Museum for a 10-year period at a cost as discussed in attached Appendix 1.**
- 2. That the Committee agrees to a 2-year licence for 90 spaces at Platt Hall, Middlesex University at a cost as discussed in attached Appendix 3.**
- 3. That the Committee agrees to 1-year licence for 50 spaces located at Morrisons, Colindale as discussed in attached Appendix 4.**
- 4. That the Committee agrees to 1-year licence for 100 spaces in the RAF Customer Car Park during term-time as discussed in attached Appendix 5.**
- 5. The Committee agrees for delegated authority to be given to the Assistant Director of Estates to settle and complete parking licences and leases outlined in this paper including any variations to the terms (other than rent and licence fees).**

**16. COMMITTEE FORWARD WORK PROGRAMME**

The Chairman notified the committee that officers would be working towards populating the forward work programme for 2019/20.

Councillor Cooke requested an update report on the development pipeline sites be added to the September meeting. This was agreed by the Committee.

**17. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

**18. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

It was unanimously agreed to move the motion to exclude the press and public was agreed in order to discuss the exempt item on the agenda. **RESOLVED** that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 2 and 7 of Part 1 of Schedule 12A of the Act (as amended).

**19. GRAHAME PARK PDA VARIATIONS - EXEMPT**

**RESOLVED** - that the information contained in the exempt report be noted.

**20. TW3 - PARKING LEASES AND LICENSES**


**RESOLVED - that the information contained in the exempt report be noted.**

**21. ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

Meeting finished at 20.50

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	<b>Assets, Regeneration and Growth Committee</b>  <b>13 June 2019</b>
<b>Title</b>	<b>End of Year (EOY) 2018/19 Assets, Regeneration and Growth Performance Report</b>
<b>Report of</b>	Councillor Richard Cornelius – Chairman of Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Alaine Clarke, Head of Programmes, Performance and Risk <a href="mailto:alaine.clarke@barnet.gov.uk">alaine.clarke@barnet.gov.uk</a>

### Summary

This report provides an annual overview of the Theme Committee priorities in the Corporate Plan 2018/19 Addendum at the **End of Year (EOY) 2018/19**, including budget outturns (revenue and capital) and performance on activities and key indicators, as well as any high level (scoring 15+) risks.

### Officer Recommendations

- The Committee is asked to review the financial, performance and risk information for EOY 2018/19 and make any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee in accordance with the terms of reference of these Committees.**

## 1. PURPOSE OF REPORT

### Introduction

- 1.1 The Assets, Regeneration and Growth (ARG) Committee has responsibility for regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement. The priorities for the year (see table 1) were set out in the Corporate Plan 2018/19 Addendum, which is available online at <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance>
- 1.2 This report provides an annual overview of these priorities at the **End of Year (EOY) 2018/19**, including budget outturns (revenue and capital) and performance on activities and key indicators, as well as any high level (scoring 15+) risks.
- 1.3 This report is in addition to the EOY 2018/19 Strategic Performance Report to Policy and Resources (P&R) Committee (17 June 2019) and the EOY 2018/19 Contracts Performance Report to Financial Performance and Contracts (FPC) Committee (19 June 2019). These reports will be published on the committee section of the council's website at <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1> prior to the committees.

**Table 1: Assets, Regeneration and Growth Committee priorities for 2018/19**

Priorities	Key activities
<b>Regenerating Brent Cross Cricklewood</b>	<ul style="list-style-type: none"> <li>Commence the early works (utilities diversion) on Brent Cross North and works to the shopping centre and highways</li> <li>Start the infrastructure works for Brent Cross South</li> <li>Complete the design of the new Thameslink station</li> <li>Commence the construction of freight and waste facilities and enabling works for the station and sidings</li> </ul>
<b>Increasing the housing supply, including Colindale</b>	<ul style="list-style-type: none"> <li>Complete the first affordable housing developments by Opendoor Homes by October 2018</li> <li>Complete 402 homes in Colindale, including 10 at Grahame Park</li> <li>Obtain vacant possession of Stag House and submit the full business case for the extra care scheme</li> <li>Submit the outline business cases and planning applications for the extra care scheme at Upper and Lower Fosters in Hendon</li> </ul>
<b>Helping people into work</b>	<ul style="list-style-type: none"> <li>Support people to find work through active employment schemes available on the regeneration sites</li> <li>Develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities</li> </ul>
<b>Investing in key Town Centres and making Barnet the best place in London to be a small business</b>	<ul style="list-style-type: none"> <li>Distribute business rates relief to eligible businesses</li> <li>Develop materials for a business directory and inward investment portal</li> <li>Open a series of workspaces in libraries to support new start-ups</li> <li>Develop town centre strategies for North Finchley and Edgware</li> </ul>

## Budget outturns

- 1.4 The **Revenue Outturn** (after reserve movements) for Re Guaranteed Income and Management Fee is set out in table 2. The Re Managed Budget has been reported to Environment Committee.

**Table 2: Revenue Outturn (2018/19)**

Service*	Revised Budget	18/19 Outturn	Variance from Revised Budget Adv/(fav)	Reserve Movements	18/19 Outturn after Reserve Movements	Variance after Reserve Movements Adv/(fav)
	£000	£000	£000	£000	£000	£000
Guaranteed Income	(16,545)	(15,265)	1,280	0	(15,265)	1,280
Management Fee	17,292	16,801	(491)	0	16,801	(491)

\*Excludes Re managed Budget, which has been reported to Environment Committee

- 1.5 There was a shortfall in Guaranteed Income totalling £1.280m, generated primarily by income targets on a number of areas not being achieved. The adverse variance is offset by income to the HRA that was allowed against Re's contractual target, but which cannot contribute to the budget as this is in the General Fund.

The Management Fee underspent by £0.491m due to a £0.350m Brent Cross rebate and additional contributions from CIL/S106 admin fee.

- 1.6 The **Capital Outturn** for Re (Regeneration) was **£66.512m** (slippage of £49.583m).

**Table 3: Capital Outturn (2018/19)**

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	18/19 Outturn	Variance from Approved Budget
	£000	£000	£000	£000	£000
BXC - Funding for Land Acquisition	22,358	0	(1,074)	21,284	(1,074)
Colindale – Highways and Transport	700	0	(608)	92	(608)
Colindale – Parks, Open Spaces and Sports	1,336	0	(171)	1,166	(171)
Colindale Station Works	1,500	0	0	1500	0
Grahame Park – Community Facilities	60	0	(10)	50	(10)
Town Centre	188	0	(92)	96	(92)
Thameslink Station	64,913	0	(31,544)	33,369	(31,544)
Development Pipeline	13	0	(13)	0	(13)
Development Pipeline Strategic Opportunities Fund	5,633	0	20	5,653	20

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	18/19 Outturn	Variance from Approved Budget
	£000	£000	£000	£000	£000
Strategic Infrastructure Fund	16,000	0	(16,000)	0	(16,000)
Disabled Facilities Grants Programme	2,946	0	0	2,946	0
Refurbish and regenerate Hendon Cemetery and Crematorium	116	0	(32)	84	(32)
Hendon Cemetery & Crematorium Enhancement	149	0	5	154	5
Decent Homes Programme	180	0	(65)	115	(65)
DECC - Fuel Poverty	3	0	0	3	0
<b>Re (Regeneration)</b>	<b>116,095</b>	<b>0</b>	<b>(49,583)</b>	<b>66,512</b>	<b>(49,583)</b>

1.7 The **Re (Regeneration)** capital programme slipped by £49.583m. The Thameslink Station (£31.544m) slippage was due to a delay in signing the Implementation Agreement and securing HMG funding following Brent Cross North's deferral. Slippage on the Strategic Infrastructure Fund (£16.000m) resulted from the Legal Agreement taking longer than expected.

### Committee priorities

1.8 The update on Committee priorities includes performance and risk information as follows:

- Progress on activities
- Performance of key indicators<sup>1</sup>
- High level (scoring 15+) risks from the Corporate Risk Register<sup>2</sup>
- Strategic issues/escalations related to the Theme Committee.

1.9 An overall status for each of the Committee's priorities is shown in table 3. This reflects the EOY 2018/19 position on budget forecasts, progress on activities, performance of key indicators and any high level (scoring 15+) risks.

**Table 3: Overall status for priorities (EOY 2018/19)**

Assets, Regeneration and Growth Committee priorities	Overall status
Regenerating Brent Cross Cricklewood	Amber

<sup>1</sup> RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: EOY 18/19 result minus EOY 17/18 result equals difference; then difference divided by EOY 17/18 result multiplied by 100 = percentage variation. Any results not for the full year are illustrated by (s) snapshot at end of year or (r) rolling 12 months.

<sup>2</sup> The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15+) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q4 18/19 Corporate Risk Register provides a snapshot in time (as at end March 2019).



Assets, Regeneration and Growth Committee priorities	Overall status
Increasing the housing supply, including Colindale	Amber
Helping people into work	Green
Investing in key Town Centres and making Barnet the best place in London to be a small business	Amber

## Regenerating Brent Cross Cricklewood

- 1.10 An update on Brent Cross Cricklewood was reported to ARG Committee on 25 March 2019. This reported on progress since November 2018, with particular focus on the Revised Funding Agreement (RFA) agreed with the Government to enable the Brent Cross Thameslink (BXT) scheme to proceed. Subsequently, the Schedule 2 (Rail Systems and Sidings) works were approved for commissioning and legal negotiations with Brent Cross North (BXN) Development Partners, Hammerson and Aberdeen Standard, which enabled the re-sequencing of work to bring forward the core critical infrastructure and deliver the first phases of Brent Cross Thameslink (BXT) and Brent Cross South (BXS). The report is available online at:  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>

The key challenge faced by the programme was the need to re-sequence delivery and secure a new funding strategy for the Thameslink Station following the announcement by Hammerson, the joint owner of the Brent Cross Shopping Centre with Aberdeen Standard Investments, that they were deferring start on site of the shopping centre expansion due to increased risks in the current market climate. Whilst there is no confirmed start on site, **Brent Cross North (BXN)** have re-confirmed their commitment to working with the council and Argent Related in ensuring the wider scheme can continue ahead of BXN.

The Reserved Matters Applications (RMA) for Plot 11 in **Brent Cross South (BXS)** was approved by Planning Committee in March 2019, along with the associated highways drop-in application. A further RMA for Plot 13 was considered by Planning Committee in April 2019. The council is continuing to assemble the land within the Claremont Industrial Estate, so the BXS site preparatory works can commence. Vacant possession of the Estate is close to being achieved.

The Early Works for the Thameslink Sidings in **Brent Cross Thameslink (BXT)** completed in early 2019. This will allow the start on site of the new sidings development and Train Operating Company (TOC) compound. The council has entered into contract with Graham's to deliver the TOC compound and fuel farm that forms part of the Thameslink sidings work package. Alterations have been made to the railways track and signalling equipment, as part of the staged works, to bring into use the newly constructed railway sidings by the end of the year. In February 2019, the OJEU Notice was issued to select a contractor for the delivery of the station platforms and station/pedestrian access bridge. Three contractors were selected to proceed to the Invitation to Tender stage, which is expected to take several months with a recommendation to be considered by ARG Committee in September 2019.

- 1.11 There were no key indicators linked to this priority in the Corporate Plan.
- 1.12 There were two high level (scoring 15+) service risks linked to this priority in Q4 2018/19.

- **G&C002 - Brent Cross funding strategy (residual score 15).** Risk that the funding strategy will not be agreed in time for the required committee approvals could lead to delays in the Brent Cross project, including delivery of the Thameslink station. A long-term funding strategy was expected to be agreed with the Government by the end of March 2019 following regular meetings with the Treasury and Ministry of Housing, Communities and Local Government (MHCLG). An updated position was reported to P&R Committee on 20 February 2019. The risk remains at a high score as the potential for delays remain though this is expected to be lowered in Q1 2019/20 following final agreement of the funding strategy.
- **OP27 - Affordability of the Thameslink project (residual score 15).** If the Thames Link project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, impacting on the viability of Brent Cross South. The updated anticipated final cost was received from Network Rail and this was included in the updated funding strategy, which has been agreed with the Treasury and Ministry of Housing, Communities and local Government (MHCLG). Delivery of the project is now expected to occur. There is a residual risk of overspend as with all major infrastructure projects. A risk strategy is in place and the contract will be monitored by FPC Committee.

## Increasing the housing supply

1.13 Stonegrove Spur Road regeneration scheme was the first of the council's **regeneration schemes** to complete in May 2018. 999 homes of mixed tenure and a new purpose-built community facility – One Stonegrove – which incorporates St Peter's Church, community centre, nursery and café (run and managed by the Stonegrove Community Trust) were created and surrounded by high quality public open spaces and communal gardens.

37 **affordable homes** across three sites at Gordon Court (13 homes), Basing Way Garages (14 homes) and Pyrus Court (10 homes) were completed as part of Opendoor Homes' affordable housing delivery programme (which will deliver 320 homes across 21 sites). Overall, 74% of the programme (16 of 21 sites) has been completed or are on-site. These 16 sites will deliver 225 homes.

Work progressed on the **extra care schemes** delivered by Barnet Homes. Ansell Court completed in January 2019 delivering 53 homes for rent. The first lettings took place in March 2019 with the official launch due April 2019. The programme for obtaining vacant possession of **Stag House** for the development of the extra care scheme was delayed until end May 2019.

ARG Committee approved the capital expenditure to progress the **Upper and Lower Fosters** scheme to RIBA stage 3. A bid to the Greater London Authority (GLA) for grant funding to support the delivery of **Upper and Lower Fosters** was confirmed and the Outline Business Case for delivery of an 18 home additional storey "top hatting" scheme at Burnt Oak Broadway flats was approved by ARG Committee in March 2019. ARG Committee also approved the Strategic Outline Case for delivery of c.200 new homes on the Pinkham Way site; and amendments to the Grahame Park Principal Development Agreement, which will allow demolition of Plot 10 and for Barnet Homes to take forward infill development at Little Strand.

Planning Committee approved the phase 2 planning application for the former Peel Centre site (**Colindale Gardens**) in November 2018, which will deliver 1,208 units and 7,094 sqm of non-residential floorspace. Works to Montrose and Silkstream parks commenced in November 2018.

The Compulsory Purchase Order (CPO) in relation to the pram sheds at **Granville Road** was confirmed in January 2019. The planning application for **Dollis Valley** phase 3, which will deliver 135 homes, was approved by Planning Committee in March 2019.

**West Hendon** phases 3B and C completed.

The Annual Regeneration Report 2018/19, providing a detailed update on the regeneration and development programmes, will be submitted to ARG Committee in June 2019.

1.14 There were five key indicators linked to this priority in the Corporate Plan; and **affordable housing completions** (linked to Housing Committee priority) has been included for information. Homes started on site through the development pipeline is a 'Monitor only' indicator. The results for new homes completed and affordable housing completions are provisional (no RAG rating applied). Two Estates indicators did not meet the annual target.

- **New homes completed – 830 (provisional) against an annual target of 3100.** The result (as at end March 2019) is significantly below target and completions for last year (provisional 1183; final 2360). The provisional result is expected to change upwards when finalised in the autumn 2019. Two factors affected performance. Firstly, homes that had expected to be completed in Q1 were brought forward and included in the 2017/18 figures. Secondly, some developers suspended works in reaction to conditions in the housing market to maximise potential profits.
- **Affordable housing completions – 211 (provisional) against an annual target of 294.** A significant reduction of completions at the West Hendon development, the largest scheme for 2018/19, impacted the EOY result. 119 completions were projected but 54 were completed. This was due to delays in obtaining fire certification from the London Fire Brigade, which resulted in delayed handover of sites to Metropolitan and Thames Valley Housing; and the financial collapse of the mechanical and engineering sub-contractor for Barratts, which resulted in a delay in completing the remaining homes until 2019/20. A new mechanical and engineering contractor has been appointed and is on-site completing the outstanding works.
- **Statutory compliance with civic estate (planned inspections) (RAG rated RED). 1947 against an annual target of 2267.** Poor performance from contractors at the start of the year, when some inspections were missed and amenities were out of order, impacted on the EOY result. In subsequent quarters, inspections were carried out within the required timeframes and tolerance. The missed inspections are now up-to-date.
- **Running costs of estate (RAG rated RED) - £9.83m against a target of £6.89m.** The overspend for corporately managed buildings was due to property leases for Street Scene and additional security requirements for various buildings. Repair and maintenance costs were also higher than anticipated due to essential high value

repairs that were undertaken. Other miscellaneous costs included the Freemantle care home legacy repair liabilities and property review programme.

The total available funding for Estates comprised income of £5.75m (£2.05m more than target - see table below) plus the Estates budget of £3.16m, which totalled £8.91m. The total expenditure was £9.83m, so the deficit associated with the Estates budgets was £0.92m (the difference between the total available funds and the total expenditure).

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
New homes completed <sup>3</sup>	Bigger is Better	3100	830 <sup>4</sup> (prov.)	↓ W -30%	1183 (prov.) 2360 (final)	No benchmark available
Affordable housing completions	Bigger is Better	294	211 <sup>5</sup> (prov.)	↓ W -30%	303 (final)	No benchmark available
Homes started on site through development pipeline programme <sup>6</sup>	Bigger is Better	Monitor	206	↑ I +112%	97	No benchmark available
Statutory compliance with civic estate (planned inspections)	Bigger is Better	100% (2267) <sup>7</sup>	1947 (R)	N/A	N/A <sup>8</sup>	No benchmark available
Income from the estate	Bigger is Better	£3.70m <sup>9</sup>	£5.75m (G)	↑ I +41%	£4.05m	No benchmark available
Running costs of estate (designated civic buildings only)	Smaller is Better	£6.89m <sup>10</sup>	£9.83m (R)	↓ W +95%	£5.03m	No benchmark available

1.15 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

## Helping people into work

<sup>3</sup> This indicator measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

<sup>4</sup> This is a provisional result (830) as at March 2019, so no RAG rating applied. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20. Last year's result (2360) was confirmed in May 2019. This differs to the 2208 reported in October 2018, as further data validation has taken place.

<sup>5</sup> This is a provisional result (211) as at March 2019, so no RAG rating applied. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20. Last year's result (303) is the final result, as confirmed in October 2018; and will be published in the GLA Annual Monitoring Report in 2019.

<sup>6</sup> This indicator relates to schemes developed by Opendoor Homes (the development pipeline), which planned 264 starts on site and 320 completions in 2018/19. Note, starts on site may not be completed within the same year.

<sup>7</sup> The annual target may change throughout the year because of the number of items/amenities that require inspection may change.

<sup>8</sup> Results not comparable due to significantly different number of buildings in the programme. In 17/18 the programme covered five buildings; whilst in 18/19 the programme covered 95 buildings.

<sup>9</sup> Annual target revised from £3.046m to £3.70m after publication of Corporate Plan 2018/19 Addendum.

<sup>10</sup> The 2018/19 budget has been increased from £4.54M to £6.88M contingency budget and this has been represented in the quarterly targets

1.16 A wide range of initiatives were carried out by the council and partners, such as BOOST, to support people into work. In Q4, funding was secured from Section 106 employment and skills monies to support delivery of the BOOST project (£260k per year for three years, with a possible two-year extension). The funding, which represents c.43 per cent of the total budget, will be used to cover core staff costs as well as those associated with the STRIDES initiative, which builds motivation and confidence among those furthest from employment. This funding will be critical in ensuring the ongoing delivery of this project. With the roll-out of Universal Credit, more residents (and agencies) are expected to use the service.

The council also supported employment and skills outcomes via partners and external organisations, such as developers, with 59 residents commencing apprenticeships in the borough to help kick-start careers in construction. As part of Brent Cross Cricklewood regeneration, the council and partners will work with colleagues on the Thameslink development to ensure that the Employment and Skills Action Plan fully meets the council’s expectations.

Some focused work on supporting care leavers into education, employment and training also commenced, with a re-engagement programme run by the local organisation, Bridging the Gap, to work on confidence and motivation. The young people will be supported into apprenticeships or other employment or training.

1.17 There was one key indicator linked to this priority in the Corporate Plan. The unemployment rate is a ‘Monitor only’ indicator. Unemployment (4.7%) has slightly increased since last year (4.4%) and is on a par with London.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	Monitor	4.7% (Jan - Dec 2018)	↓ W -7%	4.4% (Jan – Dec 17)	London 4.7%, National 4.2% (Jan - Dec 18, NOMIS)

1.18 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

### Investing in key Town Centres and making Barnet the best place in London to be a small business

1.19 Town centres in Barnet are at the heart of the community, contributing to the overall vibrancy and wellbeing of the surrounding area. They are also home to many of Barnet's small and medium-sized enterprises. The council worked with communities and businesses across the borough to improve Barnet's high streets and town centres. This included supporting Town Teams in Chipping Barnet, Cricklewood and Edgware to help address a range of issues and to support local projects and initiatives.


Two Expressions of Interest were made to the Government’s Future High Streets Fund for Chipping Barnet and North Finchley. £25million per place will cover investment in physical infrastructure; land acquisition/assembly for housing, workspace and public realm; improved transport, traffic flow and circulation; changes of use; and adaptation of the high street in response to changing technology. If successful, this will provide significant additional investment for these town centres.

The council progressed proposals with development partners to revitalise North Finchley Town Centre. Following the adoption of a Supplementary Planning Document in February 2018, officers worked with legal and other advisors to finalise a Land Agreement and Site Assembly Agreement, both required to take this exciting development forward. The North Finchley Partnership Board was launched in May 2019.

Work progressed on the new Growth Strategy, which will focus on leveraging growth in town centres to deliver a wide range of economic, social and community outcomes.

1.20 There were four key indicators linked to this priority in the Corporate Plan. Two indicators did not meet the annual target.

- Business survival rate (RAG rated RED) – minus 3.0%pts against an annual target of +3.5%pts.** The business survival rate in Barnet declined 3.0%pts from the 2011 baseline of 66.6% to 63.6% in 2018, and was lower than comparable London Boroughs (73.7%). Last year, the business survival rate in Barnet improved 3.9%pts from the 2011 baseline of 66.6% to 70.5%. This was also lower than comparable London Boroughs (76.5%). This indicator is influenced by national socio-economic factors and trends that can be challenging to mitigate at a local level such as Brexit. Specific projects to promote Barnet’s High Street were outlined in the Skills and Enterprise Annual Plan.
- Vacant High Street Properties (RAG rated RED) – minus 7.5%pts against an annual target of minus 8.4%pts.** Vacant high street properties in Barnet improved 7.5%pts from the 2011 baseline of 13.3% to 5.9% in 2018, and was better than comparable London Boroughs (6.8%). This was just short of target. Last year, vacant high street properties in Barnet improved 7.6%pts from the 2011 baseline of 13.3% to 5.7%. This was also better than comparable London Boroughs (6.8%). This indicator is influenced by national socio-economic factors and trends that can be challenging to mitigate at a local level such as increasing costs of business rents and competition from online retailers.

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Council spend with local businesses (excluding direct debits) (r)	Bigger is Better	Monitor	37%		32% <sup>11</sup>	No benchmark available

<sup>11</sup> The indicator is reported for a 12 month period a quarter in arrears. EOY 2017/18 updated to show April 2017 to March 2018 (previously reported as 31% for January to December 2017, as a quarter in arrears).

Indicator	Polarity	Annual Target	EOY 18/19		EOY 17/18	Benchmarking
			Result	DOT	Result	
Business survival rate (Annual)	Bigger is Better	69.5% (+3.52%pts = 5%pts more than comparable boroughs)	63.6% (-3.0%pts) <sup>12</sup> (R)	↓ W -177%	70.5% (+3.9%pts)	Comparable boroughs 73.7% (-1.5%pts) (2018, ONS)
Vacant High Street Properties (Annual)	Smaller is Better	4.9% (-8.4%pts = 2.5%pts better than comparable boroughs)	5.9% (-7.5%pts) <sup>13</sup> (A)	↓ W -1.6%	5.7% (-7.6%pts)	Comparable boroughs 6.8% (-5.9%pts) (2018, Experian)
Business satisfaction with the council and area (Annual)	Bigger is Better	Monitor	N/A <sup>14</sup>	N/A	27%	No benchmark available

1.21 There were no high level (scoring 15+) risks linked to this priority in Q4 2018/19.

### Strategic issues/escalations

1.22 Approval was sought from P&R Committee in February 2019 on the Revised Funding Strategy (RFA) with the Government for Brent Cross Thameslink; along with authorisation for the Chief Executive in consultation with the Chairman of the Committee to finalise terms and enter into the RFA to commission Schedule 2 (Rail Systems and Sidings) works as set out in the Implementation Contract with Network Rail. This was identified as a significant strategic risk for the council.

<sup>12</sup> This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Brent, Bromley, Harrow, Havering). The comparable boroughs business survival rate of 73.7% represents a 1.5%pts decline on their 2011 baseline position (75.2%). Barnet's business survival rate of 63.6% represents a 3.0%pts decline on its 2011 baseline (66.6%). The target was for Barnet to be 5%pts better than the comparable boroughs %pts position (2011 to 2018), so Barnet needed to achieve a 3.52%pts increase of the 2011 baseline – the equivalent of 69.5% business survival rate in 2018.

<sup>13</sup> This indicator compares Barnet's rate of improvement (from a 2011 baseline) with comparable boroughs (Croydon, Havering and Hounslow). The comparable boroughs vacancy rate of 6.8% represents a 5.9%pts improvement on the 2011 baseline position (12.6%). Barnet's vacancy rate of 5.9% represents a 7.5%pts improvement on its 2011 baseline (13.3%). The target was for Barnet to be 2.5%pts better than the comparable boroughs %pts position (2011 to 2018), so Barnet needed to achieve an 8.4%pts decrease on the 2011 baseline – the equivalent of 4.9% vacancy rate in 2018.

<sup>14</sup> A decision was made during the year to change the frequency of the survey from annual to biennial. Therefore, the next survey will be carried out and results reported in 2019/20.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 These recommendations are to provide the Committee with relevant financial, performance and risk information in relation to the priorities in the Corporate Plan 2018/19 Addendum. This paper enables the council to meet the budget agreed by Council on 6 March 2018.

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

- 3.1 None.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 None.

## **5 IMPLICATIONS OF DECISION**

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

- 5.1.1 The report provides an overview of performance for EOY 2018/19, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level (scoring 15+) risks.

- 5.1.2 The EOY 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

- 5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.

- 5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
- Medium Term Financial Strategy
- Performance and Risk Management Frameworks.

- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

- 5.2.1 The budget outturns are included in the report. More detailed information on financial performance will be provided to Financial Performance and Contracts Committee.

### **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, 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. The



council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

## **5.4 Legal and Constitutional References**

5.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in section 28(4) of the Act.

5.4.3 The Council's Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Assets, Regeneration and Growth Committee include:

- (1) Responsibility for regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.
- (2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

5.4.4 The council's Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

## **5.5 Risk Management**

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All high level (scoring 15+) risks associated with the priorities for this Committee are outlined in the report.

## **5.6 Equalities and Diversity**

5.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) 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 persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

## **5.7 Corporate Parenting**

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in carrying out any functions that relate to children and young people. There are no implications for Corporate Parenting in relation to this report.

## **5.8 Consultation and Engagement**

5.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

## **5.9 Insight**

5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

## **6 BACKGROUND PAPERS**

6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>



## Assests, Regeneration and Growth Committee

13<sup>th</sup> June 2019

<b>Title</b>	<b>Sale of a long term vacant property</b>
<b>Report of</b>	Councillor Cornelius
<b>Wards</b>	West Hendon
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Belinda Livesey – Private Sector Housing Manager 0208 359 7438 Clive Dinsey – Environmental Health Officer 020 8359 2494

### Summary

The property at 22 Edgeworth Avenue, London NW4 was compulsorily purchased pursuant to a report to the Cabinet Resources Committee on 1 December 2008. The subsequent Compulsory Purchase Order was confirmed by the Secretary of State on 7 October 2010.

Following legal challenge, appeals and evaluation of options for the future use of the property, the most viable option identified is the sale of the property at public auction and authorisation for this course of action is sought in this report.

## **Officers Recommendations**

- 1. That the Assets, Regeneration and Growth Committee authorise the sale by public auction or by private tender as appropriate, of the property identified as 22 Edgeworth Avenue, London NW4 4EH on terms requiring the property to be restored to a habitable condition and to residential use and occupation.**
- 2. That the proceeds of sale are returned to the Council's Capital Programme (Empty Property Project).**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Council's constitution requires that any transaction over £500,000 has the approval of the Assets, Regeneration and Growth Committee.

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

- 2.1 Following compulsory purchase of this property as per the report to the Cabinet Resources Committee on 1 December 2008, the London Borough of Barnet (22 Edgeworth Avenue, Hendon, London NW4 4EH) a Compulsory Purchase Order was made and confirmed by the Secretary of State on 7 October 2010.
- 2.2 The council eventually took possession of the site on 15 January 2014.
- 2.3 The dispossessed proprietor continued to engage the Council in litigation culminating in a hearing at the Upper Lands Tribunal at the Royal Court of Justice on 18 August 2015 where the amount of compensation was decided with the Tribunal's decision being made on 28 September 2015.
- 2.4 Following this, title of the property was vested in the Council on 20 January 2016.
- 2.5 The value of the property, as decided by the Upper Lands Tribunal was £650,000.
- 2.6 In light of the length of time the property has been empty along with its poor condition and poor visual appearance, sale by public auction or by private tender as appropriate, seems to be the most expedient option.

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

- 3.1 Following the acquisition of the property, consideration was given to of the future use of the property. Development and refurbishment were both considered but, after initially declining any interest in the house, the Barnet Group declared an interest in developing the property.
- 3.2 Barnet Group prepared a planning application to demolish the house and rebuild a pair of semi-detached houses in lieu. A planning application was submitted on 29 November 2018.

3.3 The application unfortunately drew considerable opposition from local residents and was subsequently withdrawn. Barnet Group then decided to withdraw their continued interest in the site

3.4 The alternative is to do nothing – this is not felt to be appropriate due to the drain on Council resources caused by long term empty properties, the pressure on the existing housing stock and the continued effect on the local community.

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

4.1 Should the recommendation be approved, Property Services will be instructed to enter the property for sale in a suitable public auction or by private tender as appropriate.

4.2 The sale will be on terms that the house is restored to a habitable condition and brought back into residential use and occupation within a period of twenty four months.

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

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

5.1.1 The Corporate Plan 2019-24 is based on three outcomes for the borough focusing on place, people and communities:

- a pleasant, well maintained borough that we protect and invest in
- our residents live happy, healthy, independent lives with the most vulnerable protected
- safe and strong communities where people get along well

5.1.1 This approach meets the Council's key corporate priority detailed in the Barnet Corporate Plan 2019-24 as follows:

- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

5.1.2 Barnet's Housing Strategy 2019-24 is based on the following themes:

- Raising standards in the private rented sector
- Delivering more homes people can afford to buy or rent
- Safe and secure homes
- Promoting independence
- Tackling homelessness and rough sleeping

5.1.3 Sale of this property will increase the supply of good quality housing in the borough

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

The costs to the Council are divided into capital and revenue costs

## **Estimated Capital Cost**

- a. The property has a valuation determined by the Upper Land Tribunal, in its present condition, of £650,000.
- b. This money has already been paid into court for the owner to claim following the decision of the Upper Land Tribunal. The sale price from the auction will belong to the Council as a capital receipt.
- c. The proceed from the sale will fund the original purchase of the property.

## **Revenue Costs**

- 5.2.1 Once the property in question is sold and subsequently returned to use, it will no longer generate a demand for Council resources, enabling these to be focused on other priorities. Previous issues have included repairs to the surrounding hoarding, maintenance of the rear garden, pest control measures, pruning of trees and removal of rubbish.

## **5.3 Social Value**

- 5.3.1 The area will benefit from the sale and refurbishment/development of this site. For many years it has lain empty and an eyesore causing distress for the local community.

## **5.4 Legal and Constitutional References**

- 5.4.1 The Council's Constitution, Article 7.5 states that the Assets Regeneration and Growth Committee has responsibility for 'all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council'
- 5.4.2 The Council Constitution, Article 10 Table A states that Assets Regeneration and Growth Committee is responsible for authorising all acquisitions of this value.
- 5.4.3 Local Authorities are given powers to dispose of housing land in accordance with *The General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985 - 2013 which came into force on 11 March 2013*, which states: A Local Authority may dispose of land for a consideration equal to its market value.
- 5.1.1 In the case of this empty property held for housing purposes the relevant section of those general consents is A3.3.1 which states that a Local Authority may dispose of an unoccupied dwelling-house to a person who intends to use it as their only or principal home.
- 5.1.2 It should be noted that any transfer to the buyer will contain a covenant that the purchaser must, having carried out works (where appropriate), restore the property to residential use and occupation
- 5.1.3 The Council will not be under any legal obligation to complete a sale of the property back to the original owner (from whom it was compulsory purchased) or anyone connected with that person.

## **5.5 Risk Management**

- 5.5.1 There is a financial risk. This arises if the resale value of the property is less than the compensation paid for it as determined by the Upper Land Tribunal.
- 5.5.2 The Office for National Statistics say that *“Average house prices in the UK have increased by 3.0% in the year to May 2018 (down from 3.5% in April 2018). This is its lowest annual rate since August 2013 when it was also 3.0%. The annual growth rate has slowed since mid-2016 and has remained under 5%, with the exception of October 2017, throughout 2017 and into 2018”*. It is therefore unlikely that the value will have fallen but advice will be taken from Property Services in respect of a reserve price being placed on the sale.
- 5.5.3 Any shortfall in value would have to be funded from Council resources.
- 5.5.4 There is also a risk to the Council in not dealing with empty properties, both in the way central government assesses the Council’s strategic housing performance and in the way residents see the ability of the Council to intervene in the problems which beset them.
- 5.5.5 If the sale of this property does not proceed, the property will continue to deteriorate and be the subject of further neighbour complaints

## **5.6 Equalities and Diversity**

- 5.6.1 The Equality Act 2010 sets out the Public-Sector Equality Duty which requires public bodies to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not
  - foster good relations between persons who share a relevant protected characteristic and persons who do not
- 5.6.2 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 5.6.3 The proposed action has been reviewed against the protective characteristics and it is considered that there will not be any specific adverse impact on any of the groups.
- 5.6.4 It is considered that requiring the improvement of this property will have a positive impact for all local residents. Empty properties can lead to residents having an increased level of area insecurity and fear of crime in their neighbourhood.
- 5.6.5 Any regulatory activity will be carried out in accordance with the current Development and Regulatory Services Enforcement Policy to ensure the objective application of powers and responsibilities.

## **5.7 Corporate Parenting**

5.7.1 The property was considered for use by Barnet Homes, however, as described above, their interest was withdrawn.

## **5.8 Consultation and Engagement**

5.8.1 The local residents objected to the proposal for re-development of the site as two semi-detached properties and that proposal was withdrawn.


5.8.2 Anecdotally, the neighbours would be pleased with the sale of the property for refurbishment/development as a single-family house.

## **5.9 BACKGROUND PAPERS**

[Cabinet Resources Committee on 1 December 2008](#)

The Cabinet Resources Committee was decommissioned in 2014 but the link above gives access to both the agenda item and the minutes.



	<p><b>Assets, Regeneration and Growth Committee</b></p> <p><b>13 June 2019</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>UPPER and LOWER FOSTERS</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Chairman of Assets, Regeneration and Growth Committee</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>Hendon</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public with accompanying exempt report -Exempt from publication in accordance with paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information and information in respect of which professional legal privilege could be maintained in legal proceedings.</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Key</b></p>	<p>Yes</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>None</p>
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<p><b>Summary</b></p>
<p>The Upper and Lower Fosters (ULF) Site is a typical post-war council estate extending to 3.19ha, and currently comprises a 1960s housing estate formed of 196 existing residential properties, including 28 'Sheltered Housing' units, across 11 residential blocks. The existing residential blocks range between 2 and 11 storeys. In addition to the existing residential accommodation, the site also comprises Cheshire Hall (D1 Use Class) within Cheshir House; green open space; and assorted outbuildings.</p>
<p>The purpose of this masterplan is to fulfil the site's capacity to accommodate additional</p>

housing, integrated with local open space and street improvements to create a better place to live. This report seeks approval of the recommendations set out below which include the Outline Business Case to deliver 217 additional mixed tenure homes of which 50% are affordable creating additional housing supply including much needed Extra Care facilities. Wider benefits will see improved public realm supported by good quality architecture, reinforcing local identity.

## **Officers Recommendations**

- 1. That the committee notes the progress of the Upper and Lower Fosters Scheme to date.**
- 2. That the committee notes the capital budget required to progress the Upper and Lower Fosters scheme to RIBA stage 4a and that this is referred to the Policy and Resources Committee for approval**
- 3. That the committee approves the Outline Business Case appended to this Report and notes that the Full Business Case (FBC) for this development and the preferred delivery option will be brought to Committee at a later date.**
- 4. That the Committee approves the procurement strategy set out in this report and report back the final contract sum in the FBC.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The report sets out the preferred way forward for the development of the ULF Site.
- 1.2 The Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 9 July 2014, the approach to, and the principles underpinning, the creation of a development pipeline on Council owned land.
- 1.3 The Council's draft Housing Strategy 2019-2024 sets out the intent to deliver homes that people can afford by increasing housing supply, regeneration and growth. The strategy sets out how a continuing pipeline of developing on council land will secure a range of tenures, including mixed tenure housing with affordable homes funded by private sales, new affordable homes to rent, extra care and wheelchair accessible homes to reduce demand for care, and private housing for rent. 194 further homes are on site and will be completed over the coming months.
- 1.4 The Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 27 November 2018, the balance of Capital budget to progress the Upper and Lower Fosters scheme to RIBA stage 3, and to discharge the costs associated with the submission of the planning application and the securing of an acceptable permission for the scheme and the preparation of an Outline Business Case (OBC) for subsequent approval by the Committee.
- 1.5 On 5<sup>th</sup> March 2019 Budget the Council approved the Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20. This report included Appendix D1 that within the Deputy Chief Executive's section included a substantial forward

programme of income generating activities for the Estates Service and Housing Service collectively.

- 1.6 This report notes that many assets owned by the Council do not currently maximise the potential of the land upon which they are built. Such assets generally offer the potential for redevelopment of the land to provide a mixture of uses on site. In general, this potential improved mix would be a combination of community-oriented / commercial use, alongside housing.
- 1.7 The Council is committed to deliver its Housing targets set out in the Adopted Local Plan 2012.

## 2. REASONS FOR RECOMMENDATIONS

2.1 The ULF estate in Hendon Ward occupies 3.19 hectares and contains 196 existing homes built in the 1960's to a relatively low density. The estate design is of its time with much open space across the land parcel, making it suitable for new infill development. The site is located approximately 350m north-east of Hendon Central Station, which provides Northern Line access to Euston in 18mins. There are a number of bus stops along Brent Street to the east of the site and Queens Road.

2.2 The key project requirements are to;

- Develop additional housing and an improved public realm;
- Provide new quality development and significant local environmental improvements
- Maximising the provision of good quality housing by releasing value through private-for-sale units to cross subsidise the provision of affordable homes

The project team have been working extensively with community members for over two years, to learn about their priorities and co-design the masterplan with them. Stages 1 and 2 were completed in 2017/18 and the team submitted a planning application on 1<sup>st</sup> May which is due for determination in September 2019.

The process of co-design process and masterplan evolution has responded to a wide range of objectives and priorities. These priorities relate directly to Barnet's corporate priorities relating to **place, enterprise and people**.

- In terms of 'place', the co-design process has put the quality of the Fosters Estate environment as a top priority. The community made clear through the co-design process that the open character of their estate should be a key asset which is fundamental to the masterplan evolution.
- In terms of 'enterprise', whilst this is a housing scheme, the masterplan proposals will improve the relationship between the Fosters Estate and surrounding streets and the local high street of Brent Street which provides the local community with its day-to-day shopping needs. More people will rely on this local centre which will help to underpin the viability of local shops.
- In terms of 'people', the co-design process has helped put local people first, giving greater weight to the views expressed by the local community in the design process.

- 2.3 Barnet has the largest population of any London Borough with 394,400 residents. The figure is expected to grow 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough.
- 2.4 The Council's draft Housing Strategy 2019-2024 identifies that delivering more homes that people can afford is a key priority. The recent Strategic Housing Market Assessment showed a need to provide at least 3,060 new homes a year, to accommodate an expected 16% population growth by 2041.
- 2.5 MHCLG published figures show Barnet delivered just under 2,000 homes per annum over the past three years; 82% of its current target. To deliver an increase in housing completions requires the Council and wider public sector to increase its own pipeline of housing delivery. To that end the Council is reviewing its assets to consider all suitable sites for redevelopment potential.
- 2.6 In terms of affordability, strong demand has resulted in average house prices increasing to 15 times the median household income for Barnet. The delivery of new affordable rented homes, funded in a variety of ways, including mixed tenure development, will ensure the Council's estate is used to help meet the Housing Strategy objective - this is to prevent and tackle homelessness by reducing the use of temporary accommodation, to help meet Housing Committee savings.
- 2.7 **The purpose of the Regeneration Strategy, working alongside the Local Plan.** The Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Regeneration Strategy builds on this, articulating the Council's approach to delivering growth and focusing on the places that need intervention. The strategy creates a framework to inform future decision making, and is accompanied by a Delivery Plan (to follow) which sets out how the council will direct future investment, the approach to securing funding and how we will form strategic partnerships.
- 2.8 All the new homes provided will meet the former Lifetime Homes standard through a standardised approach centred around Building regulations. At least 10% will be fully wheelchair adapted, meeting the objective in the Council's Housing Strategy of providing housing to support vulnerable people. The Council already provides a range of housing options for vulnerable adults with a focus on helping people live as independently as possible.
- 2.9 The Council have been awarded a grant allocation of circa £9.2m from the Greater London Authority (GLA) to support the provision of new homes on the estate development. The grant conditions require the development to have commenced on site by end of March 2021 and that affordable rents will be set for the affordable tenure dwellings. Current the Council are awaiting confirmation if award.
- 2.10 Significant progress has been made to date with the Community Steering Group through the co-design process, further delays could jeopardize the project due to a lack of momentum and interest from the community and supply chain.

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

3.1 The design options considered and discounted were set out in the Strategic Outline Case and are set out in the RIBA stage 3 report. The current proposed delivery options have been appraised and are set out in the Outline Business Case, further appraisal to confirm the preferred option will be set out in the Full Business Case (FBC).

#### **3.1.1 Do nothing:**

This would limit the Council's ability to deliver the much-needed affordable housing and make use of the available land for infill development. It would also result in no improvement to current issues identified on the estate such as anti-social behaviour and fly-tipping, which require physical changes to be resolved long term.

#### **3.1.2 Do Minimum:**

This option could see the delivery of the replacement of Chesir House with 75 Extra Care units, however the wider benefits of estate regeneration would remain unresolved and not meet the Council's objectives of increasing housing supply.

#### **3.1.3 Do Maximum:**

##### **Option 4a) Open Door Homes (ODH)**

Opendoor Homes is a Registered Provider subsidiary within The Barnet Group. It has an independent board and is regulated by Social Housing Regulator. It is currently building some 350 homes across the Borough with funding provided by the Council. It is also seeking to purchase some 500 homes over the next 5 years with support from the Council to ease homelessness pressures in Barnet.

Under this arrangement ODH would enter into a typical s106 agreement to secure planning obligations. LBB would transfer land for nil value with 100% nominations right across all Affordable units. The Shared Ownership units would be sold with a 25% equity release and will be subject to a 250-year head lease between the Council and ODH.

The financial arrangements for this option are that the working capital for the scheme would be provided by the Council. This would be funded by way of a Public Works Loan Board facility. ODH would pay the Council a £2,000 per home dividend for each affordable rent homes in perpetuity and an additional margin on the loan (subject to MRP requirements). This would produce an additional benefit to the general fund of circa £3.65m over 46 years. This equates to circa £80,000 per annum (roughly equally split between the homelessness dividend and the loan margin charged to Open Door Homes).

The Extra Care scheme is fully funded by the Council and GLA grant so would be owned by the Council and managed by Barnet Homes and Your Choice Barnet.

ODH will undertake the development and management of the proposed development through RIBA stage 4-7 by way of The Barnet Group development team who have strong experience of both infill and Extra Care. The Sales & Marketing of the Private units would be managed by the appointed sales agents, any surpluses generated would be retained by the Council, the market risk however sits with the Council as the developer.

#### **Option 4b) The Council appoints another funder to offset Sales risk**

In broad terms, this structure may involve a joint venture arrangement between the Council and the funder with the creation of a limited liability partnership (“LLP”). It is envisaged that the joint venture arrangements between the Local Authority and the funder pursuant to the terms of an LLP Agreement would involve an equal 50% interest in the LLP.

This option would provide new social housing and contribute to the supply of housing overall within the Borough and would reduce the financial exposure to the Council but not provide the financial benefits of on-lending and the “homelessness dividend”. It may also be possible for the Council to enter into a similar s106 as above with another RP on a more competitive basis. The Council has looked at conversion of the 106 Private dwellings to affordable however this does not currently generate the equivalent in Capital values – an initial calculation suggested that a 100% affordable would result in a circa - £12m viability gap. Further work would need to be undertaken on this variance to confirm the position.

The RIBA stages 4-7 development management arrangements could still be taken forward by The Barnet Group Development Team or the JV. As above, the Sales & Marketing of the Private units would be managed by the appointed sales agents, any surpluses generated would be retained by the JV.

The Extra Care scheme is fully funded by the Council and GLA grant, so would be owned by the Council and managed by Barnet Homes and Your Choice Barnet.

#### **Option 4c) The Council fund the entire development via the HRA**

The financial arrangement for this option would be to have LBB fund total Development cost via a combination of the GF, HRA and Grant from GLA at £100k Affordable Rented units and £28k Shared ownership units. The affordable rent units would remain under LBB ownership, with 25% equity being released on the SO units and the private units sold on either a long lease or freehold basis.

As per the above options, the Development Management could still be procured via The Barnet Group Development Team who will manage the estate.

The appointed sales agents would undertake the Sales & Marketing and sales revenue would be returned to LBB.

This option does require further assessment for ring-fence, tax and legal implications.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Approval of the budget from the Policy and Resources committee to be obtained

- 4.2 The Council will commission The Barnet Group to conclude the design development of stage 4 and report back to committee with a Full Business Case prior to the appointment of a contractor.

Procurement of a contractor to support the project will commence in line with the Barnet Group's Contract Procedure Rules. The section below sets out the procurement strategy for this project.

- 4.3 Land & property matters including appropriation, statutory requirements and consents, transfers of land, highways and other ancillary matters will be addressed during RIBA stages 4-7
- 4.4 A value for money statement will be prepared by an independent cost consultant including a tender report that includes benchmarked costs analysis
- 4.5 The project team will commission private treaty negotiations to commence the acquisition of the pram sheds. The existing stores are in poor condition and are being replaced on a like for like basis following feedback from the community steering group. Currently there are a total of 168 pram sheds; 107 – Tenanted properties & 61 – Leased properties.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 The Corporate Plan 2019-2024 sets out the aim to ensure Barnet is a pleasant, well maintained borough that is protected and invested in by:

- a) Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents that will be delivered by increasing supply to ensure greater housing choice for residents and delivering new affordable housing, including new homes, on Council-owned land.
- b) Investing in community facilities to support a growing population, such as schools and leisure centres that will be delivered by investing in community facilities such as enhancing our indoor and outdoor sporting facilities and maintaining our 21st century libraries;
- c) Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough - delivered by working with The Barnet Group to deliver housing on smaller sites across the borough.

- 5.1.2 The Corporate Plan further sets out how the Council will deliver these ambitions within financial constraints by ensuring that taxpayers money goes as far as it can through adhering to the following key principles:

- a) A fair deal - by delivering the services that matter most and making decisions to prioritise our limited resources alongside providing value for money for the taxpayer by ensuring we are transparent in how we operate.
- b) Maximising opportunity - by taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate, alongside

capitalising on opportunities from responsible growth and development to boost the local economy

- 5.1.3 The current London Plan and Barnet's Local Plan recognise the need for more homes setting a minimum annual target for Barnet of 2,439 homes. The new Council's Housing Strategy 2019-2024 continues to emphasise that delivering more homes that people can afford is a key priority.
- 5.1.4 The Council's Housing Strategy, agreed in 2019 has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents and sets out how the Council will deal with a number of challenges including high prices, a shortage of affordable housing and the potential threats to the qualities that make the Borough attractive.
- 5.1.5 The draft London Plan recognise the need for more homes in the capital. Managing housing growth and the provision of new homes is the first objective set out in Barnet's Core Strategy. The London Plan and Core Strategy set challenging targets for the delivery of new housing, with the former having increased the minimum annual target for Barnet to 3,134 homes per annum.
- 5.1.6 The 2017-18 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:
- Developing best practice social care, focused on what people can do and how they can help themselves;
  - Diversifying Barnet's accommodation offer to help more people live independently;
  - Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering;
  - Integrating health and social care services to prevent crises and help individuals stay well and in their own homes;
  - Improving the borough's leisure facilities to support and encourage active and healthy lifestyles; and
  - Expanding evidence-based prevention and early support, including technology, to make sure people can use services closer to home to help them stay independent for as long as possible.
- 5.1.7 The expansion of Extra Care provision supports delivery of these priorities. It also supports the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020) and the strategy's themes of wellbeing in the community and care when needed. In addition, The Right Home Commissioning Plan, which was approved by Adults and Safeguarding Committee in June 2017, supports the use of Extra Care to extend residents' independence as they get older. The expansion of Extra Care also contributes to meeting the commitments of the Dementia Manifesto for Barnet, supporting people with dementia to live a full and active life, and enabling them to live at home for longer as part of an active and supportive Extra Care community.
- 5.1.8 The Barnet Housing Strategy identifies the need for the Council to secure new types of housing for Barnet's older population and working age adults with additional needs. One of the areas identified for expansion is the provision of Extra Care housing.

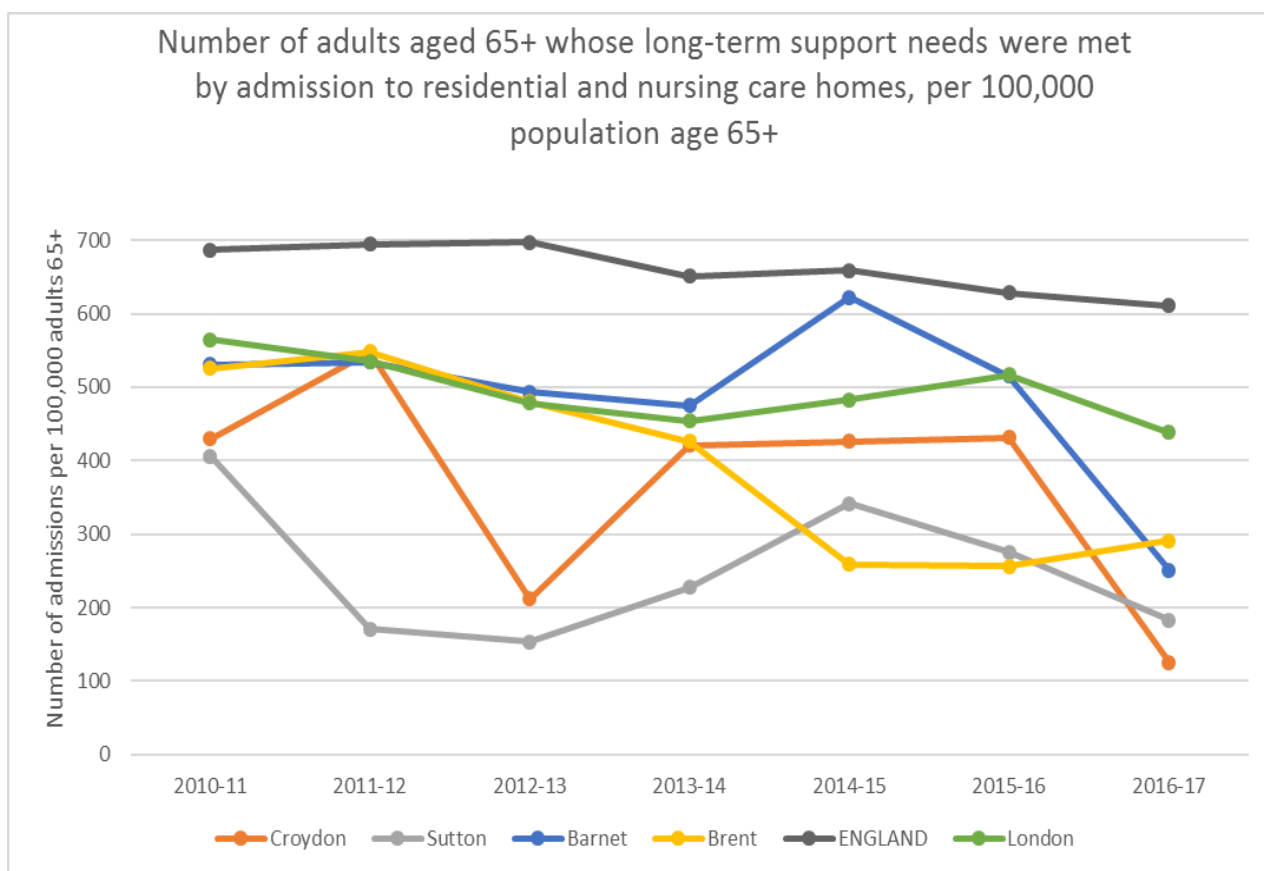


## 5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 Housing committee savings targets identify provision of new affordable homes as a means of reducing costs associated with temporary accommodation. To enable current and future savings to be delivered, suitable sites must be identified. The Housing Committee is responsible for the Housing Strategy and Homelessness Strategy. The Policy and Resources Committee is responsible for the Local Plan and therefore the Council's overall housing target.

5.2.2 Barnet is currently over reliant on residential care, in the absence of alternative forms of accommodation and support. The lack of alternatives to residential care has been identified as one of the factors influencing families, individuals and professionals when choosing residential care. The chart below shows Barnet's comparative performance for the number of adults aged over 65 with permanent admissions to sheltered accommodation.

5.2.3 The graph below shows that Barnet has a high number of older people admitted to residential and nursing care when contrasted with other comparable outer London boroughs. While the number of elderly clients has not decreased, residential admissions have declined more recently due to changes in the approach taken by Barnet Council's Adults Services: this includes moving away from residential care provision, making better use of existing Extra Care facilities, and accommodating residents' wishes to remain in their own homes.



**Figure 1 - Admission to residential and nursing care homes, 2010-17.**

**Source: Measures from the Adult Social Care Outcomes Framework 2016-17, NHS Digital.**

### **5.3 Admissions to Residential Care Working Age Adults LBB 2010 – 2016**

- 5.3.1 Residential care is a relatively costly form of provision. Using prices paid in 2015-2016 by the Council, the difference between the amount spent on clients in residential care and those in Extra Care was £308 per week.
- 5.3.2 The Cheshir House Extra Care Scheme is projected to realise financial benefits of approximately £200,000 in financial years 2020/2021-2023/24 through the cost avoidance associated with Extra Care as compared to residential care. This is included in the Council's draft Medium Term Financial Strategy (MTFS) 2019/20.
- 5.3.3 Delays in the progression of the extra care development at Cheshir House may put at risk the MTFS savings agreed for Adult & Social care for the replacement of residential care with extra care places for older people with additional needs. Replacement savings may need to be found if this risk materialises.
- 5.3.4 The Council have been awarded a grant allocation of circa £9.2m from the Greater London Authority (GLA) to support the provision of new homes on the estate development. The grant conditions require the development to have commenced on site by end of March 2021 and that affordable rents will be set for the affordable tenure dwellings.
- 5.3.5 The Council will also benefit from other financial benefits such as New Homes Bonus at c.£12,250 in year 1 (£49,000 over 4 years) and C/Tax benefit at c.£1,514 per property along with wider non- financial benefits such as health & well-being, improved infrastructure, environmental benefits, and increasing housing supply

### **5.4 Property**

- 5.4.1 The existing estate belongs to the London Borough of Barnet who are undertaking an estate regeneration programme which includes replacement of 25 poor quality sheltered units (Cheshir House), pram sheds and demolition of a number of under-utilised garages and infilling with a number of new blocks and housing. 50% of the housing will be for private sale in order to pay for the development including the replacement of the extra care units.
- 5.4.2 Part of the site assembly for the development will include negotiations with various third parties including leaseholders to acquire their pram sheds to enable the development and agreement of terms on the replacement thereof.

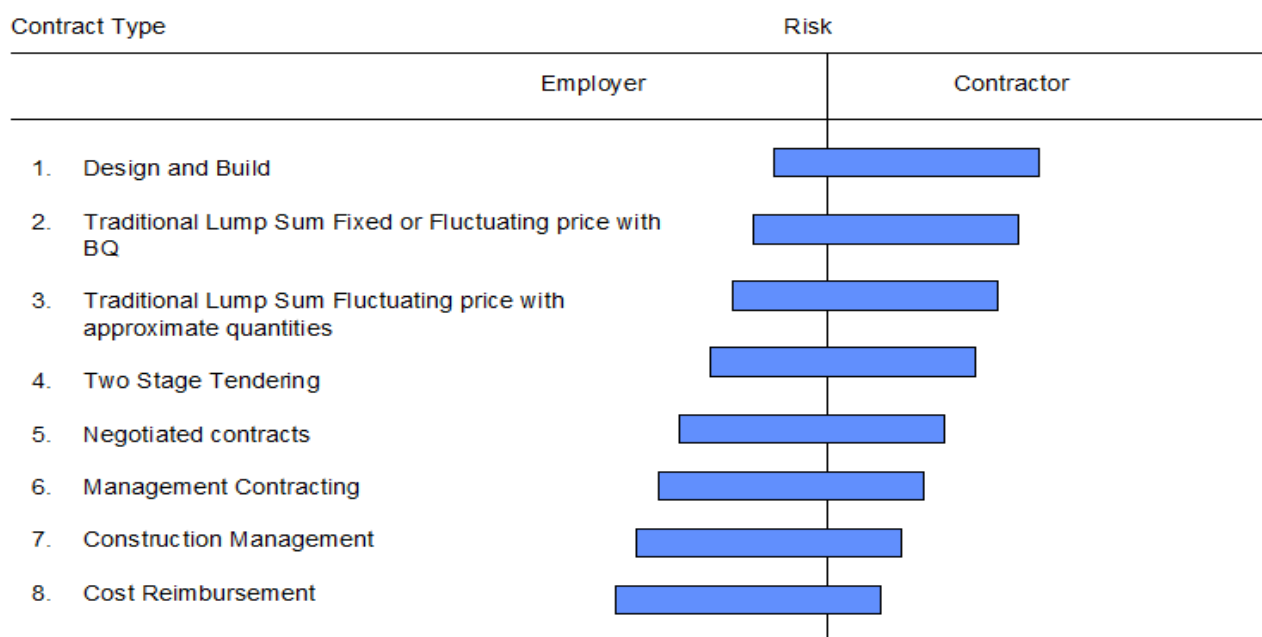
Negotiations are underway with UKPN to provide additional capacity to the existing sub-station on site by way of a surrender and grant of a new lease.

### **5.5 Procurement**

- 5.5.1 Having considered a number of procurement routes set out in the OBC, the Council has agreed on a Single Stage Design & Build using a JCT contract 2016 with amendments. The 'call off' of a contractor will be competitively tendered via an appropriate framework. The below image summarises the proportion of risk assigned to employer and contractor for each of the different contract types considered in assessing possible procurement options.

- 5.5.2 When specifically applied to the Upper and Lower Fosters project the proposed contract is Design and Build and the contracting risk therefore needs to be assessed in terms of Single and Two Stage tendering under this form of contract.
- 5.5.3 On Single Stage Design and Build contracts the Employer places full design responsibility on the Contractor by incorporating a contract amendment to reflect this.
- 5.5.4 On a Two Stage Design and Build contract the Employer retains an element of risk in terms cost and programme through the second stage and a contractor will often produce a priced risk register at the completion of the second stage to seek to retain elements of risk with the Employer. This requires careful management through the second stage process to minimize the risk.
- 5.5.5 During the Stage 3 design process the complexity of the phasing and on-site constraints were fully reviewed with John Graham Construction Ltd and the potential benefits of an enabling contract should be explored within the framework of a Design and Build procurement route. This forms part of the current recommendation moving forward.

## CONTRACTING RISK



- 5.5.6 Under client instructions, Johnson Associates have engaged with suppliers to obtain quotes for developing key elements of Stage 4 design prior to tender with the winning contractor taking responsibility for this design once appointed. During this stage the Council's professional team will prepare a full set Employers Requirements, specification and tender documents for a contractor to price against. At this stage it is envisaged the procurement process will commence upon planning being granted ensuring the design is fixed.

## 5.6 Finance & Viability

- 5.6.1 The initial options appraisals were supported by a GLA grant of £830k. The balance of the budget c.£1.7m up to RIBA stage 3 has been funded through the HRA.
- 5.6.2 Discussions are on-going with the GLA regarding additional grant to support the extra care and affordable housing. The balance of the capital expenditure for RIBA stage 4-7 will be funded through the HRA and or S106 contributions from ODH or other investment vehicle, which will be set out in the FBC.
- 5.6.3 The Council's costs associated with stage 4a design prior to procurement is c£.1.6m
- 5.6.4 **Construction Costs**  
The Council has been liaising with a contractor who has provided an indication of the build programme, phasing and buildability of the scheme during RIBA stage 3. The budget construction costings prepared by Johnson Associates are included in the OBC.
- 5.6.5 **Market Residential Values**  
The Council engaged with Knight Frank as their sale agent and they have provided a unit by unit valuation of the scheme which is included as an appendix in the OBC. Knight Frank have also produced a market research document in support of their valuation.
- 5.6.6 **Affordable Values**  
In arriving at the affordable values which we adopted in our development appraisal, we have appraised on a ProVal model which is an industry recognised system for modelling and appraising affordable housing projects. The rental values for the affordable homes have been obtained from ODH via Strettons.
- 5.7 Social Value**
- 5.7.1 Increasing the utility of existing assets through mixed use redevelopment will enable the Council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.
- 5.7.2 Any contractors or development partners will be encouraged to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate.
- 5.8 Legal and Constitutional References**
- 5.8.1 Council Constitution Article 7.5 states that the remit of the Assets Regeneration and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, employment strategy business support and engagement.
- 5.8.2 The Council Constitution, Article 10 Table A states that Assets Regeneration and Growth Committee is responsible for authorising all acquisitions and disposals over 500K.
- 5.8.3 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local

Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

- 5.8.4 The Council will need to consider, comply with and obtain any statutory and legal requirements /consents to give effect to the preferred option.
- 5.8.5 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector through contract delivery.
- 5.8.6 In the event the delivery option for the proposed development is by TBG with the assistance of a loan/grant then the Council must note that Under State Aid rules, in order to avoid the distortion of competition and trade within the European Union, no advantage should result from funding that is granted by public authorities on a selective basis to any organisations. It is essential that all legislation concerning State Aid is met, in particular such loans should be at normal commercial rates.

## 5.9 Risk Management

- 5.9.1 The main business and service risks associated with the potential scope for this project are shown below;

### 5.10 Programme / Delivery Risk

- 5.10.1 Regular engagement on a co-design basis with residents & stakeholders is critical to ensure buy-in through all development phases.
- 5.10.2 Prolonged phasing or delivery programme could add additional costs to the project and may not optimise delivery or return on investment

### 5.11 Financial risk

- 5.11.1 Securing the GLA Grant is ongoing & will have a significant financial impact if not secured, further burdening the Council's borrowing capacity.
- 5.11.2 Determination of the delivery options for the scheme including any third-party involvement such as Sage is critical to ensure project viability.
- 5.11.3 Commissioning of the balance of surveys is required to maximise cost certainty through Stage 4.

5.11.4 Agreeing project specifications as they are issued to maintain/improve values and highlight any cost issues.

5.11.5 A Value Engineering exercise has been undertaken which identifies various areas of saving that are to be reviewed at the commencement of stage 4.

## 5.12 **Market Risk**

5.12.1 Private Market Sales- Regular reviews of market conditions with Knight Frank including compiling a plot by plot sales schedule to ensure that values are tracked and maintained. Any drop in values puts the project at risk.

5.12.2 Construction market testing has been undertaken by the oversight contractor Graham Construction to seek to pick-up real-time market trends. Any increase in construction costs puts the project at risk.

5.12.3 Agree a project contingency plan should the sales market deteriorate in terms of the build programme / sectional completions and exposure.

5.12.4 Optimise phasing to seek to deliver private / income generating units at the earliest opportunity.

5.12.5 Macro-economic issues (such as BREXIT) could have an impact on both values and costs making the scheme unviable.

## 5.13 **Neighbourly Matter Risks**

5.13.1 Regular co-design meetings and workshops are critical to provide feed back into the design and construction process,

5.13.2 Party Wall and Rights of Light issues need to be managed and resolved so as not to impact on the delivery of the scheme. Surveyor's appointed, and related works / licences scheduled out and costed,

5.13.3 Design team to seek to work within acceptable risk parameters established by the above process,

5.13.4 Poor on site controls / phasing will give rise to significant negative publicity and potentially costs. Construction Management Plan and phasing are a real challenge within the existing estate and will require a thorough review and costing as the proposed delivery programme develops.

## 5.14 **Legal Risks**

5.14.1 Legal issues require resolution before the project can be delivered. HB Public Law are instructed to regularly review any ongoing title issues with a view to delivering a site capable of being developed in accordance with the planning permission and to advise on any title or other issues going forward

## 5.15 **Planning and Highways Risk**

5.15.1 Identify risks and non-compliance in areas such as highways given site constraints and seek to justify to the Planners and Highways. Failure to achieve agreement could result in no planning approval or a non-determination.

Failure of the GLA to approve / sign off the scheme which could result in a call In.

Excessive / onerous planning conditions could delay the project and add costs.

## 5.16 Equalities and Diversity

5.16.1 Under the Equality Act 2010, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.16.2 The Council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.

5.16.3 The development at Upper and Lower Fosters will make a significant contribution to the provision of additional high quality intermediate housing in the Borough to assist first time buyers, many of whom are currently priced out of the market. In addition, much needed affordable rented housing will also be provided, as well as promotion of further construction jobs in the borough.

5.16.4 At this stage, the proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation. No immediate equality impacts are anticipated because of this proposal; however, a full EIA will be considered in due course.

## 5.17 Corporate Parenting

5.17.1 Barnet Council have a small number of care leavers in temporary accommodation. Increasing the supply of affordable housing is therefore a corporate parenting issue.

## 5.18 Consultation and Engagement

5.18.1 Barnet Council has adopted a community engagement and co-design strategy for this project, which encourages residents to play a full role in developing the improvement proposals from design through to post-delivery.

5.18.2 The aim has been to ensure that the masterplan and planning application for Upper and Lower Fosters is developed with the informed and representative participation of the community who live and work on and around the estate. The co-design strategy has been developed with the following values at its core:

- Representation – of all directly impacted community members and stakeholder groups, with participatory methods tailored to their specific needs
- Honesty and transparency – ensuring that communications are clear, timely, accurate and without hidden agendas
- Continuity – ensuring community input throughout the design and construction process
- Best practice – learning from case studies and best practice in the sector.

5.18.3 In doing so, this project ambitiously puts community members at the centre of deciding what gets built and where. This approach is referred to as co-design and has underpinned all major project milestones and design decisions.

5.18.4 The co-design process has been coordinated jointly by the external community coordinator and the design team. The external coordinator has been the point of liaison between the community and the project team, maintaining impartiality to the outcome of the design process. The co-design activities have been undertaken in dialogue and collaboration with Barnet Homes' community team to ensure a joined-up approach. It has comprised a number of activity streams including:

- Setting up and managing a Community Steering Group of residents, businesses and representatives from community organisations neighbouring the site
- Co-design open workshops, events and activities led by the masterplan lead designers and the community coordinator
- Regular communications updates to residents, businesses, community groups in the area via a variety of channels.

5.18.5 Re understand that to simply 'consult' with communities experiencing regeneration is inadequate. There must be genuine, meaningful involvement that secures relationships built on trust and clear communication channels that can address issues as they arise and mitigate potential 'flashpoints'. A stakeholder engagement plan has been developed and approved and monitored by the project board.

- The community immediately on and around the Fosters Estate represents a typically London mix of ethnicities and nationalities. The community on and immediately around the estate has a higher proportion of BAME residents than Barnet as a whole – within tenants of the estate, 54% identify as non-white and most of these identify as Black or Black British
- A relatively high proportion of residents in the local area were not born in the UK, at 53% - compared to the London and Barnet average (37% and 39% respectively)
- 27% of residents in the local area live in households for whom English is the first language of no-one in the household, which again is higher than Barnet and London averages. From Barnet Homes' tenant data, no other language predominates, with only one or two residents representing each other language present on the estate. This indicated that providing translation of consultation and co-design materials was unlikely



to be effective, but efforts should be made to ensure that the proportion of residents for whom English is not their main language, are engaged effectively and that use of language should prioritise clear and simple English.

- Employment rates for local residents are higher than Barnet averages, but the median income is significantly lower.
  - In the local area, 15.7% of households are lone parent households, higher than surrounding areas. This is validated anecdotally by the number of lone parent households encountered during the co-design process and represented in the Community Steering Group. 33% of households are one-person households, slightly higher than surrounding areas. This is also validated by the number of one-person households encountered during the co-design process and represented in the Community Steering Group. 15.8% of couple households have dependent children, slightly lower than surrounding areas.
  - While the ward as a whole has a strongly Jewish profile, and the Jewish communities are important stakeholders in the co-design process on the Fosters Estate itself and the immediately surrounding area (the LSOA), the religious profile is more mixed, with 18% Jewish and 12% Muslim reported in Census data.
  - On the estate, the named tenants are 58% female and older than the typical Barnet Homes tenant, with 41% aged 40-59 and 39% over 60. This correlates with the majority female participation in the co-design activities, and the slant towards older residents engaging with the process, but this is also normal for similar community engagement processes, which tend to engage more women and older people.
  - It is notable that there are many long-term tenants, with 60% having lived on the estate for more than five years. A large proportion of estate residents have lived on the estate for over twenty years, and some have lived on the estate or in the area, since it was built.
- 5.18.6 The co-design process was structured as a layered approach allowing community members to participate in varied ways to suit their interest and ability to commit time. At the core of the process, providing continuity over the two years of project development leading up to this planning application, was a Community Steering Group (CSG) composed of diverse members of the local community who met monthly throughout the process. This group has been key to developing the design and also challenging and validating the co-design process as a whole. The CSG was convened through an open call for involvement at an initial open meeting in February 2017, which was advertised through a letter drop to all estate residents, and all homes and businesses immediately bordering the estate. Further members were invited through the first community project newsletter that was distributed in June 2017, as well as through invitations to residents and local stakeholders approached by the community coordinator and introduced through local networks, during the scoping phase of the project.

## 5.19 Insight

- 5.19.1 The Council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery. Barnet has 393,000 residents and this figure is expected to grow by 76,000 over the next 25 years; an increase of 19%.

5.19.2 The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation. There are currently more than 2,700 households living in temporary accommodation which presents significant budgetary pressures for the Council.

5.19.3 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.19.4 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

## **6. BACKGROUND PAPERS**

- 6.1 Assets, Regeneration and Growth Committee 12 December 2016  
<https://barnet.moderngov.co.uk/documents/s36542/Upper%20and%20Lower%20Fosters.pdf>
- <https://barnet.moderngov.co.uk/documents/s49857/UPPER%20and%20LOWER%20FOSTERS.pdf>

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

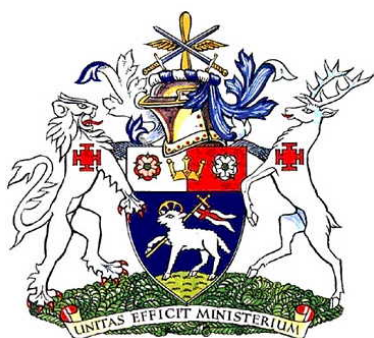
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## Assets Regeneration and Growth Committee

13 June 2019

<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 pramshed 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.

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# Annual Regeneration Report 2018/19

June 2019







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# Introduction

## Delivering for Barnet

Delivering for Barnet is a programme of growth and regeneration taking place across the borough between 2019 and 2030. This 7<sup>th</sup> instalment of the Annual Regeneration report provides an update on the progress made in the past year.

This includes a range of transformational schemes and initiatives which will support the delivery of our long-term commitment to achieving a borough where people are happy to live, work and play in.

## Annual Regeneration Report

Last year's Annual Regeneration Report set the scene for regeneration across the borough on a scheme by scheme basis, and provided a summary of activities, achievements and forward looking priorities from key delivery units. This year, the focus of the report is on the progress and achievements of the past twelve months. This report also introduces you to a new and emerging Growth Strategy which aims to provide a framework for future growth and development priorities.



[Click to view the 2017/18 report](#)



## Planning for Growth and Development

The Mayor's London Plan provides overarching guidance to all 33 London boroughs on how to shape local development. Spanning over a 20-year period, it also sets housing targets for each borough, to be reviewed periodically. The draft London Plan is currently undergoing Examination in Public with final publication expected in late 2019.

In the current draft London Plan, Barnet has the fourth largest housing target, with 31,340 new homes to be built over the next 10 years (2019/20 to 2028/29), a requirement to build 3,134 annually. This is a challenging figure that needs to be considered in the context of Barnet's own Local Plan policies and local planning challenges. Barnet is the largest of London's 33 boroughs by population and still growing. Barnet must plan for growth and balance this against the need to manage development.

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



## Growth Strategy

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



The strategy also characterises the borough into three spatial areas of West, Central and East, recognising their different features. The strategy, once agreed, will be underpinned by a Delivery Plan of key projects setting out the council's approach to directing future investment, securing funding and forging strategic partnerships to ensure successful delivery.

Whilst respecting the local plan framework, the Growth Strategy also reflects the council's ambitions and articulates where and how it can be proactive, intervene, steer and prioritise funding, land ownership and other resources to maximise growth opportunities.

### Strategic Partnerships / joint working with:



## Housing Strategy

The new Housing Strategy (2019-2024) was approved by the council 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, including rising housing costs, a shift in tenure from owner occupation to private renting, the impact of the Grenfell Tower fire disaster and legislative changes.

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.

In 2018/19 our approach to growth and development has supported the delivery of the emerging Housing Strategy by:

- Making significant contributions to housing supply;
- Encouraging the provision of new homes;
- Continuing to regenerate older housing estates;
- Supporting increased affordable housing provision;
- Improving safety and security in our housing estates;
- Promoting independent living through Extra Care provision.

## Council investment in growth and development

The council raises funding in many ways and re-invests a substantial amount into the growth, development and improvement of housing, infrastructure and services for borough residents, businesses and visitors.

The emerging Growth Strategy identifies growth objectives and how funding will be prioritised to ensure targeted delivery.

The investment approach also relies on maintaining strong and successful partnerships at all levels, for example, with Central and London government departments, development partners and Housing Associations that are already delivering legacy schemes for communities across the borough.

### Sources of Council income

- Council Tax – We can estimate how much will be generated yearly by calculating how many homes will be built and when
- Business Rates – We can estimate how much will be generated yearly by calculating the amount of commercial floorspace that will be built and when.
- Section 106 (s106) monies – Developers provide funding in cash or non-cash for infrastructure and services, which may be on or off the development site
- New Homes Bonus – For every new home granted planning consent = New Homes Bonus - government will match fund the council tax raised on each new home built, for a period of 4 years
- Community Infrastructure Levy (CIL)– a planning charge to assist local authorities to deliver infrastructure projects that enhance developments
- The Principal Development Agreement model between council and developers enables developers to provide funding and the council to provides the land either through a joint venture, or a Development or Regeneration Agreement
- Infrastructure and community benefits – We maximise the opportunities growth and development bring by negotiating non-financial contributions with developers, as part of s106 agreements
- Overage and capital receipts from land sales

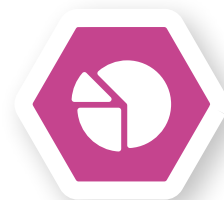
### Investment Highlights



**£24.9m** in council tax income and **£37.5m** in business rates will be generated each year from 2030



**Dollis Valley, West Hendon and Mill Hill East** regeneration schemes are already contributing significant amounts of council tax and will continue to do so as later phases complete



Business rates and council tax combined will generate **£265.5m** by 2030, accounted for cumulatively



We achieve **long-term savings** for the council by entering into joint ventures with development partners



We raised **£4,673,384** Mayoral CIL for TfL to spend on delivering new transportation projects in London



We raised **£12,614,629** in s106 for the borough in 2018/19

## Challenges for Growth

Regeneration Schemes are complex, long-term and impacted by both local and external challenges that can lead to delays. There are many dependencies that influence the delivery of a scheme such as, community support, procurement of development partners and their third-party contractors, confirming Compulsory Purchase Orders and securing government funding. Schemes need to be financially viable, approved by Committee, supported by residents and skilfully managed. To ensure success, there needs to be resilience to delays and innovation to develop workable alternatives when challenges occur. In 2018/19 key challenges included:

- **Investment decisions affecting Brent Cross North.** 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 i.e. Brent Cross South and Brent Cross Thameslink which involve substantial land acquisitions and major construction.
- **Ongoing delivery of the regeneration of Grahame Park Estate.** Following mayoral refusal of the planning application for plot 10 in December 2017, Notting Hill Genesis (NHG) have been working with the Greater London Authority (GLA) and the council 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 in-fill housing scheme.** 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.** 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 is as follows:
  - Local Plan preferred Approach - Autumn 2019
  - Local Plan publication - Spring 2020
  - Local Plan Examination - Winter 2020/21
  - Local Plan Adoption - Summer 2021
- **Policy and legislative changes.** New guidelines for estate regeneration sets out the Mayor's expectations for how local authorities and housing associations should engage with residents as part of all estate regeneration schemes. Delays could result from the need to include resident ballots and increase provision of affordable housing within schemes.

## Resident Engagement and Consultation

To achieve the Council's aims, we undertake widespread engagement and consultation by building partnerships and working collaboratively to deliver change. Barnet aims to ensure that the needs of diverse communities are understood and have benefitted from views and opinions as a mechanism to help shape strategies and future plans.

The Council consults extensively on its strategies, proposals and schemes. Below is a list of current or recent engagement and consultation.



### Consultations on Regeneration Schemes

With regards to regeneration, each live regeneration scheme has a Partnership Board made up of resident representatives, the council, the developer, Barnet Homes and others – to manage and monitor the redevelopment. All the partnerships work with external agencies such as health, transport, education and training authorities to ensure infrastructure and services are in place to support growth and change.

We actively:

- Engage and consult with residents
- Appoint Independent Tenant and Resident Advisors to support transition
- Produce regular newsletters
- Run public meetings and regular engagement with Ward Councillors
- Support the formation of Community Trusts to ensure community facilities meet local needs



### 2018/19 Completed consultations

- Housing Strategy
- Homelessness Strategy
- Barnet's Parks and Open Spaces
- Silkstream Park and Montrose Playing Fields
- Brent Cross West Station - Resident Updates
- Brent Terrace Residents - Forthcoming on-site activities update
- Brent Cross Thameslink
- Spires Planning Framework Consultation



### 2019/20 Current and recent consultations

- Brent Cross West Station Consultation  
3 April 2019 - 1 June 2019
- Final Draft Barnet Copthall Masterplan  
5 April 2019 - 17 May 2019
- Victoria Park Finchley - Play Consultation –  
8 April 2019 - 7 May 2019
- North London Waste Plan -  
1 March - 12 April 2019



# **Barnet's Growth Area Highlights**



The Opportunity Areas in the centre and east of the borough also have emerging growth priorities in addition to Mill Hill East and Dollis Valley schemes. These include Cophall Sports Hub and Barnet Sports hub in the centre of the borough and, to the east of the borough, a string of Town Centres located along the A1000 / A598 road corridors; Chipping Barnet to Whetstone, and Finchley to Golders Green and on to Central London.

In addition, the east is home to the Finchley Triangle where many of the borough's largest office sites are located. The area is popular for a vibrant café and restaurant culture, and independent shops, and local arts and cultural destinations.

Further eastwards, New Southgate provides an opportunity for transport-led growth; but division caused by the North Circular and the railway line running north-south needs addressing.

## The emerging Growth strategy has identified overarching aims including working in partnership to achieve:

- Successful town centres
- High quality suburban neighbourhoods
- Recognition of the cultural assets
- Improvements to the public realm and local environment
- Enhancing the cultural offer
- Investments in social and economic development in town centres



## Growth Opportunity Areas



→ West of the Borough

- ✓ The west of the borough/A5 corridor contains Barnet's largest growth opportunity areas
- ✓ The west of the borough/A5 corridor most suitable locations for taller buildings, and extensive development
- ✓ Edgware Town Centre - Transformation of this major town centre on the A5 corridor through at least 3,600 new homes, business growth and re-balancing of uses to grow a new role as a local leisure destination
- ✓ West Hendon / The Hyde (up to 1,200 units)
- ✓ Creation of a new 3,400 homes & urban quarter benefitting from investment in the West London Orbital Line and buses alongside streetscape improvements to secure a healthier streets approach to animate West Hendon Broadway
- ✓ Exploring potential housing growth along the A1000 corridor i.e. up to 300 units at High Barnet Station and around Finchley Central Station (up to 500 units)



# Delivering housing in Barnet

## Delivering housing in Barnet

### Priority Regeneration Estates

#### Dollis Valley

- 631 homes by 2022, delivered 271 to date
- Total net 191 new homes

#### Stonegrove Spur Road

- 999 new homes delivered, scheme completed in May 2019
- Total net 396 new homes

#### West Hendon

- 2,194 homes by 2028, delivered 851 to date
- Total net 1,545 new homes

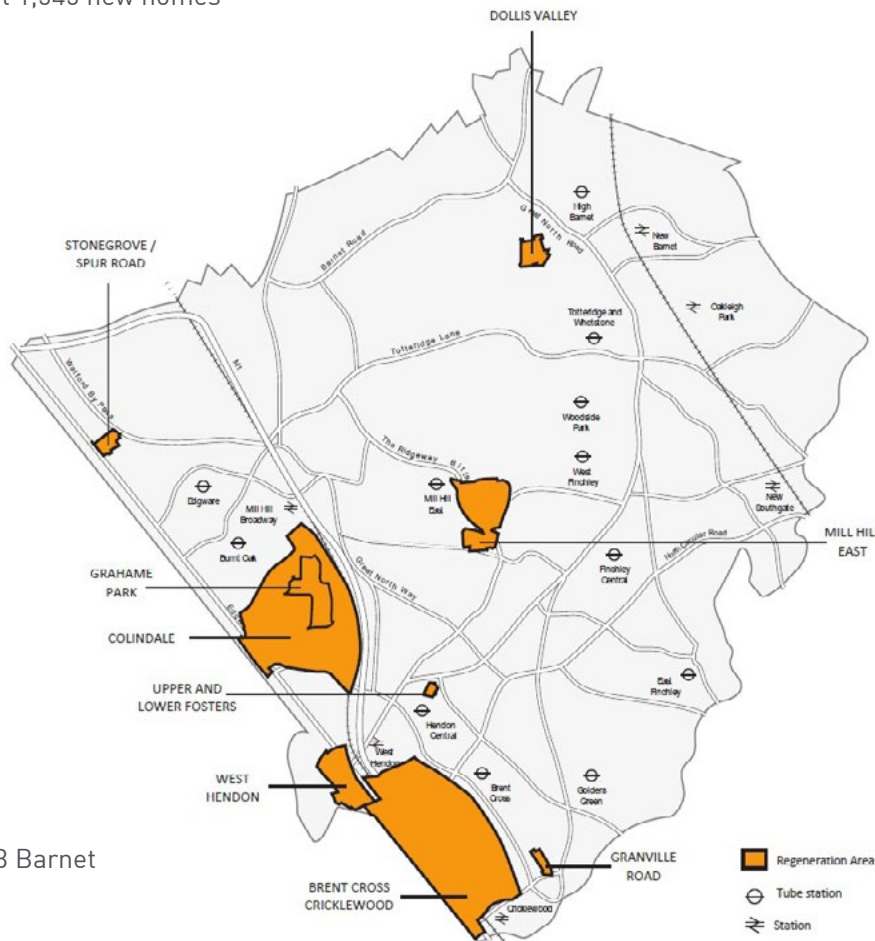
### Growth Areas

#### Brent Cross Cricklewood

- 7,500 new homes
- First development phase to deliver 1,800 new homes by 2027

#### Colindale (including Grahame Park)

- Set to deliver more than 10,000 new homes across the site
- Approved development for c7,500 new homes
- Potential for 3,500 homes in Grahame Park, 685 delivered to date



→ Map of LB Barnet

Over  
**20,000**  
net new  
homes

### Infill development sites

#### Granville Road

- 132 homes by 2022

#### Upper and Lower Fosters

- 217 homes by 2022 (subject to planning consent)
- Total net 217 new homes (142 new homes plus 75 Extra Care affordable units)

#### Development Pipeline

- 473 affordable units on council land, including 179 Extra Care homes

### Area of Intensification

#### Mill Hill East

- 2,245 homes by 2025, delivered 650 to date
- Total net 2,245 new homes

# Regeneration Achievements 2018/19

## Stonegrove Spur Road - completed in May 2018

### Ward: Edgware

### Overview

Stonegrove Spur Road has set the standard for our approach to neighbourhood regeneration. As the first completed regeneration project in the borough, this 12ha site has been reconnected with the surrounding area. Having replaced the ageing tower blocks on Stonegrove and neighbouring Spur Road estates, the new neighbourhood now boasts a modern Church and parsonage with a community facility, OneStonegrove, at its heart.

The development comprises of nearly 1,000 houses built to modern standards, high quality public open spaces and communal gardens.

The scheme's good design and affordable housing provision has been recognised with receipt of an Architectural Award and various award nominations for excellent neighbourhood design, including:

### Awards and Recognition

- A Gold award in the Barratt's 2012 Annual Design Award
- NHBC award 2012 for Quality and Seal of Excellence award for Sterling Court
- OneStonegrove named runner-up for new church architecture at the Church Architecture Awards 2016
- Shortlisted for the Inside Housing "Best Affordable Housing Development (rural and suburban)" awards in Nov 2017
- OneStonegrove won Best Civic Project at the Barnet Architecture Awards Nov 2017
- Chosen location by Prime Minister Theresa May to launch the governments national programme for housebuilding in Nov 2017, where the Council was commended in the delivery of Stonegrove Spur Road Regeneration

### What were the timescales for this scheme?

Spanning over 13 years, the development completed in May 2018.

### What's been delivered?

Demolition of residential tower blocks and St Peter's Church, Community Hall and parsonage. Construction of OneStonegrove, a purpose built joint facility incorporating St Peter's Church and a community centre with nursery and café.

999 new houses built and delivery of one site wide Combined Energy Centre.

### Barnet's partners:

Developer Barratts and Registered Provider Peabody (formerly Family Mosaic)

### Key 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 reflective of 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 master-plan for the new development
- Partnership Board formalized into a Community Trust with responsibility for the ongoing operation and management of the OneStonegrove, securing the long-term viability of the community asset and a legacy for the project
- Several awards and award nominations



## SPOTLIGHT ON ONESTONEGROVE

This is the culmination of many years of successful partnership working between residents and the Vicar and Parish of St Peter's Church.

Provides a suitable replacement Church for worshippers, whilst residents get a new village hall which was suitable for all, irrespective of faith.

Facility is being run and managed by the Stonegrove Community Trust set up as part of the regeneration.

There is involvement and leadership from residents (both new and existing), representatives from the church, the local authority, the housing association and local businesses.

## Lessons learned

Here's a snapshot of the lessons learned through the development and delivery of the scheme.

- Architects pro-actively engaged with the community and St Peter's Church, this was a key driver in the development of the design specification for the re-provided Church/community facility.
- Strong presence by the Independent Resident Advisor in the community enabled effective support to residents throughout the process, providing good guidance and advice.
- Given that St Peters Church was already well established and active in the community prior to regeneration, it played a key role in effectively facilitating and providing a link with the community.
- Due to the long-term nature of the scheme, the turnover of key staff across the project (Re, council, partners) led to periods of discontinuity of project knowledge and disruption to working relationships.
- Scheme would have benefited from better contract management by the developer of their Highways contractors.
- Scheme would have benefited from an earlier start of the CPO process to cover the first phase of development.



- Stonegrove Spur Road development
- New development at Stonegrove
- New housing at Stonegrove



## Benefits realised

Benefits	Status	Comment
Increased housing provision contributing towards Local Plan housing targets	Achieved	Total 999 new residential units of which 62 units (pilot phase) and 937 units via phased development  396 net new homes
Increased choice of housing tenure to address full range of income levels	Achieved	Total 999 units of which, <ul style="list-style-type: none"> <li>• 501 private</li> <li>• 344 Social Rented and 154 Shared Ownership/Shared Equity</li> </ul> Equates to 49% affordable housing provision
Improved quality of housing raising living standards for residents on the Estate	Achieved	100% of new homes built certified to current regulatory standards - All residential accommodation built to <ul style="list-style-type: none"> <li>• meet Decent Homes Standard and new Buildings Regulations 2015</li> <li>• meet the EcoHomes Standard (Code Levels 4 and above)</li> </ul>
Improved quality of public realm for use by local residents	Amended	Provision of high quality public open space along with private rear garden space for houses on site Children's play space Over 800 new trees planted
Rationalised provision of community amenities/ services with better quality condition of accommodation	Achieved	Single multi-purpose community facility serving religious, educational and community needs • Buttercups on the Green nursery; St Peter's Church and parsonage; the Amber Arts & Wellness Cafe (total 440 sqm facility) New nursery accommodates a minimum of 30 children
Physical integration of housing estate with, and improved accessibility to, surrounding areas/ neighbourhoods	In progress	Site is accessible by public transport with bus routes (107 & 142) Car parking provided New vehicular access routes - new access point on the A5 to better distribute estate traffic and reduce pressure on the A41 and Canons Corner (A5/A410) junctions.
Increased investment to achieve better quality and cohesive neighbourhood	Amended	Direct funding to the Community Trust from Barratts - £50k per annum from the ground rent Total of £731,613 s106 financial contributions received from developer (target £806,613) Non-financial S106 Obligations – Affordable Housing, Highway Works, Travel Plan
Increased revenue income to the Council to fund services	In progress	£3.5m New Homes Bonus received to date with a further £1.5m by 2021
Achieve a financial income from the development	In progress	Scheme overage calculation due Summer 2019

## Regeneration achievements 2018/19

Over the last year, each scheme has taken key steps towards delivery.

The table below charts some of these achievements.

### 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

### 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

### 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

### Grahame Park

- Appointment of new Design Team to develop scheme design and 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 signed off by Councillors
- 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 site and developer 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



## Colindale

- New youth facility 'Unitas' in Montrose playing fields started on-site in Feb 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
  - Completed formal consultation on the Controlled Parking Zone (CPZ) in the wider Colindale area, to inform the parking arrangements and boundaries, including for the new council offices at Colindale
  - 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 site and developer employment and training opportunities arising from the development. Key outcomes 2018/19:
- **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 old
    - 98 students across Barnet Schools, College and University visiting the site
    - 88 students attended Construction Sector Awareness Training, of which 20 were from University
    - Delivery against Social Corporate Responsibility
      - 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
      - Funder Member Patron of 'Unitas' Youth Zone, in partnership with OnSide and the council, to provide a safe environment for young people
  - **Beaufort Park by St George's**
    - 25 Apprenticeship placements ranging from drylining, electrical and groundworks
    - 89 Barnet residents offered Work Placements, over achieving target of 60. Further 11 Traineeship Placements achieved
    - Facilitated on-site many site visits, workshops, job/career fairs and events for a range of age groups
    - Delivery against Social Corporate Responsibility
      - Annual summer event sponsored by St George's. In Jun 2018, hosted a Concert in the Park with 500+ residents and visitors attending
      - 15 Barnet residents employed by Premier Estates at Beaufort Park with roles ranging from Concierge, Security and Estate Services

## Mill Hill East

- 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

## Dollis Valley

- 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 site and developer 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

## West Hendon

- 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 to deliver 516 units (442 market and 74 intermediate) in Jun 2018
- In December 2018, approval of the Reserved Matters Application for the construction of Silk Stream 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 scheme at West Hendon Broadway for a residential-led mixed use development 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 site and developer 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
  - ESOL and IT classes launched at the Hub

## Granville Road

- 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

## Upper and Lower Fosters

- Completion of RIBA Stage 2 (Concept Design) and progression to RIBA Stage 3 (Detailed Design) with a planning application due for submission in June 2019
- Bid submission by Barnet Homes 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

## Development Pipeline

- 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 is complete and residents have moved in. Feedback has been extremely positive 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 being 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
- Range of contractors being deployed to deliver the programme, including Small and Medium Enterprise (SMEs) builders
- Improvements to small scale and under used brownfield sites, bringing them into productive use



# Place-making in progress - Growth Areas

# Brent Cross Cricklewood

**Ward:** Childs Hill, Golders Green, West Hendon

## Overview

At 151 hectares, Brent Cross Cricklewood is one of the largest regeneration schemes in Europe.

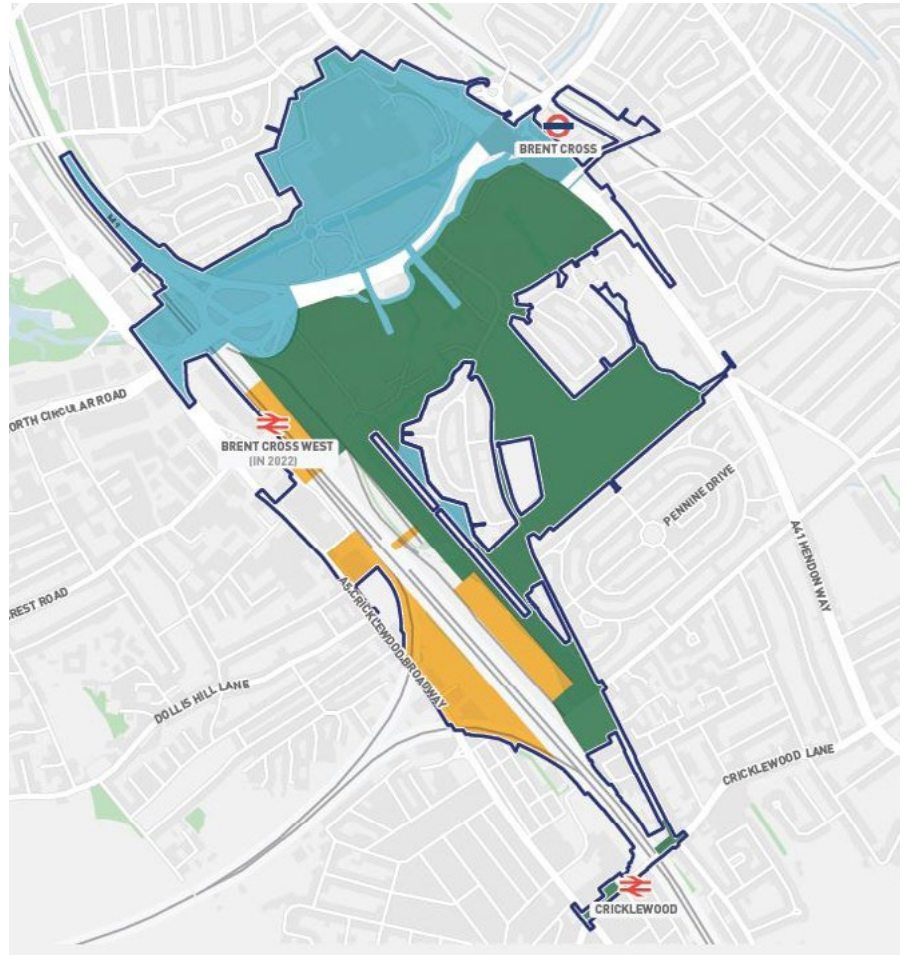
With an investment of £4.5 billion, comprehensive redevelopment and phased improvements are planned to take place over the next 20 years. Proposals include a new town centre, a residential quarter and expansion of the Brent Cross shopping centre.

This growth will be underpinned by a brand new Thameslink railway station linking the new neighbourhood to central London in less than 15 minutes. The area will also be served by improved transport links including a new bus station.

Uniting the areas north and south of the North Circular, the redevelopment of Brent Cross Cricklewood will provide a vibrant place to live and work and contribute to the long-term prosperity of the borough.

The development of Brent Cross Cricklewood will deliver at least 7,500 new homes and employment space for up to 27,000 new jobs. At least 15% of new homes provided will be affordable in addition to the replacement homes for Whitefield Estate.

Given the scale of this development, the council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.



**Key**

- Overall Brent Cross Cricklewood regeneration Area
- Brent Cross South area
- Brent Cross London area
- New Thameslink Station area

7,500

new homes

upto

27,000

new jobs

→ Brent Cross Cricklewood Regeneration Area

## Brent Cross North

Existing plans will see the Brent Cross Shopping Centre double in size, house new leisure facilities, three department stores, over 200 new retail stores and a variety of public spaces. The reinvented shopping complex will compete with other major shopping centres in the London area.

Alongside much needed works to local roads and junctions, two new bridges over the A406, including a 'Living Bridge', will provide dedicated pedestrian walkways, cycleways and bus lanes.

Redevelopment also includes 800 new mix tenure homes with replacement homes for residents living in the Whitefield Estate.

The owners of the Shopping Centre, Hammerson and Aberdeen Standard Investments (HASI) are currently reviewing the approved plans for the development considering the turbulent retail market and wider economic impact of Brexit.

## How long will the scheme take?

The scheme is currently on hold. It is expected that HASI will confirm their intentions later in 2019.

## What's been delivered so far?

Planning consent in place for the shopping centre expansion.

## What's happening next?

Whilst construction work remains on hold, continue to work on the discharge of planning conditions to allow the scheme to proceed when HASI decide to commence.

## Barnet's Partners:

Hammerson and Aberdeen Standard Investments (HASI), owner and developer of the Brent Cross Shopping Centre to redevelop the shopping centre and deliver critical infrastructure. London and Quadrant (L&Q) as the Registered Provider to deliver and manage the replacement homes for the Whitefield Estate residents.

→ Proposed Brent Cross Shopping Centre development



## Brent Cross South

A mixed use development will take place to the south of the North Circular, a 72ha site which will deliver 6,700 new homes and almost 3 million sq. ft. of offices. The new town centre will be at the heart of the Brent Cross Cricklewood regeneration.

A cluster of new office buildings around the new Thameslink station and small business spaces adjacent to the new high street will make Brent Cross South a place ideal for business-start-ups.

The residential quarter will benefit from new and improved schools, community, health and leisure facilities, and improved open space. In creating a regional town centre, priority will be given to sustainable transport modes including rail, bus, cycling and walking.

Over the next few years, a new neighbourhood will emerge, creating an inclusive place for business and residential communities to prosper.

## How long will the scheme take?

Development will be delivered between 2019 and 2032. First development phase will provide new and replacement housing, new retail and open spaces due to be completed in 2025.

## What's been delivered so far?

Planning consent for the first plots within the first phase of development, to deliver housing, offices, flexible retail space, a café, and a pocket park.

Achieved vacant possession of part of the Claremont Industrial Estate to make way for the first phase of development.

## What's happening next?

Demolition of part of the Claremont Industrial Estate and securing possession of remaining units. Start of early works for preparation of site for development. Preparation of planning applications for more development plots as well as the station interchange.

## Barnet's Partners:

Master developer Brent Cross South Limited Partnership, a Joint Venture between Argent Related and Barnet council, to develop the new town centre. London and Quadrant (L&Q) as the Registered Provider to manage the new replacement homes for the Whitefield Estate.



- 1 Brent Cross South approved development - View from Claremont Park
- 2 Brent Cross South approved development - View from Neighbourhood Square
- 3 Brent Cross South approved development - View north over internal courtyard garden (Plot 13)

## Brent Cross Thameslink

Located between Cricklewood and Hendon, a new Thameslink station, 'Brent Cross West', will provide on-the-door access to the new Brent Cross South neighbourhood, providing a much needed east-west link across the railway lines.

A new vehicular and pedestrian bridge across the Midland Main Line will enable access to adjacent neighbourhoods for the first time.

The new station will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work.

Wider works are planned alongside the station development, including a replacement Waste Transfer Station and Rail Freight Facility. Relocation of these facilities from the east to the west side of the railway will release railway land for development.

## How long will the scheme take?

The new station will be complete and operational in 2022.

The Waste Transfer Facility is expected to be completed and operational in late 2020.

## What's been delivered so far?

Approval of the Rail Freight Facility planning application in Feb 2018 to provide replacement rail track sidings, infrastructure and ancillary works and landscaping. Physical works have commenced on-site for the replacement sidings and waste facility.

## What's happening next?

Submission of planning application for the new station design anticipated summer 2019. Meanwhile, work will proceed on delivering the sidings, freight and waste facilities to make way for the new station. Works on the station development area will start in early 2020.

## Barnet's Partners:

Thameslink station is being delivered by the council, working with Network Rail to develop the design in collaboration with Argent Related to integrate the station with the Brent Cross South scheme. Grant funding is being provided by HM Government and the Greater London Authority.

DBCargo will be delivering the new freight facility.

North London Waste Authority and London Energy Limited will be operating the new Waste Transfer Station.



1. Aerial view of Brent Cross Thameslink site
2. Brent Cross West – proposed design
3. Rail Sidings works on-site – trench compaction



## At a glance

Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>7, 500 new homes including replacement homes for the Whitefield Estate (192 units)</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>New Claremont Primary School and replacement Whitefield Secondary and Mapledown Special Schools</li> </ul>
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> <li>New Thameslink mainline station – ‘Brent Cross West’,</li> <li>12 minutes to King’s Cross St Pancras</li> <li>15 minutes to Crossrail (Farringdon)</li> <li>Up to 8 trains an hour in both directions during peak hours, services will be from / to St Albans and Luton*</li> <li>*Current proposals</li> <li>New ‘Station Square’ public transport interchange</li> <li>A relocated and enlarged bus station at Brent Cross shopping centre, with new and improved bus routes</li> <li>Two new bridges over the A406 to improve links between Brent Cross shopping centre and the new town centre:             <ul style="list-style-type: none"> <li>A new pedestrian ‘Living Bridge’</li> <li>Replacement Templehof Avenue bridge</li> <li>Junction improvements on the M1, A5, A406 (the North Circular), A407 and A41</li> <li>Replacement Waste Transfer Station and Network Rail Freight Facility</li> <li>Relocated rail sidings</li> </ul> </li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>Expanded Brent Cross Shopping Centre             <ul style="list-style-type: none"> <li>New Brent Cross South town centre</li> <li>0.5 million sq. ft. retail and leisure including a new high street</li> <li>3 million sq. ft. of offices</li> <li>First office buildings will open in 2022 – coinciding with the arrival of the new Thameslink station</li> <li>Space for up to 27,000 new jobs over the lifetime of the project</li> </ul> </li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>Re-provision of Hendon Leisure Centre and additional sports, leisure and recreation service provision</li> <li>2 new community centres</li> <li>3 new children’s centre and child care facilities</li> <li>Library</li> <li>Health centre</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>Replacement waste transfer facility will be more efficient and environmentally friendly, increasing movement of freight by rail</li> <li>New Energy Centre</li> <li>100% of new homes will be sustainably built to BREEAM standards</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>7 new and improved parks plus 8 public squares, including:             <ul style="list-style-type: none"> <li>Improvements to Sturgess Park, Clitterhouse Playing Fields and Claremont Park</li> <li>New ‘Brent Riverside Park’</li> <li>New ‘Market Square’ linking the new Living Bridge and improved Clitterhouse Playing Fields</li> </ul> </li> </ul>

## Colindale

**Ward:** Colindale

### Overview

Colindale is set to make the single largest contribution to housing (including affordable) to the borough over the next 10-15 years and one of the biggest in North London. Already major mixed-use residential schemes have been completed, totalling 4,084 homes built to date.

Redevelopment is focused on three key routes: Colindale Avenue, Aerodrome Road and Grahame Park Way.

Housing growth will be served by improved public transport services and high quality open spaces. Plans

for the reconfiguration of the Colindale tube station will provide enhanced capacity and step-free access to meet demand. Colindale Avenue will benefit from enhanced public spaces and mixed-use properties. There are also plans to deliver highway and bridge improvements on Colindale Avenue immediately adjacent to the tube station.

Transformation of Colindale parks and open spaces is already underway and will address the future demand on greenspace in this part of the borough.



### SPOTLIGHT ON TRANSFORMATION OF COLINDALE PARKS AND OPEN SPACES



Montrose Playing Fields and Silkstream Park works due to complete in early 2020. A purpose-built Youth Zone at Montrose, which opens in June 2019, provides activities for young people.

- new outdoor sports facilities including a multi-use games area, table tennis tables, an outdoor gym and basketball hoops
- two 9 x 9 grass football pitches
- a 'Café Hub' pavilion including a café, hireable community events space and two 12-person changing rooms as well as public WCs



Rushgrove Park links to the Peel Centre development in Colindale.



Colindale Park is located opposite the Colindale tube station and plans are tied to the aspirations for Colindale Avenue.



### SPOTLIGHT ON COLINDALE TUBE STATION



Colindale tube station has up to 7.1 million passenger trips per year. By 2041, annual passenger demand is projected to more than double because of growth and development in the area.



Along with the new residential units in the area, the increased volume of new infrastructure delivered (Youth Zone, new schools and health facilities) will attract increased numbers of people into the area



Working with Transport for London (TfL), plans for a major redevelopment of the station are taking shape to include step-free access, increased gate numbers for greater capacity and improved entrances to and from the station. Planning determination for this scheme is anticipated Autumn 2019.



→ Works on-site Silkstream



→ Colindale Station - Example of the view from platform level

## How long will the scheme take?

The Colindale Area Action Plan shapes the developments within the area. In line with this, the council will continue to commission infrastructure works and improvements to public space to support the housing development over the next 15 years.

## What's been delivered so far?

Secured a total of £518,000 in grant funding from external funders including the Environment Agency, London Marathon Trust and Greater London Authority to deliver the parks improvements. Works started at Silkstream Park in November 2018 and at Montrose Playing Fields in January 2019.

In February 2019 submitted a planning application for the Colindale tube station. This will deliver a new

station with step-free access and increased capacity as part of a residential-led mixed use proposal.

## What's next?

Junction improvement works on Bunns lane to commence in autumn 2019, pending service diversions and agreement with Network Rail. Montrose and Silkstream parks completion expected in early 2020. Agree design masterplan for Colindale and Rushgrove Parks in late summer 2019.

## Barnet's Partners:

Transport for London (TfL) to deliver the Colindale station works. Majority of housing in Colindale (excluding Grahame Park) is being delivered by private developers. Key sites and partners for housing delivery are:

Site	Developer	Housing delivery
Former Colindale Hospital site – (scheme marketing name 'Pulse' development)	Fairview	714 new homes (completed Feb 2017)
Former British Newspaper Library – (scheme marketing name 'The Edition')	Fairview	395 new homes (completed Oct 2018)
Beaufort Park	St. George PLC	2,800 new homes under construction by 2024, of which 2,480 completed to date
Peel Centre Site (25.5 ha) – (scheme marketing name 'Colindale Gardens')	Redrow	2,800 new homes under construction by 2026/27, in excess of 133 completed to date
Former Barnet & Southgate College Site – (scheme marketing name 'Trinity Square')	Barratt Homes	396 new homes under construction of which 199 completed to date
Zenith House	Genesis	309 new homes completed (Mar 2014)
Former Brent Works – (now Mornington Close, NW9)	Fairview	104 new homes completed (Oct 2012)
New planning applications approved: 126 Colindale Av, NW9	TBC	35 new homes (not yet on-site)



Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>Set to deliver more than 10,000 new homes across various sites</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>Two new and expanded primary schools – Blessed Dominic Primary School (under construction) and Orion Primary School (completed)</li> <li>Barnet College relocated to Grahame Park in a newly built campus (completed)</li> <li>Provision of one new primary school (by Saracens) on the Peel Centre site</li> </ul>
HIGHWAYS & TRANSPORT (All in progress)	<ul style="list-style-type: none"> <li>Improvements to key junctions and roads (Bunns Lane, Montrose /A5 and Colindale Avenue/A5)</li> <li>Reconfiguration of Colindale tube station, with step free access (new lifts, level platforms and spacious forecourt)</li> <li>Improvements to bus service links –proposal to extend 125 bus service route from Finchley Central to Colindale Station, and add an extra bus every 12 minutes between these two locations</li> <li>New pedestrian and cycle bridge linking Montrose Park to the hospital site and tube station</li> <li>Review of existing Controlled Parking Zones (CPZ) and implementation of a new Colindale CPZ</li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>500-1,000 jobs in accordance with strategic and local planning policy</li> </ul>
HEALTH & WELL BEING	<ul style="list-style-type: none"> <li>Improved green spaces and play spaces</li> <li>New health facilities at Peel Centre site</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>New state of the art 'Unitas' Youth Zone in Montrose Playing Field – activities for young people (aged 8-19 years or up to 25 for those individuals with a disability)</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>100% of new homes built to EcoHomes Standard (Code Level 4) and to Lifetime Homes Standards</li> <li>100% of new homes will be sustainably built to BREEAM standards</li> <li>New Energy Centre delivering heating and energy fuelled by renewable biomass fuel in a sustainable and cost-effective way</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>Improvements to Colindale, Montrose, Rushgrove and Silkstream parks</li> <li>Public realm improvements at Colindale Avenue</li> </ul>
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> <li>s106 - £24.289m</li> <li>CIL - £19.8m, received £4.6m to date</li> <li>New Homes Bonus - £31.3m</li> </ul>

## Grahame Park

**Ward:** Colindale

### Overview

Grahame Park in Colindale is Barnet's largest housing estate, built in the 1960's and 1970's. It comprises an area of approximately 35ha with 1,777 houses all built around a central 'Concourse'.

Plans are underway to create a more outward looking neighbourhood with new mixed tenure homes, community facilities with accessible road, pedestrian and cycling networks.

Transformation of the estate is taking place over the next 20 years providing an improved layout and connection to the surrounding area, linking homes and services with other developments in Colindale.

### How long will the scheme take?

Redevelopment is phased over the next 20 years.

### What's been delivered so far?

To date 685 new homes have been built, of which 386 are affordable.

In January 2018 the Mayor of London gave direction to refuse the planning application for the 'Concourse' to provide approximately 1,000 new homes, new roads and open spaces and a major new community hub facility. In response to this, Notting Hill Genesis appointed a new Design Team to develop a fresh planning application consisting of circa 2,000 new homes as well as new community facilities and the re-alignment of Lanacre Avenue to provide new transport links.

### What's happening next?

The planning application for the next phase of development delivering circa 2,000 new homes is due for submission in Summer 2019. Preparation of a separate planning application for a mixed-use development opposite the new council offices, with an anticipated start on-site in 2020.

### Barnet's Partners:

Genesis Housing Group and Notting Hill merged to create a much larger entity known as Notting Hill Genesis, acting as both the developer on-site and Registered Provider.

→ Ongoing transformation of Grahame Park Estate



Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>Wider choice of housing type and tenure - 2,756 new homes (over 800 social rent and 1,600 private sale)</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>Barnet and Southgate College relocated in Grahame Park in a newly built campus (completed)</li> <li>Replacement library co-located with Barnet and Southgate College (completed)</li> </ul>
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> <li>New road, pedestrian and cycling network</li> <li>Improvements to existing bus services</li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>New retail and commercial floor space</li> <li>New council office (completed)</li> </ul>
HEALTH & WELL BEING	<ul style="list-style-type: none"> <li>New Centre for Independent Living (completed)</li> <li>Re-provision of health centre and GP surgery</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>Re-provision of Children's Centre/ nursery</li> <li>Re-provision of community facilities</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>100% energy efficiency improvement through all new homes built</li> <li>100% of new homes to meet Decent Homes Standard and new Buildings Regulations 2015</li> <li>New Energy Centre to replace existing facility 100% of new homes will be sustainably built to BREEAM standards</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>Improvements to Heybourne Park – a pivotal green space in the area that will need to fulfil many roles for the new community</li> </ul>
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> <li>s106 - £14.8m</li> <li>New Homes Bonus - £12.2m</li> </ul>



# Place-making in progress - Area of Intensification

## Mill Hill East

**Ward:** Mill Hill

### Overview

The former RAF Inglis Barracks in Mill Hill is being redeveloped to provide new affordable and private homes. Located on the edge of Mill Hill's conservation area, Millbrook Park is an exemplary Public Private Partnership creating a high quality new suburb at the heart of NW7.

The Inglis Consortium of landowners, of which the council is a member, is involved in enabling site decontamination, building infrastructure and selling the serviced parcels of land. The Consortium vets bids from developers taking into consideration price, design and credibility in the market place. The developers are then responsible for house building in line with planning consents.

Land sales are part of the continuing transformation of the former army barracks and the council's waste depot site into a new sustainable community. The 40ha site has planning consent for 2,240 new homes, a primary school, local shops, a district energy centre and almost 6ha of parks and open spaces.

### How long will the scheme take?

Land sales started in 2012 and have since accelerated due to demand from developers, with the final land sale completed in February 2018. With a phased approach to development the scheme is expected to complete in 2024.

- Right, Illustrative view from Mill Hill East Station
- Below, Millbrook Park construction works

### What's been delivered so far?

Sale of all 14 parcels of land, demolition of the council's waste depot and delivery of all new infrastructure across the site, including new roads and utilities. Works to Millbrook Plaza began in October 2018 and complete in June 2019. Completed construction of a new 530 sqm district energy centre, located in the public square opposite Mill Hill East station, delivering heating and energy to 1,500 homes in Millbrook Park.

Central Park has opened to public use. Officers Mess Gardens and Panoramic Park are now fully open to residents.

650 housing completions to date (of which 73 are affordable).

### What's happening next?

Developers will continue house building subject to individual planning applications.

**Inglis Consortium LLP** : London Borough of Barnet, VSM Estates Ltd and Annington Property Ltd – primary landowners of the former RAF Inglis Barracks in Mill Hill






Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>• 2,240 new homes (1,891 private sale, 349 affordable)</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>• A new three-form entry primary school - Millbrook Park School</li> </ul>
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> <li>• 3,470 sqm employment space</li> <li>• 1,100 sqm town centre retail space</li> <li>• Creation of 500 jobs</li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>• Upgrade Mill Hill East Tube Station and enhanced bus services</li> <li>• Improvements to key junctions in the area and new access roads</li> <li>• East-West link route; junction improvements at Bittacy Hill/Frith Lane and Holders Hill Circus</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>• Community facilities at Millbrook Park School</li> <li>• 3rd Generation (3G) artificial grass multi use games area</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>• New permanent district energy centre</li> <li>• Relocation of the council's depot and recycling facilities</li> <li>• New sustainably built homes (to EcoHomes Standard Practical Code Level 4)</li> <li>• Highly sustainable commercial buildings (built to BREEAM Excellent standard)</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>• 4 new parks and open spaces including Panoramic Park, Officers Mess Gardens, Central Park and Eastern Park</li> <li>• A new public square opposite Mill Hill East station, known as 'Millbrook Plaza'</li> </ul>
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> <li>• s106 - £12.1m</li> <li>• CIL - £0.96m</li> <li>• Non-Financial s106 Obligations – Affordable Housing, Highway Works, Travel Plan</li> <li>• New Homes Bonus – £9.2m</li> </ul>

→ Central Park, Millbrook Park





# Place-making in progress - Priority Regeneration Estates

## Dollis Valley

Ward: Underhill

### Overview

Comprising 10.4ha, Dollis Valley Estate occupies a hill-side site on the border of the Dollis Valley Open Space and King George V Playing Fields. The estate has been in decline for many years, isolated from services and the surrounding area, poorly designed and with poor transport. The re-branded development of 'Brook Valley Gardens' challenges the 'estate feel' and provides a new integrated community. Existing sub-standard properties built in the late 1960's and early 1970's, are being replaced with new mixed tenure housing built to modern standards.

The emerging Brook Valley Gardens features new green spaces, a community centre and pre-school nursery. These facilities, complemented by programmes to fund local initiatives, strengthen the existing Underhill community and provide employment and training opportunities for local people.

- Below, Brook Valley Gardens greenspace
- Mid insert, Dollis Valley Estate - present day
- Right insert, Brook Valley Gardens development

### How long will the scheme take?

Phased development is expected to complete by 2024.

### What's been delivered so far?

To date, 271 new homes have been built. Planning consent achieved for the next phase of development to deliver 135 homes, of which 43 will be affordable.

A draft masterplan for the Barnet and King George V Playing Fields has been agreed.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

### What's happening next?

Start on-site for the next phase of development to deliver 135 new homes anticipated in summer 2019, with construction likely to take 24 months. 166 properties are to be demolished in this phase to make room for new modern homes.

Public consultation on the Barnet and King George V Playing Fields draft masterplan anticipated to commence in June 2019.

### Barnet's Partners:

Developer Countryside Properties and Registered Provider London and Quadrant (L&Q).



Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>• Demolition of Homefield, The Ridge, Garrowsfield, Mill Bridge housing blocks</li> <li>• Additional homes and improved tenure choice:</li> <li>• 631 new mixed tenure homes (384 private, 17 shared equity and 230 social rented)</li> <li>• 40% affordable housing</li> </ul>
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> <li>• A new extended bus service for the Brook Valley Gardens locality</li> <li>• Replacement of the old pedestrian areas with through roads</li> <li>• New access from Mays Lane</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>• New multi-purpose community centre 'The Hope Corner', including a community cafe (completed)</li> <li>• New nursery (25 places for under 5s) (completed)</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>• 100% of new homes built to EcoHomes Standard (Code Level 4) and to Lifetime Homes Standards</li> <li>• 100% of new homes will be sustainably built to BREEAM standards</li> <li>• Investment from property leases into long term maintenance of a high-quality estate</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>• Landscaped and secured public amenity spaces</li> <li>• Creation of a garden suburb, play areas and traditional streets</li> </ul>
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> <li>• s106 - £1.8m</li> <li>• Non-Financial obligations – Affordable Housing, Education, Highway works, Training, Community Centre, Bridges, Travel Plan, Open Spaces, Tree Planting Cycle and Pedestrian Provision, Council Covenants</li> <li>• CIL - £0.46m</li> <li>• New Homes Bonus - £3.2m</li> </ul>

## West Hendon Estate

**Ward:** West Hendon

### Overview

Located to the south-west of the borough, the West Hendon estate comprises an area of 12.76ha. The estate sits between a section of the A5 Edgware Road (The Broadway) and the Welsh Harp Reservoir, a Site of Special Scientific Interest (SSSI).

With the ambition to create a thriving new neighbourhood, redevelopment is underway to replace existing homes with over 2,000 high-quality houses with underground car parking provision– surrounded by improved public space and transport links, thriving shops and businesses, a community centre and a new primary school.

The site will benefit from better integration of Hendon Broadway with the new estate and linkages to the Welsh Harp with the creation of a vista, new open spaces and extensive landscaping.

### How long will the scheme take?

Redevelopment is phased over a 17-year period, with all new homes expected to be complete by 2027/2028.

### What's been delivered so far?

This is a phased development with full planning approval to deliver a total of 2,194 homes. Construction started in 2011 with 851 new homes built to date, of which 250 are affordable. In addition, 1,118sqm of commercial floorspace has been created at ground level of the latest development phase close to Hendon Broadway.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

- Below, Hawfinch House overlooking the Welsh Harp
- Right, Proposed development- Station Road and West Hendon Broadway

### What's happening next?

In summer 2019, construction starts on the next phase of development which consists of 611 units (418 private and 193 affordable) with completion expected in 2023. In addition to housing delivery, development junction improvements along the A5, removal of the bus and the widening of Station Road.

Works at new Cool Oak Lane bridge to commence. This will provide an improved link between the West Hendon development and the area to the west.

### West Hendon Broadway Strategy

A West Hendon Broadway Strategy has been developed to encourage trader confidence in the area, and ensure that the Broadway meets the needs of the expanding local community. The strategy identifies a range of short-term improvements as well as a broader strategic direction for the Broadway.

During the project, a detailed analysis of the high street was carried out as well as face-to-face surveys with businesses and online, or via the Community Hub with residents. A small fund has been agreed by the Council to kick-start initiatives arising from the strategy.

### Barnet's Partners:

Developer Barratt Metropolitan LLP is a consortium of Metropolitan Housing Trust and Barratt London.



Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>• Demolition of existing 649 homes</li> <li>• Additional homes and improved tenure choice:                             <ul style="list-style-type: none"> <li>• 2,194 new homes - a net gain of 1,545 on the existing site</li> <li>• 28% affordable housing</li> </ul> </li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>• A three-form entry community school for around 400 pupils</li> <li>• A new early year's centre</li> </ul>
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> <li>• 2 new pedestrian bridges at Silk Stream and Cool Oak Lane connecting the estate to the surrounding open spaces</li> <li>• Improvements along the A5 and Station Road and removal of the Perryfields Way gyratory</li> <li>• Improved A5 crossings and pedestrian links to Hendon train station</li> <li>• Highway improvements on West Hendon Broadway, Cool Oak Lane, Station Road, Herbert Road, Garrick Road and Wilberforce Road</li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>• Improved town centre and commercial hub with new shops at West Hendon Broadway</li> <li>• 1766 sqm commercial floorspace (Class A1-A5 &amp; B1) to replace 1,073.19 sqm existing commercial floorspace</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>• 29,083 sqm of public and communal amenity space, a 20% increase in provision</li> <li>• Demolition of existing non-residential buildings</li> <li>• A new permanent community Hub</li> </ul>
HEALTH & WELLBEING	<ul style="list-style-type: none"> <li>• Connecting the community to the benefits of the Welsh Harp</li> <li>• Improved green spaces and play spaces</li> <li>• Provision of a major sporting hub</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>• 100% of new homes will meet the EcoHomes standard (Code Levels 4 and above)</li> <li>• 100% of new homes will be sustainably built to BREEAM standards</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>• Improvements to York Park, West Hendon playing fields and Woodfield Park</li> <li>• Creation of a green boulevard that will link York Park with the retail area of West Hendon Broadway</li> <li>• Integration of the Welsh Harp Reservoir as part of extensive landscaping</li> </ul>
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> <li>• s106 - £9.79m</li> <li>• Non-Financial obligations – Affordable Housing, Education, Highway works, Training, community centre, bridges, SSSI mitigation, Open Spaces, Travel Plan</li> <li>• CIL - £10m</li> <li>• New Homes Bonus - £9.3m</li> <li>• Non-Financial s106 Obligations – Affordable Housing, Education, Highway Works, Travel Plan</li> </ul>



→ Proposed new blocks as part of next development phase



# Infill Regeneration Estate and Sites

## Granville Road

**Ward:** Childs Hill

### Overview

Situated at the southern end of the borough, the 1960's housing estate currently consists of three tall tower blocks, as well as three lower rise blocks. The estate includes large areas of under-utilised and unstructured land. There is potential to deliver a number of new homes in these spaces, generating investment to improve the estate environment.

→ Proposed development The Square at Granville Road



### How long will the scheme take?

To be completed in 2021/22.

### What's been delivered so far?

Planning consent obtained August 2016 for 132 new homes.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

### What's happening next?

Expect to start on-site in Summer 2019.

### Barnet's Partners:

Mulalley Construction Ltd is the developer on-site. New Granville LLP is joint venture between Mulalley and CHA Ventures (a subsidiary of the One Housing Group Registered Provider). Sherrygreen Homes (Mulalley's sister company) will market and sell the new homes.

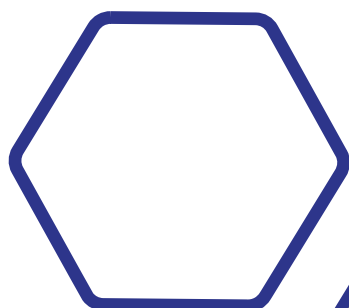
→ Proposed development The Court at Granville Road





Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>Demolition of Beech Court to be replaced by new lower rise blocks and houses</li> <li>Additional homes and improved tenure choice:                             <ul style="list-style-type: none"> <li>132 new homes - 74 flats and 58 houses (25 affordable shared ownership)</li> </ul> </li> </ul>
HIGHWAYS & TRANSPORT	<ul style="list-style-type: none"> <li>332 car parking spaces</li> <li>New streets to reconnect estate with Llanelly Road and Mortimer Close</li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>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 - pending agreement and will come into effect once commencement on-site is achieved</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>Improved public realm including new streets, play area and open spaces</li> <li>Sale of surplus land on the estate for development</li> <li>Reconfiguration of parking and amenity spaces (refuse, recycling and other storage facilities)</li> <li>All land to have designated use</li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>100% of new homes to meet Decent Homes Standard and new Buildings Regulations 2015</li> <li>100% of new homes will be sustainably built to BREEAM standards</li> </ul>
INVESTMENT FROM SCHEMES WITH PLANNING APPROVAL	<ul style="list-style-type: none"> <li>s106 - £0.511m</li> <li>Non-Financial obligations – Affordable Housing, Highway works, Training, Travel Plan</li> <li>CIL £0.019m</li> <li>New Homes Bonus – £754.566</li> </ul>

→ Proposed development The Row at Graville Road



## Upper & Lower Fosters

**Ward:** Hendon

### Overview

Built in the late 1960's, the Upper & Lower Fosters estate currently occupies 3.06ha and contains 196 existing homes. The estate is built to a relatively low density despite its proximity to Brent Street, a local high street good transport accessibility.

This presents an exciting development opportunity in a town centre setting to create additional affordable, market and Extra Care housing. The intention is to optimise the use of the currently underused land to develop 217 additional homes and includes the demolition of the existing sheltered housing (Cheshire House), to be replaced by a new Extra Care development.

This pioneering scheme aims to showcase best practice in community participation within estate regeneration, and deliver an outstanding quality of architecture and urban design. The masterplan is based on a community co-design approach, involving the estate residents, neighbours and local community organisations from the very beginning.

### How long will the scheme take?

Based on the current programme, the scheme will likely start on-site in summer 2020.

### What's been achieved so far?

Continued community engagement and completion of detailed design stage working up to a planning application for submission summer 2019. This is a proposal for 217 new homes including Extra Care provision for elderly and vulnerable persons.

### What's happening next?

Secure planning consent and develop technical specification for the approved scheme design. Procure a build contractor to deliver the development.

### Barnet's Partners:

Barnet Homes.

- Insert, ULF Estate (present day)
- Below, ULF proposed development



Category	Outcome
HOUSING	<ul style="list-style-type: none"> <li>• Additional high-quality development comprising of 142 new residential units (36 affordable, 106 private).</li> <li>• Extra Care housing to replace the existing sheltered housing in Cheshir House, delivering 75 affordable units</li> <li>• Retention of 168 existing homes</li> </ul>
HEALTH & WELLBEING	<ul style="list-style-type: none"> <li>• Local environment improvements to existing open spaces and road networks across the site</li> </ul>
COMMUNITY	<ul style="list-style-type: none"> <li>• Community participation in estate regeneration from master planning, design through to delivery</li> <li>• Co-design approach – responding to the needs and concerns of the community</li> <li>• Opportunity for the local community to develop new skills</li> <li>• Provision of community facilities linked to Extra Care housing provision</li> </ul>
COMMERCE & EMPLOYMENT	<ul style="list-style-type: none"> <li>• 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 - pending agreement and will come into effect once planning consent/commencement on-site is achieved</li> </ul>
PUBLIC REALM & SENSE OF PLACE	<ul style="list-style-type: none"> <li>• High quality development has potential for: <ul style="list-style-type: none"> <li>• New play facilities</li> <li>• Community gardening area</li> <li>• Improvements to currently neglected public realm/alleyway areas</li> <li>• New external lighting and CCTV provision</li> <li>• Clearer networks for pedestrians, cycle and car routes in and out of the estate</li> <li>• Provision of new car parking</li> <li>• Improved infrastructure and amenity space</li> </ul> </li> </ul>
SUSTAINABILITY	<ul style="list-style-type: none"> <li>• 100% of new homes built to EcoHomes Standard (Code Level 4) and to Lifetime Homes Standards</li> <li>• 100% of new homes will be sustainably built to BREEAM standards</li> <li>• Use of Air Source Heat Pumps to reduce carbon emissions</li> </ul>
INVESTMENT	<ul style="list-style-type: none"> <li>• In 2017 secured £830,000 of government funding to help with initial feasibility costs</li> </ul>

## Development Pipeline

### Overview

The council owns surplus land and buildings across the borough that could be used to provide more housing and has embarked on a programme of developing these sites itself. By building mixed tenure housing on smaller council owned sites across the borough, the aim is to maximise the use of the existing land assets and increase the housing supply to provide housing choices that meet the needs and aspirations of Barnet residents.

Through partnership working with The Barnet Group, the current development pipeline includes building:

- new homes for affordable rent on existing council land including the development of new rooftop housing
- Extra Care schemes and wheelchair accessible units improving the housing offer for older and vulnerable people and thereby reducing demand for care
- new mixed tenure homes, with the affordable homes funded by private sales plus an overall profit for the council

New builds will be let as affordable homes through the council's letting policy. Additionally, there are other potential schemes currently being assessed for development that will deliver increased housing capacity estimated more than 300 affordable new homes.

→ Below  
Proposed development Stag House site

### What's been delivered so far?

Elmhurst Crescent (13 units), Basing Way garages (14 units), Hertford Road (10 units) were the first schemes on-site and completed in 2018/19, delivering a total of 37 new homes. Most schemes in the current programme started on-site in 2018/19 and will deliver 87 new affordable homes by 2020.

Ansell Court (formerly Moreton Close), the council's first Extra Care scheme completed in January 2019 delivering 53 self-contained flats for older residents.

The Burnt Oak Register Office is currently on-site to deliver 30 new apartments for affordable rent and due for completion in 2020.

Planning application submitted for a mixed tenure development at Hermitage Lane in Childs Hill proposing 56 new homes. Redevelopment will provide an increase in affordable housing provision and a much-improved street scene with a high-quality design.

### What's happening next?

Stag House in Burnt Oak ward will be next Extra Care scheme on-site, with an 18 month build programme it is anticipated to complete in 2020/21.

→ Development at  
Basing Way

→ Elmhurst Crescent



## Improving the housing offer for older people and vulnerable people

With an acknowledgement that Britain's population is ageing and that most of us are living longer, the borough is keen to cater for the current and future needs of all residents.

The council has embarked on an ambitious programme of developing state of the art housing for older people requiring Extra Care support – with the need arising from them being frail or having had a stroke or living with dementia. Extra Care housing allows residents to live independently in their own flats, while accessing flexible 24-hour on-site support.

Barnet is currently over reliant on residential care, in the absence of alternative forms of accommodation and support. As such there is an immediate need for well-designed Extra Care housing for older people.

Barnet Homes has been commissioned to act as development agent on behalf of the council to develop a pipeline of affordable Extra Care housing. Building

on the success of Ansell Court, two further Extra Care schemes are planned for Barnet residents.

The first will be Stag House in Burnt Oak which gained planning consent for 51 Extra Care units, consisting of 42 one-bed flats, five wheelchair-accessible one-bed flats, and five two-bed flats. The scheme, will provide care for older people in Barnet and will be funded in the most part by the council with a grant of £4m coming from the Greater London Authority. Stag House will be fully wheelchair accessible, and have extensive communal facilities with a landscaped communal garden, enabling older residents to live independent lives.

The second will form part of the Upper & Lower Fosters Estate with the demolition of sheltered accommodation at Cheshir House as it no longer meets the future needs of residents. The new scheme will deliver 75 affordable Extra Care units and have extensive facilities.

### At a Glance

- Sites identified for delivery of 473 affordable homes, including 179 Extra Care units
- Total value of the programme is c£130 million
- 10% of the newly built homes will be wheelchair accessible.

**87**

new  
affordable  
rent homes  
by 2020

**25**

schemes in  
the current  
development  
pipeline  
programme

**179**

Extra Care  
units to be  
delivered by  
2021/22

**473**

in total  
affordable  
units on  
council land



→ Ansell Court



# Enabling Regeneration

## Planning Policy

### Overview

The Planning Policy Team is responsible for:

- shaping the future of Barnet through producing the Local Plan
- developing planning guidance to deliver the Local Plan
- monitoring change in Barnet including housing delivery
- engaging on planning at National, London, Borough and Neighbourhood level

### Local Plan

The Local Plan controls how and where the council, public and private sector developers and businesses can build and operate. In this way growth and change are managed in a manner that maximises the benefits they bring to the borough, whilst protecting the natural and built environment that contributes to Barnet's character. Production of a new Local Plan is underway and will look ahead to 2036.

### Challenges

A key challenge of the Local Plan is to ensure that the distinctive character of Barnet is protected, and where possible enhanced, whilst achieving sustainable growth. Understanding the challenges that Barnet faces in terms of providing new homes, jobs, services and infrastructure underpins the Local Plan. Effective planning will seek to maximise the opportunities that Barnet has to offer, including its town centres and areas of growth, open space and connectivity.

### Local Plan Timetable

Local Plan Preferred Approach (Reg 18)	Autumn 2019
Local Plan Publication (Reg 19)	Spring 2020
Local Plan Examination	Winter 2020/21
Local Plan Adoption	Summer 2021



### PLANNING POLICY DELIVERY 2018/19 ACHIEVEMENTS

- New Local Development Scheme approved Jun 2018
- Representations at Mayor's new London Plan Examination in Public
- Consultation on the Article 4 Direction restricting the change from office and industrial to residential use
- New Statement of Community Involvement adopted in Oct 2018
- Colindale Station Supplementary Planning Document (SPD) adopted in Feb 2019
- North London Waste Plan Regulation 19 approved in Dec 2018
- Brownfield Land Register
- Guidance given on the emerging Neighbourhood Plans for West Finchley and Mill Hill



### PLANNING POLICY FOCUS IN 2019/20

- Confirmation of Article 4 Direction
- Production and consultation on Draft Local Plan Reg 18
- North London Waste Plan Examination in Public
- New SPD for Edgware Town Centre working jointly with LB Harrow
- New SPD for Hendon – the Burroughs & Middlesex University
- Establish a strategy for building heights along the A5 corridor

## Major Projects

### Overview

The Major Projects Team is responsible for:

- place-making including planning, design and management of public spaces and how it interfaces with privately owned space
- dealing with, and providing expertise on, large and complex planning applications
- shaping the borough's growth and regeneration areas

- managing planning obligations and raising revenue for the council to be ploughed back into infrastructure and community facilities.

Barnet has an extremely busy planning service. The Ministry of Housing, Communities and Local Government statistics place Barnet as the:



#### MHCLG statistics for Jul-Sept 2017:

1	Cornwall	1,767
2	Westminster	1,619
3	Wiltshire	1,390
4	Birmingham	1,215
5	Leeds	1,133
6	Cheshire East	873
<b>7</b>	<b>Barnet</b>	<b>840</b>

We manage planning obligations, also known as Section 106 agreements (s106), which are legal agreements attached to a planning consent, to lower negative impacts of development, or provide compensation or benefits to the surrounding area, to a local service, or an area elsewhere in the borough. These can be financial or non-financial and we monitor them to ensure agreements are fulfilled to secure the best result for the community.

Through obligations, developers provide funding in cash or non-cash for infrastructure and services which may be on or off the development site.

Over £100m of s106 has already been agreed for growth and development schemes with planning permission. Over the lifetime of the existing regeneration programme with Brent Cross Cricklewood included, this could we will raise more than £100m. In 2018/19 we raised £12,614,629m for the borough.

We manage the Community Infrastructure Levy (CIL) which is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of local areas.

In 2018/19, we have collected £12,738,545m CIL income from schemes across the borough to spend on community infrastructure. This money is contributing to the funding of two new leisure centres at Copthall and Victoria Park, New Barnet. We have also raised £4,673,384m Mayoral CIL for TfL to spend on delivering new transportation projects in London.

We encourage developers to enter into Planning Performance Agreements whereby we work with the applicant to deliver the best-possible scheme within an agreed timeframe. These agreements allow for consultation and discussion at the earliest opportunity before the scheme is submitted as a planning application.





**2018/19**  
 we have raised  
**£4,673,384m** of  
 Mayoral CIL for  
 Transport for London  
 to spend on transport  
 projects in London



→ Colindale Station and  
 new homes illustration



## 2018/19 ACHIEVEMENTS

- Adoption of the Colindale tube station Supplementary Planning Document (SPD)
- Key major planning applications approved, including:
  - Colindale Telephone Exchange (mixed use development comprising 505 residential units).
  - Peel Centre (Phase 2) (mixed use development comprising 1,200 residential units)
  - West Hendon Phases 5 & 6 (216 and 516 residential units respectively)
  - National Institute Medical Research (approved by Mayor of London) (500 residential units)
- In 2018, we were the busiest Planning Enforcement Team in England, serving 194 enforcement and breach of condition notices



## FOCUS IN 2019/20

- Progress key planning applications for consideration by the Local Planning Authority:
  - Colindale Tube Station (new station and up to 313 units)
  - Sainsbury's, The Hyde (up to 1,200 units)
  - Grahame Park (up to 2,000 units)
  - Cophall Masterplan
  - Finchley Central (up to 500 units)
  - High Barnet Station (up to 300 units)
  - Douglas Bader (up to 600 units)

## Transport and Regeneration

### Overview

The Transport and Regeneration Team is responsible for:

- providing transport policy advice such as car parking standards for the borough
- providing transport policy and planning advice on all major planning applications and proposed developments, including all transport elements of the Brent Cross regeneration
- applying for funding for transport related projects within the borough
- considering and responding on policy matters such as the draft Mayor's Transport Strategy and the draft London Plan
- develop sustainable modes of travel in the design of new developments.

At present, the borough achieves 55% of journeys by sustainable mode – walking, cycling, public transport use. The Mayor's Transport strategy seeks to achieve a target of 80% of trips by sustainable modes in Outer London by 2041. With each borough being assigned an individual target to achieve, the target for Barnet is 72%. There is, therefore, some progress to be made to meet the longer term Mayoral target. The borough's Local Implementation Plan sets out how the borough aims to achieve the mayoral transport targets and objectives.

There is strong emphasis in regeneration schemes and developments across the borough encouraging sustainable development and modal shift, including improvement in bus and rail services. For example, the proposed Thameslink station at Brent Cross West, due to open in 2022, will be a key step in achieving improved public transport provision and acting as a catalyst for the Brent Cross regeneration project.



### 2018/19 ACHIEVEMENTS

- Supported approval of a suite of Brent Cross planning applications enabling all the necessary permissions to be secured for development to proceed
- Local planning guidance on Residential Parking Standards for the borough
- Input into the Draft London Plan Examination in Public (EIP) relating to appropriate application of car parking standards in Outer London
- Supported proposals to reopen the West London Orbital Railway to passenger services running from Hendon and/or Cricklewood through Brent to Old Oak Common and then onwards to Hounslow
- Developed two feasibility study proposals:
  - reconfiguration of Colindale Roundabout
  - developing an interchange between the West London Orbital Railway and the Brent Cross Thameslink Station
- Input into planning applications for major developments throughout the borough
- Developing transport options and proposals for Hendon – the Burroughs



### FOCUS IN 2019/20

- Input into the planning application for the Thameslink Station due in July 2019
- Support development of transport proposals to reopen the West London Orbital Railway
- Support implementation of town centre improvements, including technical work for North Finchley & Hendon
- Development of the borough's emerging long-term Transport Strategy
- Develop a Liveable Neighbourhoods bid for Colindale
- Deliver the Colindale Roundabout and the West London Orbital Interchange feasibility studies

## Entrepreneurial Barnet

### Overview

The Entrepreneurial Barnet strategy aims to:

- Improve people’s experience of town centres
- Create jobs and support residents into employment
- Improve access to education
- Ensure local businesses can engage with the council and secure and sustain council contracts

Through this initiative, residents benefit from a responsible approach to regeneration with the creation of skills, enterprise and employment programmes for all ages.

The approach works across five key themes:



The Business, Employment and Skills team is tasked to deliver the councils’ Entrepreneurial Barnet strategy. The team works closely with partner organisations such as Cambridge Education, Capita and Barnet Group, as well as developers, community and business groups and other public-sector bodies.

Some of the key initiatives implemented by the team and partners over the past year include:

- 174 entrepreneurs accessed our business support programmes, our highest engagement to date
- 59 apprentices started on development sites across Barnet, almost 50% above the target for the year

- Proposals for the redevelopment of North Finchley Town Centre took major steps forward with key legal agreements and a new developer partner agreed
- West Hendon businesses, residents and developers were involved in the formation of a new vision and strategy for the Broadway, better positioning the high street to benefit from housing and other development in the area

## Improving people’s experience of Town Centres across Barnet

Town centres in Barnet are at the heart of the community, contributing to the overall vibrancy and wellbeing of the surrounding area. They are also home to many of Barnet’s small and medium sized enterprises. We want to ensure that our town centres continue to be places where businesses can thrive and grow.

Re works with communities and businesses across the borough to improve Barnet’s high streets and town centres. Over the past year, Re has continued to work with groups of businesses and residents that come together as Town Teams in Chipping Barnet, Cricklewood and Edgware.

We have submitted two Expressions of Interest to the Government’s Future High Streets Fund, opening the possibility of significant additional investment in Chipping Barnet and North Finchley town centres.

The team has also continued to progress proposals with development partners to bring forward ambitious proposals to revitalise North Finchley Town Centre. Following the adoption of a Supplementary Planning Document in February 2018, Re officers worked with legal and other advisors to finalise a Land Agreement and Site Assembly Agreement, both required to take this exciting development forward.

# Developing skills and raising awareness of career opportunities

Re works with developers to ensure residents can benefit from growth and development within the borough. Through the planning system, larger developments are required to make contributions towards employment and skills initiatives. This includes building residents' skills through apprenticeships, organising site visits and workshops for school, college and university students and supporting them to find routes into employment.

## Apprenticeships

Apprenticeships are a significant part of Barnet's plans for skills growth. Re works with partners such as Barnet and Southgate College, Middlesex University and apprenticeship training agencies to identify new training needs. In 2018/19, we secured a total of 59 apprenticeships through Section 106 agreements with our development partners. Apprenticeship placements range from Level 2 to Level 4 in technical skills such as plumbing, electrical, drylining and office administration.

## Job Show – Barnet residents

In partnership with the West London Alliance, Re supported a job show, held at Wembley Stadium. The event was attended by over 80 exhibitors, with London Borough of Barnet and Re sharing their stand with BOOST and the Barnet Group. Approximately 1,800 people from across London attended, including around 400 Barnet residents.

# Promoting employment through regeneration

The Outreach Support Service, established in the major regeneration projects across the borough, provides a dedicated staff member in each scheme to engage with residents and promote employment and skill development opportunities.

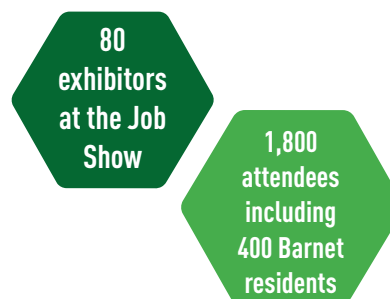
Over the past year, the Outreach Support Service in Grahame Park and West Hendon Estate have successfully supported residents to develop new skills and access new jobs.

## Urban Plan – Whitfield school educational programme

Re brokered a connection with Urban Plan UK to deliver an educational programme aimed at 16-18-year-old pupils, giving them an insight into the role urban regeneration plays in the rejuvenation of cities. Students at Whitefield School in Barnet were asked to re-develop a mythical town, familiarising themselves with skills needed for a career in regeneration. Five staff from development partners Hammerson and Argent delivered the training.

## Open Choice Careers Fair – Middlesex

In partnership with Cambridge Education, Re supported Barnet's post-16 careers event. The event attracted over 700 residents and more than 30 employers, including developers and training providers. This included the Royal Air Force, accounting firm BDO, The Army, Lloyds Banking Group and many more.



## West Hendon Estate

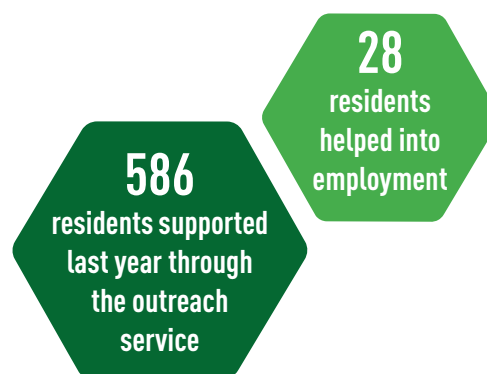
In West Hendon, the Outreach Support Service has engaged over 702 residents, becoming a "one-stop shop" for residents' needs. The service delivers training, skills and wellbeing programmes. Services range from employability programmes supporting people with CV writing, language classes and certifications in social care. A mix of small local businesses such as Barnet TV and larger organisations such as Barnet and Southgate College and Tutors United have delivered the programme.

A summary of the year's key outcomes is listed below.

Programme or activity	Outcome
Training, skills development and wellbeing support	702 residents supported
Residents gained employment through outreach support	28 jobs attained
Security training (Security Industry Authority and CCTV)	34 qualifications achieved
Heath, Social Care and Childcare programme	31 qualifications awarded
Construction Skills Certificate Scheme (CSCS)	24 CSCS certificates attained
Local Community	Independent film produced by local people called 'West Hendon Then & Now' available in this link - <a href="https://youtu.be/GEmwDvk7wbl">https://youtu.be/GEmwDvk7wbl</a>

## Grahame Park

In Grahame Park, the outreach support service goes from strength to strength with 586 residents supported. In addition to adult learning, the Grahame Park service focuses on helping residents into self-employment. In total, 35% of businesses that enrolled in the programme went on to launch their business in travel, entertainment, fitness and accountancy, fashion and initiatives aimed at young people.



A summary of the year's key outcomes is listed below.

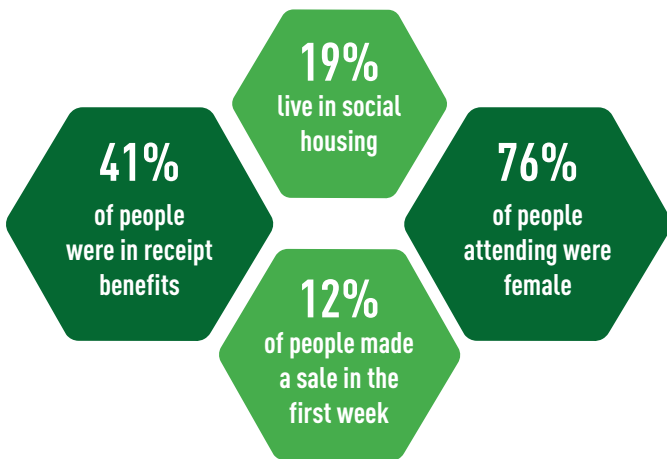
Programme or activity	Outcome
Training, skills development and wellbeing support	586 residents supported
Residents gained employment through outreach support	28 attained
Self-employment programme	17 registered
Business launched by residents	6 launched
Volunteering placements	65 provided
Apprenticeships for residents	4 provided

## Helping businesses to grow and develop

### Pop Up Business School

The Business, Employment and Skills Team worked with the Pop Up Business School to offer a two-week training event to encourage business start-ups. With a focus on initial sales and practical learning, the workshops covered how to start a business without any money, how to generate sales from social media, making a website without technical skills and other vital advice.

Sponsored by Hammerson, Barnet Homes and Metropolitan Homes, and with premises donated by Brent Cross Shopping Centre, this project reflects strong partnership working. The 2018 event was our most successful year with 104 people attending. Key stats are presented below.



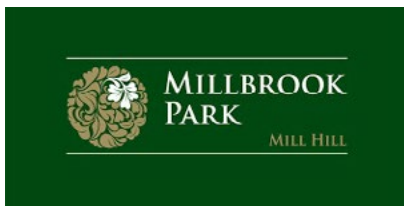
→ Entrepreneurial Barnet Competition 2018-19  
 → Below, pop Up Business training

### Entrepreneurial Barnet Competition

The Entrepreneurial Barnet competition is a partnership run in collaboration with Middlesex University and Barnet and Southgate College and sponsored by Hammerson. This was the competition's fifth year and saw 70 entrants compete for £3,500.

The three-month process saw applicants pitch their idea, and then undergo a series of workshops to develop their business proposition. The final stage saw four finalists go head-to-head for a chance to win. The winner was Barnet resident Joanne Merchant, who has plans to develop a high street hub called When I Grow Up, providing an appealing play, support and community space for families with young children. Just after winning her cheque she said she felt "shocked, overwhelmed and really happy". In a couple of years, she hopes to be opening her second hub!





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# Appendices



# Appendix 1

## Recurring and Non-recurring income

### Recurring Income – Council Tax and Business Rates

Recurring income – Council Tax and Business Rates Live Schemes	Council Tax by year (2016-2030) £m	Business Rates by year (2020-2030) £m	Combined by year (2020-2030) £m
Brent Cross North	0.05	21.3	21.4
Brent Cross South	8.7	15.3	24.0
Colindale (excluding Grahame Park)	7.6	0.44	8.0
Dollis Valley	0.72	0.005	0.72
Grahame Park	2.8	0.09	2.97
Granville Road	0.16	0	0.16
Mill Hill East	2.1	0.19	2.3
Stonegrove and Spur Road	0.34	0	0.34
West Hendon	2.3	0.001	2.3
Total	24.7	37.2	62.1

Live Schemes	Council Tax (cumulative totals 2020-2030) £m	Business Rates (cumulative totals 2020-2030) £m	Combined Cumulative £m
Brent Cross North	0.48	64.1	64.6
Brent Cross South	13.5	44.2	57.8
Colindale (excluding Grahame Park)	64.9	3.2	68.1
Dollis Valley	6.7	0.7	6.8
Grahame Park	19.6	1.03	20.6
Granville Road	1.4	0	1.4
Mill Hill East	20.2	2.4	22.7
Stonegrove and Spur Road	4.6	0.001	4.6
West Hendon	18.6	0.0019	18.6
Total	149.9	115.6	265.2

#### NB

1. The purpose of the council tax and business rates tables are to demonstrate the level of income generated by each regeneration scheme and the role they play in raising income for the borough's service delivery commitments and responsibilities. The figures are indicative and based on a model that assists with business planning.
2. Comparative figures for columns displaying annual council tax and cumulative council tax are not available from the housing model used, however the data is provided despite this as the information is deemed to be a useful indicator of the level of income generated whether cumulatively or annually.
3. For Council Tax, a flat rate baseline figure of 1.154 has been used.
4. For the business rates, a multiplier of 0.497 as a static baseline has been used.

## Non-Recurring income – S106 and CIL

### S106 Financial Contributions

S106 funding on schemes with planning permission	£000's
Brent Cross Cricklewood North	£21.2
Brent Cross Cricklewood South	£18.4
Colindale (excluding Grahame Park)	£24.289
Dollis Valley	£1.8
Grahame Park	£14.8
Granville Road	£0.511
Mill Hill East	£12.1
Stonegrove and Spur Road	£0.806
West Hendon	£9.97
<b>Total</b>	<b>£103.876</b>

### Community Infrastructure Levy payments

The council also raises funding from Community Infrastructure Levy (CIL), a planning charge introduced by the Planning Act 2008, as a tool to assist local authorities to deliver infrastructure project that enhance development.

£100m in CIL funding will be raised from developer contributions and to date £31.3m has been raised on schemes below.

Additional income will be raised from schemes currently in their early stages i.e. Upper and Lower Fosters and the Development Pipeline schemes.

### CIL Financial Contributions

CIL payments on schemes with planning permission received to date	£m
Brent Cross Cricklewood North	£0
Brent Cross Cricklewood South	£0
Colindale (excluding Grahame Park)	£19.875
Dollis Valley	£0.466
Grahame Park	£0
Granville Road	£0.0019
Mill Hill East	£0.962
Stonegrove and Spur Road	£0
West Hendon	£10
<b>Total</b>	<b>£31.3</b>

## Non-recurring income – New Homes Bonus

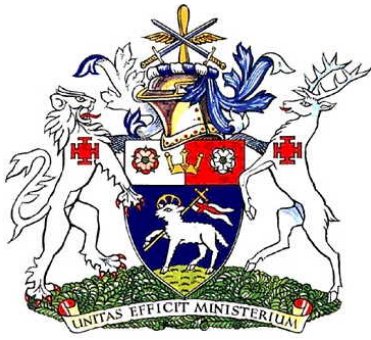
### New Homes Bonus Projected Financial Contributions

Projected Non-Recurring to 2030	New Homes Bonus £m
Brent Cross North	£2.8
Brent Cross South	£10.1
Colindale (excluding Grahame Park)	£31.3
Dollis Valley	£3.2
Grahame Park	£12.2
Granville Road	£0.754
Mill Hill East	£9.2
Stonegrove and Spur Road	£1.4
West Hendon	£9.3
<b>Total</b>	<b>£80.2</b>



## Assets, Regeneration and Growth Committee

**13 June 2019**



<b>Title</b>	<b>Growth Strategy</b>
<b>Report of</b>	Chairman 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 – draft Growth Strategy
<b>Officer Contact Details</b>	<p>Cath Shaw, Deputy Chief Executive, <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a></p> <p>Stephen McDonald, Director of Growth, <a href="mailto:Stephen.mcdonald@barnet.gov.uk">Stephen.mcdonald@barnet.gov.uk</a></p> <p>Susan Curran, Commissioning Lead Regeneration, <a href="mailto:susan.curran@barnet.gov.uk">susan.curran@barnet.gov.uk</a></p> <p>Adam Driscoll, Commissioning Lead Planning, <a href="mailto:adam.driscoll@barnet.gov.uk">adam.driscoll@barnet.gov.uk</a></p>

### Summary

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.

If approved by the Assets, Regeneration and Growth Committee, the council will undertake a public consultation on the draft strategy with key stakeholders including local businesses, developers and residents. Assets, Regeneration and Growth Committee will then be asked to review the responses to the consultation and approve a final version of the Growth Strategy, along with a delivery plan.

## **Officers Recommendations**

- 1. The proposed Draft Growth Strategy be approved for consultation**
- 2. That a delivery plan be prepared to accompany the final strategy**
- 3. The results of the consultation be reported back to this Committee together with Officer recommendations for any revisions where appropriate.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 On 27<sup>th</sup> November 2017 Assets, Regeneration and Growth Committee authorised the preparation of a new regeneration strategy for the borough.
- 1.2 An update on the preparation of the Regeneration Strategy was presented to Committee in June 2018 and the proposed structure of the strategy was approved. Since then considerable work has been undertaken to refine the themes and the proposed approach to growth. Given that the existing Entrepreneurial Barnet Strategy is due to end in 2020, it has also been decided that its remit should be incorporated in the regeneration strategy and the strategy renamed as the Growth Strategy.
- 1.3 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.
- 1.4 Officers have now prepared the draft Growth Strategy for the consideration of the Assets, Regeneration and Growth Committee which is attached at Appendix 1.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 It is proposed that the draft Growth Strategy is approved for public consultation, and that following this consultation a further draft is brought back to the Assets, Regeneration and Growth Committee to be considered for adoption at its meeting in November 2019.
- 2.2 A period of up to three months for public consultation will ensure that Barnet residents, the council's partners and other stakeholders all have an opportunity to comment on the Growth Strategy before it is finalised and the associated delivery plan is developed.

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

- 3.1 The Assets, Regeneration and Growth Committee has already instructed officers to prepare a new Growth Strategy so alternative options have not been considered.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Following approval of the draft strategy by Assets, Regeneration and Growth Committee, a consultation exercise is planned to take place from June to September 2019.
- 4.2 Assets, Regeneration and Growth Committee will be asked to consider and approve a final version of the strategy. 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 contributes 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 It 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)

### Finance and value for money

- 5.2.1 The report to ARG on 27 November 2017 and 14 June 2018 noted a requirement for a £50,000 budget, which was allocated and funded from Community Infrastructure Levy administration income, to support preparation of a Regeneration Strategy that would guide future development and the role of infrastructure to support it. £25,154 of this funding has been expended to date, leaving a budget of just over £24k to support remaining activities including consultation. The strategy will inform future housing delivery, with the potential to bring both revenue and capital benefits to the council.
- 5.2.2 Outside of the project budget, the cost of staff input into the production of the strategy has been met through core staffing expenditure. Background work undertaken to consider future development opportunities, was funded through planning fee income as this work will also support preparation of the revised Local Plan.
- 5.2.3 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.
- 5.2.4 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.

### Procurement

- 5.2.5 Preparation of the strategy has fully complied with Contract Procedure Rules.
- 5.2.6 Any projects identified in the Growth Strategy or its delivery plan will be subject to procurement plans that will comply with the council’s Contract Procedure Rules

### Staffing

- 5.2.7 Resource requirements will be considered as part of the Delivery Plan.

### IT and Sustainability

- 5.2.5 There are no anticipated implications in relation to IT or sustainability.



### **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 of the projects identified in the Growth Strategy, consideration will be given as to how contracts can best secure additional benefits for the area or stakeholders.

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

**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**

**5.5.1** 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.

**5.5.2** The key risks to the preparation of the Growth Strategy include resourcing and making sure key stakeholders are engaged at the appropriate time. Risks relating to the delivery of the strategy will be identified and considered through the delivery plan.

### **5.6 Equalities and Diversity**

**5.6.2** 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

**5.6.3** 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.

- 5.6.4 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.
- 5.6.5 A draft equalities impact assessment has been produced 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.

## Health Impact Assessment

- 5.6.11 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 & Wellbeing Board priorities.
- 5.6.12 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.
- 5.6.13 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 & 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.
- 5.6.14 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.
- 5.6.15 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 seen as beneficial not just locally but for a large proportion of residents across the borough if accessibility and connectivity limitations can be addressed.
- 5.6.16 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.
- 5.6.17 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.

## 5.7 Corporate Parenting

- 5.7.1 Whilst there is no direct impact on the council's corporate parenting role as a result of this

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**

5.8.2 Initial consultation 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 Subject to approval by the Assets, Regeneration and Growth Committee, a wider public consultation will take place during June 2018 to September 2019. This will include an online survey and inviting comments from partner organisations and other stakeholders.

## **5.9 Insight**

5.8.1 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**

6.2 Assets, Regeneration and Growth Committee, 27 November 2017, Regeneration Strategy,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>

6.3 Assets, Regeneration and Growth Committee, 14 June 2018, Regeneration Strategy,  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9480&Ver=4>

# Barnet Growth Strategy 2019 - 2030

*[Front cover – CGI image of Brent Cross South]*

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## Foreword

**[Image – Leader]**

Delivering for Barnet is a programme of growth and regeneration taking place across the borough between 2019 and 2030. We want to make Barnet a place that enables people to live happy, healthy lives by offering them the range of homes, parks, schools and other facilities that they need, while also protecting and enhancing the borough for generations to come.

As part of this programme, we are building more new homes than any other borough in Outer London and helping to create thriving communities. We are working closely with developers and communities to make sure growth and development are managed responsibly and seek to ensure that in areas that are changing, the benefits to residents are realised.

People choose to live in Barnet for its extensive green spaces and access to leading educational facilities. We want people to continue seeing Barnet this way, alongside a growing recognition of our quality health and leisure facilities. We are working to improve everyone's access to community and social infrastructure, and to ensure that necessary transport infrastructure is in place. Investments in these areas will be vital to ensure a good quality of life for our residents.

Barnet is an entrepreneurial borough, and significant growth in town centres will boost footfall and enable us to further support local business and encourage residents to shop locally. In addition, we seek to encourage larger businesses to move into and remain within the borough. We want to ensure that our residents can take advantage of all the benefits that growth and regeneration can bring. Therefore, more will be done to support access to skills and training, and we will also help our residents to compete for the growing number of job opportunities that will become available.

The Growth Strategy will help to make the borough a great place to live, the best place to be a small business in London, and a great place to visit. Opportunities from growth and development will be maximised, to ensure that all residents and their communities can benefit.

**Councillor Daniel Thomas**

**Leader of the Council**

## Executive summary

To be added after Committee for the consultation



## Introduction

By 2030 London’s population will have reached 10 million and Barnet, London’s largest borough, will have grown to become home to 450,000 people. More of the population will work flexibly, including from home, and more people will live in or near town centres where they can benefit from easy access to shops, services, and leisure facilities. We want Barnet to accommodate growth and shifts in working patterns, whilst continuing to offer top-class education, great open spaces and a good quality of life.

This Growth Strategy responds to a range of economic, social and environmental trends anticipated by 2030, including changes in how we work, how and where companies choose to locate, the skills needed for a changing job market, the continuing shift in how we choose to use our high streets, our growing and ageing population, and growing environmental concerns.

The Growth Strategy sets a direction for change to offer greater local opportunities, create better places, encourage more active lifestyles and increase the health and well-being of Barnet’s residents; whilst recognising that growth must be delivered through a sustainable approach to development. This strategy sets out a role for the council that responds to current and emerging challenges, as well as laying down a plan for how the council can best focus its resources to help deliver these ambitions.

**[Image – Stonegrove development]**

*[Text overlay]: Stonegrove and Spur Road estate has set a quality standard for mixed-tenure housing; including winning design awards for its purpose-built community facility ‘One Stonegrove’.*

## Where we've come from

Working with our partners, the council has been successful in ensuring regeneration and development has continued across the borough despite the economic challenges of recent decades. We have focused on bringing forward specific areas for growth, such as Colindale and Mill Hill East, alongside placing a strong emphasis on estate regeneration to deliver renewal on our largest housing estates. Regeneration has subsequently progressed at Dollis Valley, Grahame Park and West Hendon, with over 2,000 new homes delivered, alongside improved community facilities and better quality open spaces; notably, May 2018 marked the completion of Stonegrove Spur Road, delivering 999 homes.

The council has consistently worked hard to deliver against its high housing targets, for example 2,360<sup>1</sup> new homes were delivered in Barnet in 2017/18, exceeding our London Plan housing target. This is greater than any other London Borough and equates to 7.4% or one in 13 of London new homes being delivered in Barnet.

Every year the council publishes its Annual Regeneration Report that sets out progress on delivery of regeneration, business, employment and skills activities within the borough. The 2017 Residents Perception Survey indicated that 51% of residents feel the council is doing well 'investing and regenerating the borough' and that most residents (62%) think the council is 'making the local area a better place to live'.

However, our approach to regeneration is constantly evolving to reflect lessons learned, including:

- (i) The importance of meaningfully involving communities during the lifetime of projects
- (ii) The importance of active partnerships to facilitate timely scheme delivery, and strong council leadership to address areas with more fragmented land ownerships
- (iii) Recognising that areas with complex land ownership patterns, such as town centres, can benefit from the council actively steering the identification of opportunities to ensure regeneration gets underway, including the use of available powers where required.

The Growth Strategy recognises that future growth will need to take a wider focus beyond the borough's current Opportunity Areas and the regeneration of large estates. The next decade will therefore see a more borough-wide approach as our existing regeneration schemes continue to deliver, but we also broaden our approach to take advantage of emerging development opportunities including in relation to the diversification and intensification of Barnet's town centres.

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<sup>1</sup> Greater London Authority London Development Database

## Strategic Context

To accommodate our growing population, there needs to be an increase in the supply of housing and improvements to associated infrastructure, such as public transport. The Growth Strategy focuses on the council's role in driving this growth, on those areas requiring intervention alongside ensuring that growth will bring the greatest possible benefits to existing as well as new residents. We aim to collaborate with our residents and businesses to ensure that through new development our existing spaces are also made more socially and economically inclusive and environmentally sustainable.

Growth is important in part because public sector income generated from development can help to enhance infrastructure. But to substantially increase the delivery of new homes and create a significant number of new jobs over the lifetime of this strategy, will require additional areas for growth to be identified. New growth will therefore need to focus on town centres and areas where transport improvements are planned. Work has already commenced on a new railway station at Brent Cross West that will facilitate significant housing growth and commercial development. Plans for a West London Orbital line and Crossrail 2 could further unlock further housing opportunities, and the council will seek to explore other opportunities with key partners such as TfL.

Barnet 2024, the council's Corporate Plan, is focused on three outcomes:

- A pleasant, well maintained borough that we protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well.

The Growth Strategy supports delivery of all three outcomes, whilst working to capitalise on the opportunities that growth and development can bring to the borough. It is designed to shape the council's future role in delivering spatial change and planning future growth by bringing together regeneration, employment and enterprise ambitions within a single revised and updated strategy.

As shown in figure 1 overleaf, while aligning with Barnet 2024, the Growth Strategy brings together:

- a) Work on a revised Local Plan (2021-2036), to set out the policies that will manage growth and change within the borough, including identifying designated Growth Areas as well as sites for development that will enable delivery of sustainable growth<sup>2</sup>.
- b) Delivery of the Housing Strategy 2019 – 2024, to support the council to meet the objective of delivering more homes that people can afford to buy and rent.
- c) Preparatory work on the forthcoming Long-Term Transport Strategy, to ensure planning for future housing and transport needs is delivered in a joined-up way.

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<sup>2</sup> The Local Plan is a statutory document that is due to be adopted in 2021-22 and will guide all forms of future development. The role of the Growth Strategy is to set out where the council will focus its interventions to support delivery of development and regeneration.

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 Playing Pitch Strategy, the Homelessness and Rough Sleeping Strategy, 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.

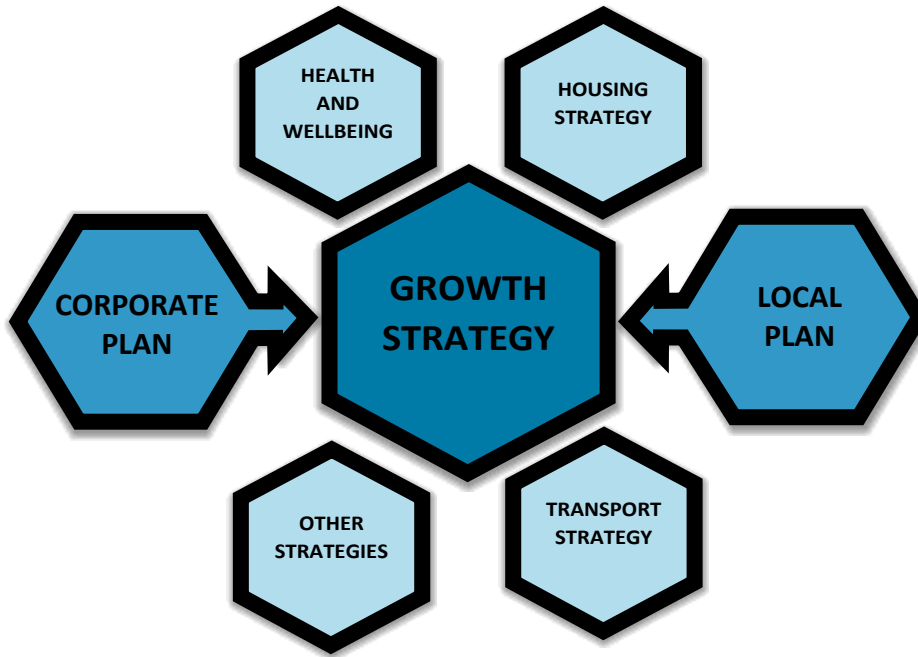


Figure 1 - Relationship of the Growth Strategy to other council strategies

The Growth Strategy seeks to respond to the following three guiding principles:

- 1) The need for the council to provide **placemaking leadership** across the borough, whilst focusing its resources on supporting the places most in need of investment.
- 2) The need to increase housing supply to meet the needs of our **growing population** and to ensure delivery of homes that people can afford.
- 3) The need to capitalise on growth and development, to **maximise the benefits** for residents as well as helping the council to meet its savings targets.

## Our approach to growth in Barnet

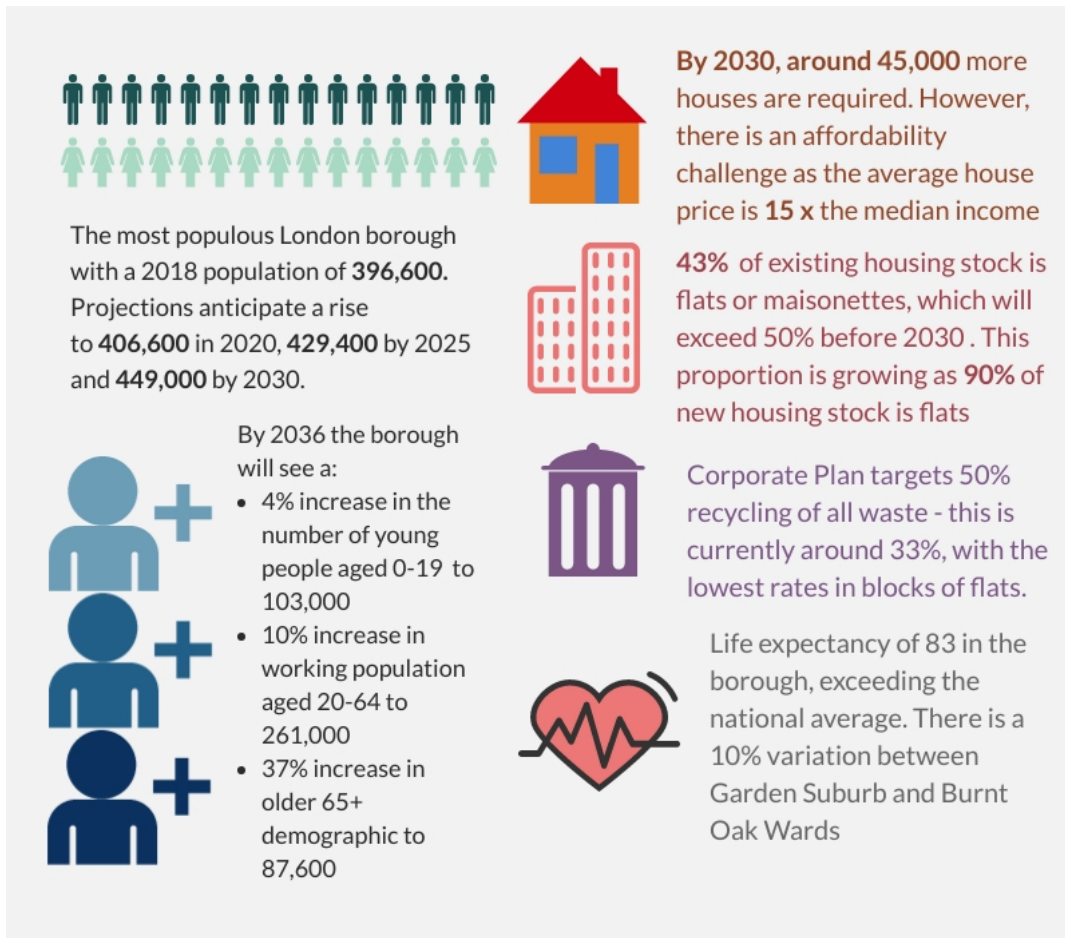
### **Key Themes**

With the key challenges in mind, and recognising the role of this strategy to align with and bring together the ways that growth, development and the built environment should interface with a range of other council strategies the over-arching ambition of the Growth Strategy is to make Barnet a great place to live, work, do business and visit. In doing so, the Growth Strategy prioritises five cross-cutting themes:

- A growing borough
- A connected borough
- An entrepreneurial borough
- A borough of thriving town centres, and
- A great borough to live in and visit.

This strategy sets out priorities for the programme of regeneration, development and business, employment and skills activity within the council between 2019 and 2030. The final adoption version of the Growth Strategy will be accompanied by a Delivery Plan that will set out key projects to show how the council will direct its future investment. It will also consider the approach to securing funding and any opportunities to form strategic partnerships to improve delivery.

## A growing borough



Our objectives for delivering a growing borough are:

- **Increase the supply of housing** – with the delivery of most new homes to be in areas with better transport connections such as our town centres.
- **Deliver more homes that people can afford** – Including direct delivery of new affordable homes on council land and through our planning system.
- **Support our growing older population** – Engage with the market and support it to meet the needs of older people, including directly delivering new specialist housing that will enable people to live as independently as possible.
- **Deliver homes on public sector land** – by working with our public-sector partners.

### **Increasing Housing Supply**

Since 2011, over 10,000 new homes have been built in Barnet, including 2,657 classified as affordable for rent or for sale. The current London Plan target envisages delivery of 23,490 homes over 10 years to 2026. However, high demand for housing means that additional capacity for new homes will need to be identified and delivered in the borough sooner. The exact target number of homes needs to be agreed, as the Mayor of London and Central Government have published different targets for Barnet. But we know it will be at least 50% greater annually and could be as much as 45,000 homes by 2030.

Large-scale development is already underway in Barnet’s main growth areas of Brent Cross, Colindale and Mill Hill. Development is also taking place in the priority estate regeneration areas of Dollis Valley, West Hendon and Grahame Park; with additional homes planned at Granville Road (Childs Hill) and Upper and Lower Fosters (Hendon). These projects seek to address issues of housing supply, but also differences in life opportunities between areas. Maximising the potential of these existing planned growth areas will be a priority for the council in meeting its housing targets and growth expectations.

*[Image – West Hendon under construction]*



To increase the housing supply to meet the needs of a growing population and to deliver more homes that people can afford, we have also explored the potential for new growth opportunities in areas with good public transport connections; with the focus on town centres and major road corridors, such as around Edgware and North Finchley. Further opportunities also exist where the potential transport investments of Crossrail 2 and the West London Orbital are planned.

The borough's forthcoming Long-Term Transport Strategy presents a mechanism for ensuring further potential opportunities for housing delivery are sustainably delivered. The council intends to identify more sites for housing of all tenures, including, where appropriate, more homes across existing town centres, intensification of housing estates, developing housing on or above car parks, adding extra floors to medium rise blocks and exploring opportunities for build to rent housing. As the pace of growth increases we also want to ensure that we future proof the quality of the new housing created.

The availability of affordable housing is also a priority for residents and was the second highest concern, after 'crime', in the 2017 Residents Perception Survey. The impact of homelessness is broad and far reaching. Despite an increase in the number of successful homelessness prevention cases, and the reduction in homelessness acceptances over the past five years, the number of households in temporary accommodation is reducing, but remains high, at 2,546 households at the end of 2018/19.

*[Image – Affordable housing development]*



To tackle homelessness and reduce the use of temporary accommodation the council will need to increase the supply of all forms of private and affordable housing available across the borough. To help address this the council has been working with The Barnet Group to build an additional 500 units of affordable housing by 2024 and through making better use of council assets to build more affordable housing in Barnet. This remains a key priority of the Growth Strategy. We will also continue to work collaboratively with public and private sector developments to provide support for mixed-tenure private developments, and encourage development by our housing association partners, such as Notting Hill Genesis at Grahame Park.



As more people lead longer and healthier lives, it will be important that new housing developments are attractive to all generations, including older people who wish to live independently in the community for as long as possible. Most new homes in the borough are required to meet Part M of the 2015 Building Regulations which sets out requirements for ensuring that new homes are accessible and adaptable, meaning that many of them will be suitable for people as they grow older in a borough that is well connected with good transport and easily accessible amenities. But in addition, the council helps to ensure suitable specialist housing for older people is available, including a recently completed

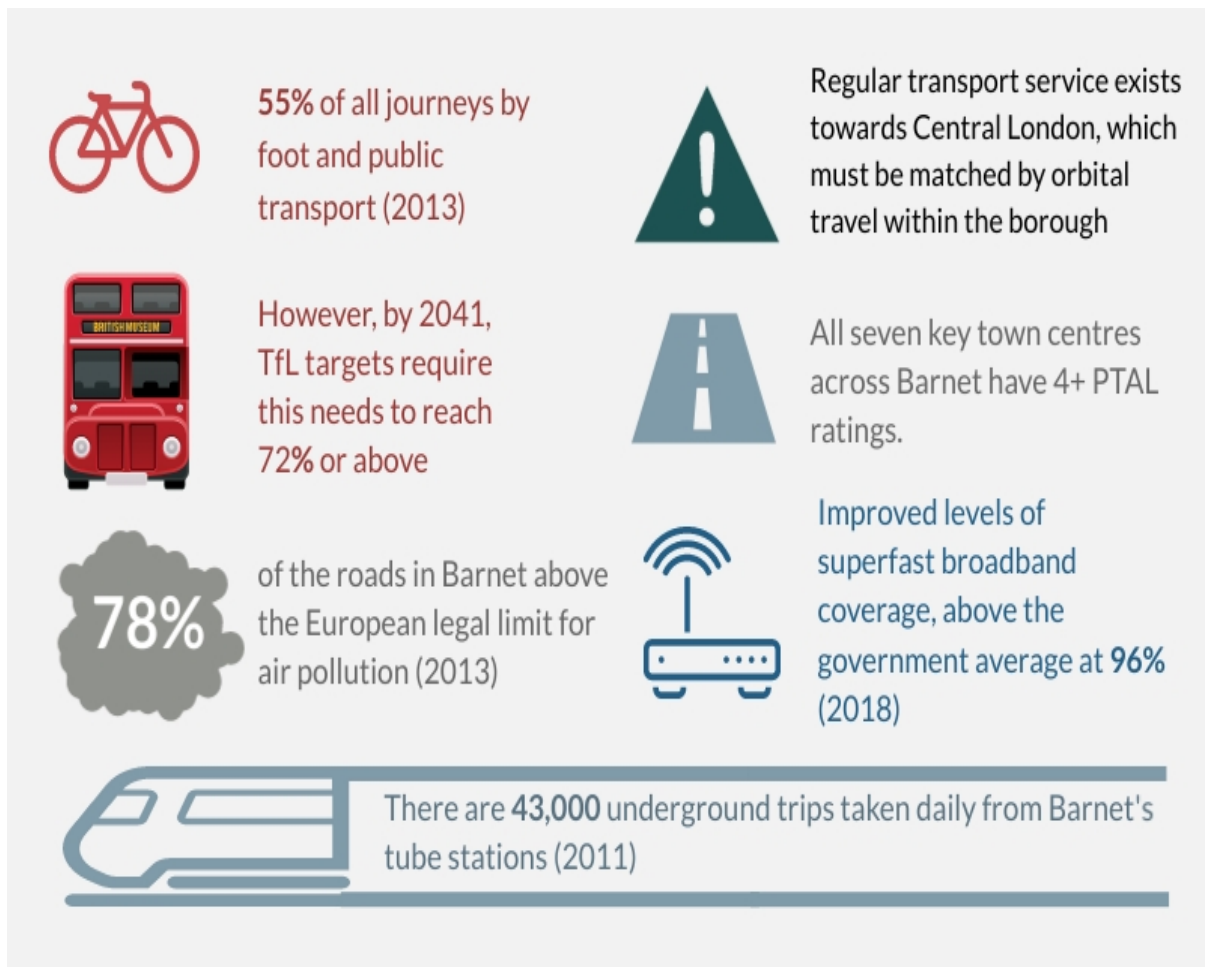
*[Image – Ansell Court]*



a new extra care housing scheme at Ansell Court, alongside plans for two more similar schemes.

It is critical to ensure that growth and development is managed properly and consistently. Through a revised Local Plan, we will ensure that growth is planned in a sustainable way and that it will help the council ensure its services can manage the changing scale and demographics of the population. We will update our Infrastructure Plan to provide for the funding and delivery of investments in schools, utility capacity, etc. that will be required to support housing growth.

## A connected borough



Our objectives for delivering a connected borough are:

- **New and enhanced public transport connections** – improving orbital connectivity and interchange between rail lines, reducing congestion and improving transport accessibility.
- **Delivering healthy streets** – responding to demographic and cultural changes to enhance travel choices, promote active travel and improve safety.
- **Delivering a cleaner, greener and more pleasant borough** – reduce congestion and improve air quality by encouraging the use of more sustainable forms of transport and supporting the transition to autonomous vehicles, electric vehicles and other technologies as they emerge
- **State-of-the-art digital infrastructure** – By working with public and private sector partners to incorporate this into regeneration schemes, council assets and where local employers need it, such as across our town centres.

### **Keeping Barnet Moving**

London’s transport networks are already congested and overcrowded; future growth will not be possible without substantial increases in capacity.<sup>3</sup> Delivery of successful growth is therefore dependent on having the right transport and digital infrastructure in place. Barnet is a populous, large and diverse borough that is known for its good connections to Central London and the key road routes heading northwards that begin in the borough. Key local challenges around connectivity and a current high level of dependence on private vehicles need to be addressed. In addition, existing development has shown the variation between different parts of the borough and set a path for a new spatially-minded transport strategy to recognise this.

The council will ensure its Long-Term Transport Strategy considers the type and priority locations for transport improvements necessary to improve access; particularly where growth can or is being delivered, alongside areas and corridors with low levels of existing public transport provision. This strategy will seek to address both the expectations of the Mayor of London as set out in his transport strategy, whilst recognising the specific local context and character of Barnet.

*[Image – Thameslink Station improvement project]*



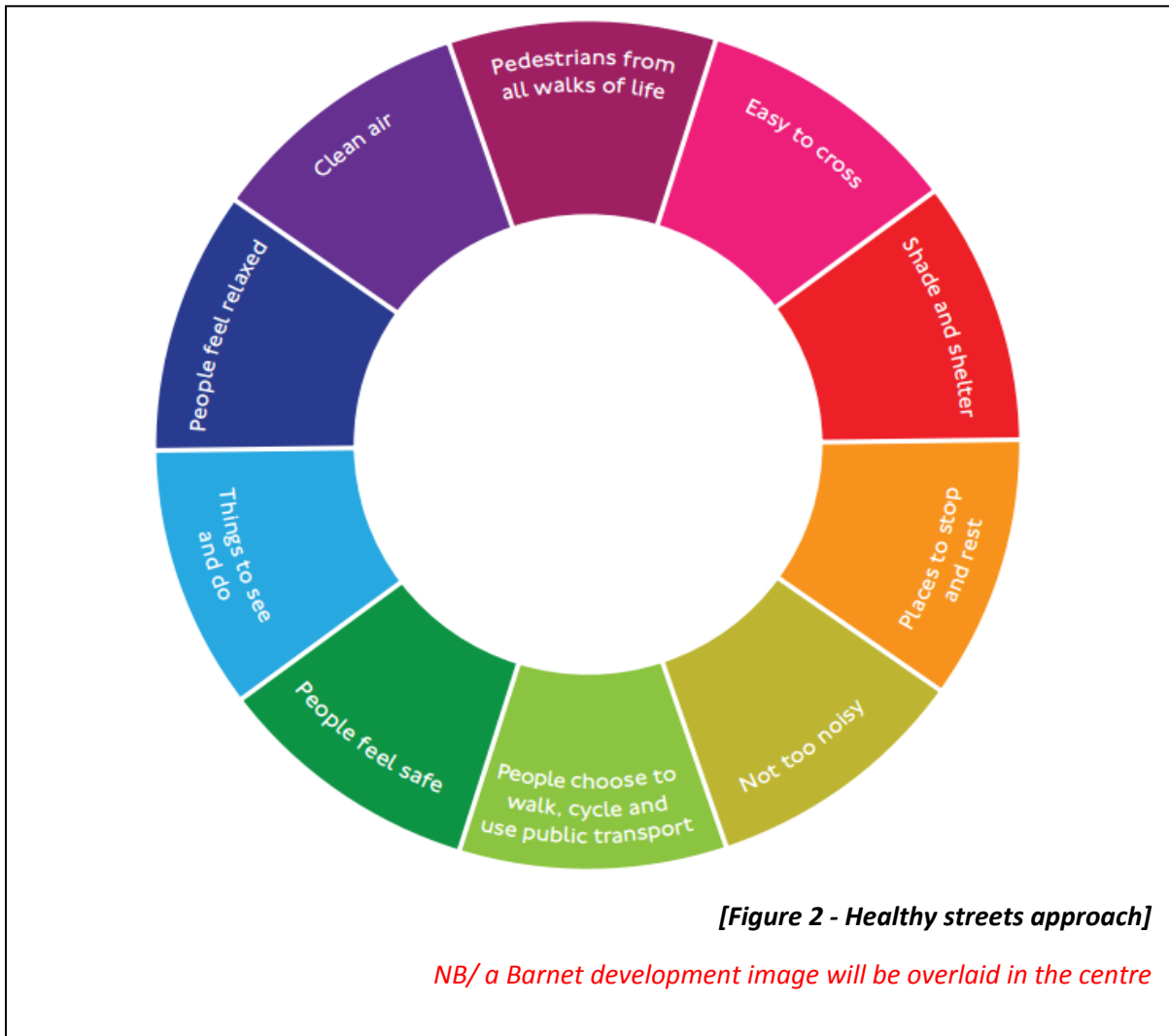
At a regional scale, the delivery of Crossrail 2 to New Southgate and the West London Orbital to Brent Cross and potentially Hendon and Cricklewood, remain key opportunities for unlocking growth and reducing congestion. Yet the housing and transport challenges for the borough, given the scale of expected growth, are more significant than these projects alone. Barnet has begun by building a new Thameslink station at Brent Cross, and has been working with TfL to expand capacity at Colindale Underground Station alongside improvements to accessibility and interchanges more broadly; but further projects and opportunities for change will need to be identified.

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<sup>3</sup> National Infrastructure Commission 2018, “Transport and housing for thriving city regions” National Infrastructure Assessment <https://www.nic.org.uk/assessment/national-infrastructure-assessment/transport-and-housing-for-thriving-city-regions/>

Improved public transport needs to be considered in specific areas of the borough where residents are car based due to a perceived or potential lack of alternative options, including orbital rail connections. Areas of low existing PTAL scores such as around Colindale and The Hyde will also need to be addressed to ensure improved transport choice. However, the use of PTALs alone is recognised to provide only a limited guide to transport accessibility, as the overall score often does not reflect the quality of connections offered by the existing transport network. In some locations additional transport improvements may still be required even with existing mid-range PTAL scores.

This growth strategy builds on our current Local Implementation Plan (LIP) that acknowledges how growth should be planned around walking, cycling, and public transport use whenever possible. The current LIP objectives will need to be defined into new longer-term priorities for the borough through the council's emerging Long Term Transport Strategy. Achieving a healthier and more sustainable pattern of growth in Barnet is a shared goal, however we need to further explore how to reduce the dominance of the car through an increasing emphasis on trips being made by public transport, walking, or cycling. This will help meet the needs of an aging population by recognising changing patterns of personal choice and capability when seeking to access different forms of transport.



Going forward, the vision for healthy streets set out in figure 2 will be applied throughout the borough, including to growth areas and main thoroughfares to improve travel choices, promote active travel, and improve safety. We hope to encourage people to walk for shorter journeys by creating a more pleasant environment for walking and improving connections. Improving access to key destinations like town centres and leisure facilities, as well as to local services such as schools and healthcare facilities, will be a critical part of ensuring that growth is delivered in a way that is beneficial to everyone. By encouraging the use of more sustainable modes of transport alongside supporting the transition to connected and autonomous vehicles, electric vehicles and other technologies, as they emerge, we hope to reduce congestion in the longer term, improve air quality and make the borough cleaner and greener. We also need to ensure that through the design process consideration is given to how spaces, including roads and public realm will be used in the future.

### **Digital Infrastructure**

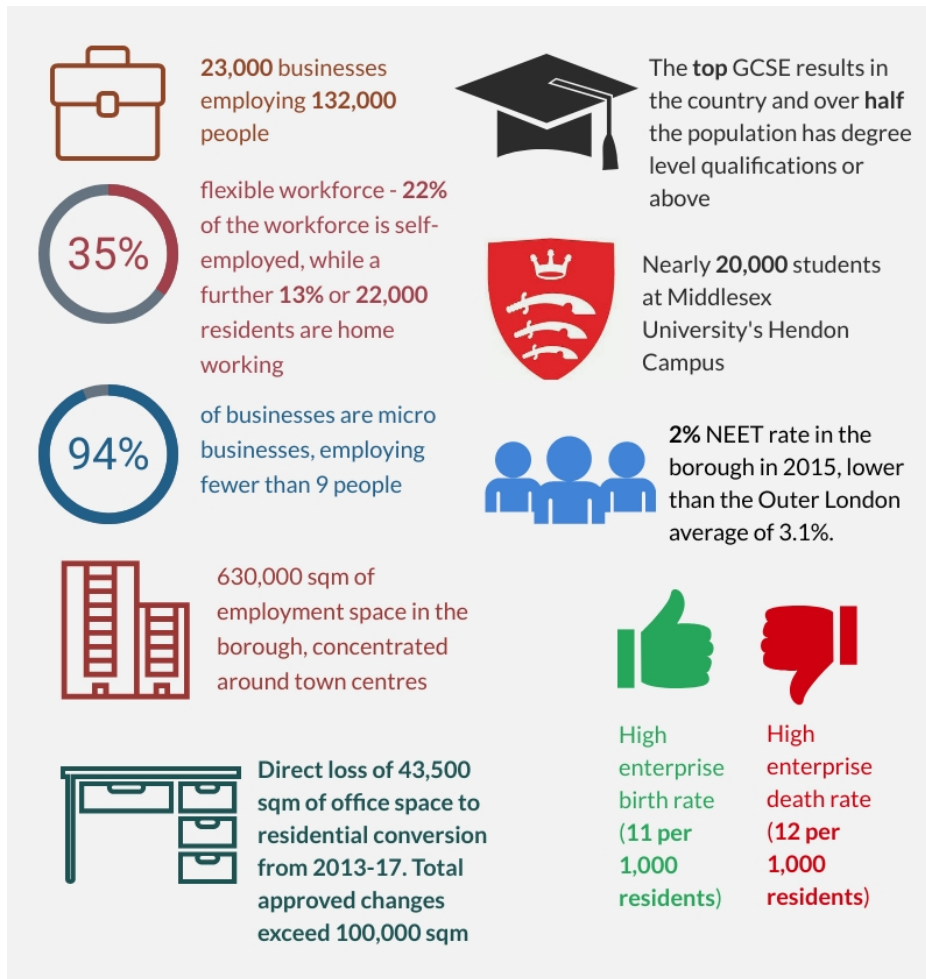
Successful growth is also reliant on access to high quality digital infrastructure to ensure Barnet's homes and workspaces keep pace with the changing economy. The council will secure timely roll-out of ultra-fast broadband to support the growing number of people working from home, businesses across the borough and visitors to Barnet. The council recognises the importance of links between investment in communications infrastructure, digital inclusion, economic growth and improvements in transport networks, and therefore will seek to capitalise on the early roll out of 5G in Barnet.

The council will seek to make best use of technologies to improve the quality, accessibility, and effectiveness of services and management of its assets within the borough. One example of this is the expectation that new technology will particularly come forward to improve transport; initially through further applications and tools for influencing transport behaviour and enhancing choice.

*[Image or diagram – showing smart cities technologies]*



## An entrepreneurial borough



Our objectives for delivering an entrepreneurial borough are:

- **Ensure the council 'gets the basics right'** – so that business-focused services are delivered in a streamlined way that supports businesses.
- **Identify and support growth sectors across the borough** - provide targeted support for existing and new businesses in partnership with Higher and Further Education institutions. Work with our inward investment partners to attract new business and investment to complement the borough's existing economic strengths.
- **Create job opportunities and skills development for local people** – work with partners to identify and support those furthest from employment to find work or move closer to employment. Leverage growth and development to create job opportunities and skills development for local people, particularly those from marginalised communities and young people not in education, employment or training.
- **Support the local economy** - promote local supply chain opportunities through development and across public sector partners

## **Growing the local economy and supporting businesses**

Barnet has more businesses than any outer London borough, 94% of which are 'micro', employing nine employees or less. Micro businesses are therefore the foundation of our economy, employing over 130,000 people. We will support them to thrive - making Barnet the best place to be a small business in London. This means helping to address a range of challenges faced by business: from access to talent, to demand for flexible workspace that suits 21st century working practices and accommodates a vibrant start-up economy, to the lack of grow-on space for successful businesses that want to remain in or expand within the borough.

We want to ensure a coordinated approach to the delivery of business support services so that when businesses need to engage with the council – whether to pay business rates, apply for a licence, or report a problem – the process is as efficient, transparent and painless as possible, and does not create any unnecessary constraints or costs on running a successful business. In addition, Barnet will also welcome over 400,000 sqm of commercial workspace across our town centres, in particular at Brent Cross, where grow-on space for small, local businesses will be provided in addition to sufficient office space to attract larger employers and higher-skilled local jobs for residents.

## **Barnet's employment sectors**

The Professional and Financial services sector has experienced the largest growth of any sector in Barnet and accounts for the largest share of employment. This strategically important sector is a source of high-skilled jobs with many businesses located across our town centres. We will support this sector to continue to grow and to maintain a source of high-skilled jobs in our town centres.

Care and Health, and Education are large sectors for employment but account for a relatively small proportion of businesses compared to other industries in Barnet. Large employers Middlesex University, Barnet & Southgate College and Public Health England, dominate these sectors. Barnet will continue to support these sectors to thrive as they provide high skilled jobs and local services for the area. We are actively working with Middlesex University to consolidate its campus in Hendon while providing the facilities and student accommodation required.

Barnet's Retail and Hospitality, Leisure and Recreation sectors together account for 21% of the borough's employment. The 3,050 Barnet based businesses operating in these sectors provide a range of services, helping to make our town centres vibrant places that people want to live and visit. We will support the growth of these businesses to provide services that suit new consumer preferences and the borough's changing demographics. The hotel sector has also grown 13% over the past five years compared with 9% across London. Increased visitor numbers coupled with residents' spending power provide a market ripe for greater exploitation. By enhancing the provision of arts, culture, leisure and recreation facilities in our town centres we want to diversify the offer in town centres, generating more footfall and growing the sector.

Summary details of Barnet's employment specialisms are shown in figure 3.

<b>Sector</b>	<b>Number of Businesses</b>	<b>Relative concentration of the sector</b>	<b>Number of jobs</b>	<b>% of total borough employment</b>
Professional and Financial	6,600	1.4x more concentrated than London average	22,000	17%
Care and Health	1,100	1.3x more concentrated than London average	18,500	14%
Education	500	1.3x more concentrated than London average	17,000	13%
Retail	1,900	equally concentrated as London average	16,150	12%
Hospitality, Leisure and Recreation	1,150	0.2x less concentrated than London average	11,590	9%
Business Support Services	2,000	0.1x less concentrated than London average	11,200	8%
Construction	2,950	1.3x more concentrated than London average	7,650	6%
Creative	3,500	0.2x less concentrated than London average	7,550	6%

*Figure 3 – Table showing key employment sector data for the London Borough of Barnet*

### **Skills and training**

Having a workforce with the right skills, flexibility, attitudes and behaviours is an essential ingredient for economic growth. We will work in partnership with schools, Barnet and Southgate College, Middlesex University, Job Centre Plus, alongside work programme providers and the wider business community, to ensure that education and skills provision locally meets the needs of employers. We will ensure that those who live or study locally have opportunities to develop the skills that the market demands from employees and entrepreneurs – today and into the future. We will identify and support vulnerable people, including those at risk of being ‘not in education, employment or training’ (NEET), to ensure they make a successful transition towards employment. We will also work with development partners to maximise apprenticeship and training opportunities through regeneration and development schemes as this is recognised to provide a key positive benefit from regeneration and development activities for the communities most likely to be affected by the process.



## A borough of thriving town centres



Our objectives for delivering a borough of thriving town centres are:

- **Diversification and identity of town centres** – Engage with, support and incentivise businesses and property owners to deliver an improved mix of uses in town centres, including the delivery of new homes, workspace, leisure, health and community facilities. Work with Town Teams of local traders, residents and community groups to promote and celebrate the unique characteristics of the borough’s town centres.
- **More joined-up service delivery for healthy high streets** - Ensuring we provide more coordinated services, across the council, to address issues such as planning enforcement, anti-social behaviour, licensing, street cleansing, waste collection and parking, and to plan high streets around health and well-being.
- **Deliver high quality workspace** - Leverage council assets and development sites in the borough to support the delivery of high quality workspace that targets the boroughs strategically important sectors – for both new and existing businesses.
- **Build on existing strengths to create a thriving night time economy** – Including maximising the creative potential from a growing leisure offer that enhances the range and quality of local food and drink, heritage, culture and arts on offer.

### **Diversification and enhancing town centre identity**

Barnet has 30 high streets and town centres. With changes in shopping habits and the wider economy many of our high streets are struggling with vacant shops. There is a need to diversify the role of town centres so that they become recognised social and community hubs as well as economic centres, supported by new housing development as set out under ‘A growing borough’.

Better curation of the high street ‘offer’ will be required as part of a more sustainable mix of uses. Town centres should become home to not only shops, but businesses, GP surgeries, leisure facilities and community services. In appropriate locations, this should include a healthy night time economy. The night time economy in Barnet has grown in recent years but at slower rate than in similar boroughs. The council will therefore work with local partners to better define and build upon our town centre identities and their distinctive qualities; we hope to use this understanding to better promote their value.

Building on a pilot scheme undertaken in Burnt Oak, we would like to establish new working methods across the council to ensure that we get the basics right in town centres. This includes making sure that they support improved health and well-being, promote active travel, and improve safety, whilst also taking a more visible and coordinated approach to addressing issues such as planning enforcement, anti-social behaviour, licensing, street cleansing, waste collection and parking.

**[Image – Burnt Oak Town Centre / BOOST project / Community Payback]**

**[Text overlay]**

***“Joined up service delivery pilot - Burnt Oak***

*Following continuous reports of anti-social behaviour, the council worked with the local community, Metropolitan Police, several charities and support agencies (including the Westminster Drugs Project and Burnt Oak Community Kitchen) to improve public safety and increase town centre footfall. The BOOST programme supported people to develop employment skills, many people are now employed by the local business community. In addition, repairs to damaged fencing on Watling Avenue, gating-off of dangerous stairwells, the introduction of CCTV, and work with Community Payback to clean-up the area, have all helped to reduce crime.”*

## **Employment in Town Centres**

The Growth Strategy reflects the changing nature of work and seeks to increase the amount and variety of flexible and appropriate workspace and maker spaces made available for small businesses within town centres. To encourage entrepreneurship in the borough we want to ensure there are many accessible entry points to enterprise and employment and opportunities across education levels, to individuals of all ages, and to support diverse tenure options for traders. To facilitate this, the council will actively encourage greater variety in the typology of workspace provision in developments across Barnet’s town centres including use class B1 and will seek to concentrate a mix of commercial, community and other activity within town centres.

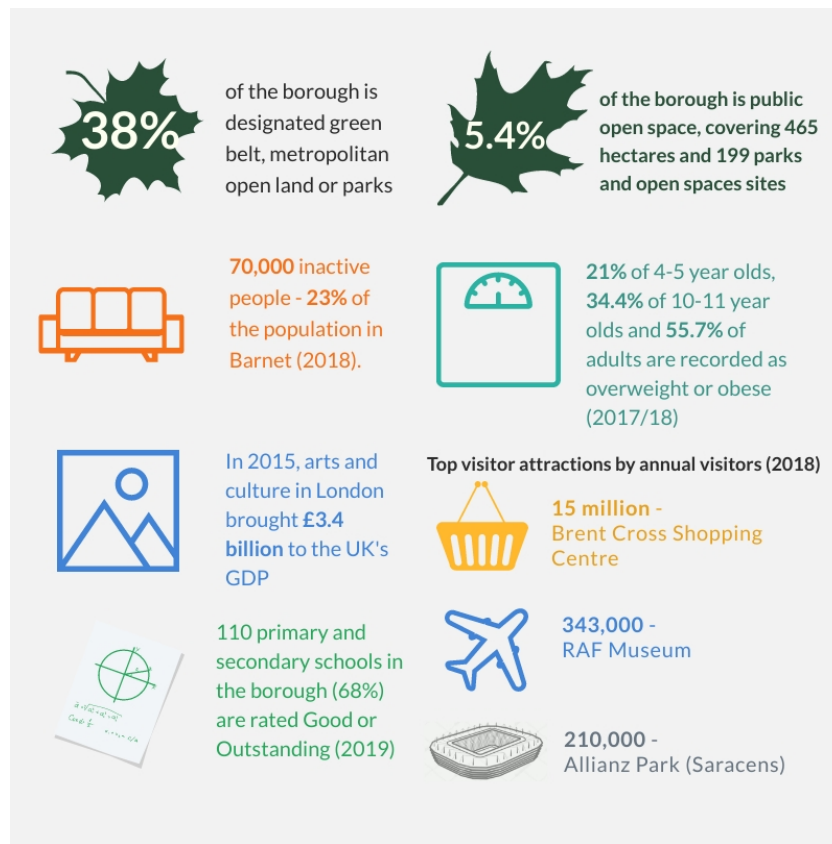
*[Image – Brent Cross North or South showing commercial / mixed-use area]*

[Text Overlay]:

### ***“Brent Cross Metropolitan Town Centre***

*The comprehensive regeneration of Brent Cross will deliver a new Metropolitan Town Centre providing a range of uses, including new homes, commercial space, an expanded retail offer, destination leisure and entertainment, cultural and arts facilities, restaurants, hotels as well as open space. A new commercial quarter will be delivered around the new Brent Cross West train station with 400,000m2 of office development providing over 19,000 jobs; offering the potential for significant inward investment into the borough, whilst also supporting the creation of new employment spaces for smaller and start-up businesses.*

## A great borough to live in and visit



Our objectives for delivering a great place to live in and visit are:

- **Delivering social infrastructure to support growth** - Ensuring that schools and leisure, health and community facilities are delivered to support areas of growth and regeneration.
- **Getting the best out of the borough's green assets** – Improving the quality of parks and open spaces and addressing deficiencies to support new homes and ways of living; to maximise the opportunity for improving health and wellbeing.
- **Growing the visitor economy** – Encouraging, supporting and promoting Barnet's leisure and hospitality sector to deliver a great experience for visitors as well as residents.
- **Providing a broader canvas for creative industries** – Closer engagement with creative sectors, alongside support for new local leisure and cultural destinations.
- **Brent Cross as a destination** - unlocking the potential of the area as a broader cultural and leisure destination of national significance.

## **A great borough to live in**

Barnet is a family-friendly borough where children, young people and adults all have the chance to enrich their lives. The borough already benefits from numerous parks and open spaces; high-quality schools, health and community facilities; and a diverse arts and culture offer. To ensure that Barnet can accommodate future growth while remaining a great place to live, the council will deliver the schools, leisure, health and community facilities that are needed to support new and existing populations, whilst exploring opportunities to combine such facilities where it would contribute to an ability to improve health and wellbeing or other outcomes for residents.

*[Image – UNITAS]*

### ***“UNITAS - Youth Facility in Burnt Oak / Colindale***

*In partnership with Onside, a national charity providing youth services, the Council has helped to fund the delivery of a new multipurpose youth facility on the edge of Silk Stream Valley Park to provide affordable access for children and young people to a wide range of sports and activities.*

The council recognises the benefits of physical activity and the contribution it makes to improving our physical and mental health. There is a need to address low levels of physical inactivity and sustain existing participation whilst mitigating for an increasing proportion of flatted development which should support health and wellbeing in the borough over the long term. The council is therefore seeking to improve the quality of open spaces and local leisure facilities. This includes transformational investments in our leisure facilities such as the completion of two new leisure centres at Barnet Copthall and within Victoria Recreation Ground, New Barnet.

Our parks in Colindale and Brent Cross will also benefit from investment with an improvement programme taking place in Silkstream/Montrose Playing Fields, Colindale and Rushgrove Parks in addition to Claremont Open Space. This forms part of a strategic approach to improve and enhance a future offer which includes developing masterplans for sport, recreation and engagement. A key element of delivering priorities and addressing demand will focus on the Councils Playing Pitch Strategy and Indoor Sport and Recreation Study which identifies key growth locations as areas of focus. More broadly the council is seeking to ensure its parks and other public spaces are accessible

and better connected. Collectively through an enhanced offer in town centres and parks, with available and meanwhile spaces utilised for more temporary pop-up events, places will become more animated and provide a better ‘sense of place’.

*[Images – Sports hubs / parks / playground proposals]*

***“Delivering our Parks and Open Spaces Strategy***

*Barnet is committed to being one of the greenest boroughs in London and is currently working to deliver on the aspirations set out in the Parks and Open Spaces strategy. Current progress includes commencement of a £7m transformation of Silk Stream Valley Park, whilst masterplan proposals for Sports Hubs at Copthall and West Hendon have now been approved, alongside plans for improvement of traditional open spaces such as Victoria Park in Finchley.”*

The council recognises that there is a need to address low levels of physical activity and mitigate for an increasing proportion of flatted development to support health and wellbeing in the borough over the long term. The council is therefore seeking to improve the quality of open spaces and local leisure facilities, including transformational investments to parks in Colindale and Brent Cross, alongside the delivery of three hubs for formal and informal sports. More broadly the council is seeking to ensure its parks and other public spaces are accessible and better connected. Collectively through an enhanced offer in town centres and parks, with available and meanwhile spaces utilised for more temporary pop-up events, places will become more animated and provide a better ‘sense of place’.

### **A great borough to visit**

As a visitor destination Barnet has many existing regionally recognised strengths including London’s only Registered Battlefield, parts of Hampstead Heath and the Garden Suburb, the RAF Museum London, and Saracen’s RFC. It is also home to a range of more local arts and cultural assets including Arts depot, the Phoenix Cinema and Barnet Museum. Barnet has not made the most of its visitor assets and we will seek to address this through the Growth Strategy. We aim to increase the capture of leisure expenditure within the borough both from residents and visitors by generating further opportunities for economic development.

**[Image - Barnet Medieval Festival, held annually in Chipping Barnet]**



The council will seek to ensure the potential from growth is maximised and that Barnet becomes an even better-known place to visit. It will firstly work with partners to provide an enhanced offer around existing regional and local destinations. Brent Cross especially, as a new metropolitan town centre, will become cultural and leisure destination of national significance; we will work with our partners to curate a unique, inclusive, and family-friendly offer.

Secondly, around the rest of the borough, opportunities to build on Barnet’s existing character and improve the quality of our open spaces will see delivery of new local and regional leisure and recreation destinations. Barnet’s Green Belt will contribute to the creation of a regional park that celebrates a greener, healthier and wilder Barnet. In conjunction with these leisure and recreational investments, the Council will seek to support the associated hospitality industry services such as accommodation and food offerings that will help ensure a great experience for visitors.

## Consultation and engagement

In the 2018 action plan for its Community Participation Strategy - Barnet Together, the council committed to working in partnership with the voluntary, community and faith sector (VCFS) to build resilient communities. One of the ways it can do this is by enabling representation and community voice; facilitating a dialogue with residents, ensuring the council's engagement reaches all the borough's communities and securing involvement from residents in the decisions that affect them.

Residents and local businesses are key partners in any regeneration scheme. We want to make sure that the people who live and work in Barnet are fully engaged throughout the lifetime of our schemes. Local people hold unique local knowledge that can help improve the vision and design of projects, whilst a sense of local pride and ownership can also be generated when local people are fully involved.

The council will develop engagement management plans for each project, to:

- Ensure a regular, local presence is onsite throughout the delivery of developments allowing community members to drop in and obtain updates.
- Ensure that engagement activities are designed to be inclusive and allow all voices to be heard, especially those groups who tend to be under-represented.
- Work with the Voice of the Child team, to ensure we design and implement our engagement strategies appropriately so that we reach children, young people and families.
- Support Partnership Boards (typically chaired by a local resident) that not only feed into the development process, but maintain oversight of important issues such as the delivery of employment and skills benefits throughout a regeneration programme.
- Engage with Town Teams and use them as a foundation for ongoing town centre engagement.
- Use collaborative design process where appropriate to help build greater social capital, offering opportunities for local people to develop new skills and foster local relationships.

*[Image – Consultation Event – Upper and Lower Fosters]*

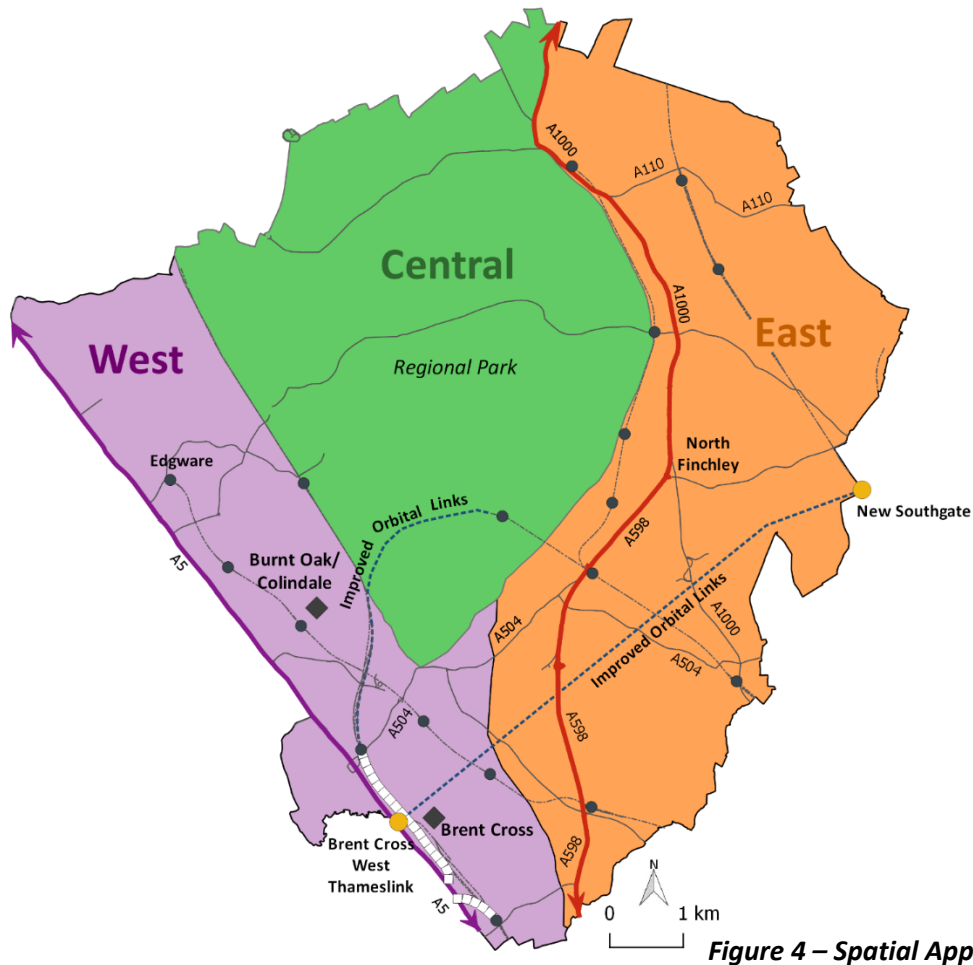
[Text overlay]:

*“Upper and Lower Fosters Estate – A masterplan was developed in collaboration with residents”*



## Spatial approach

We have developed a spatial approach to the delivery of regeneration and growth that splits the borough into three broad areas: west of the borough, a central area at the heart of the borough and the east of the borough. Key diagrams and priority interventions for each area are set out in this chapter, whilst the delivery plan that accompanies this strategy sets out more detailed projects.



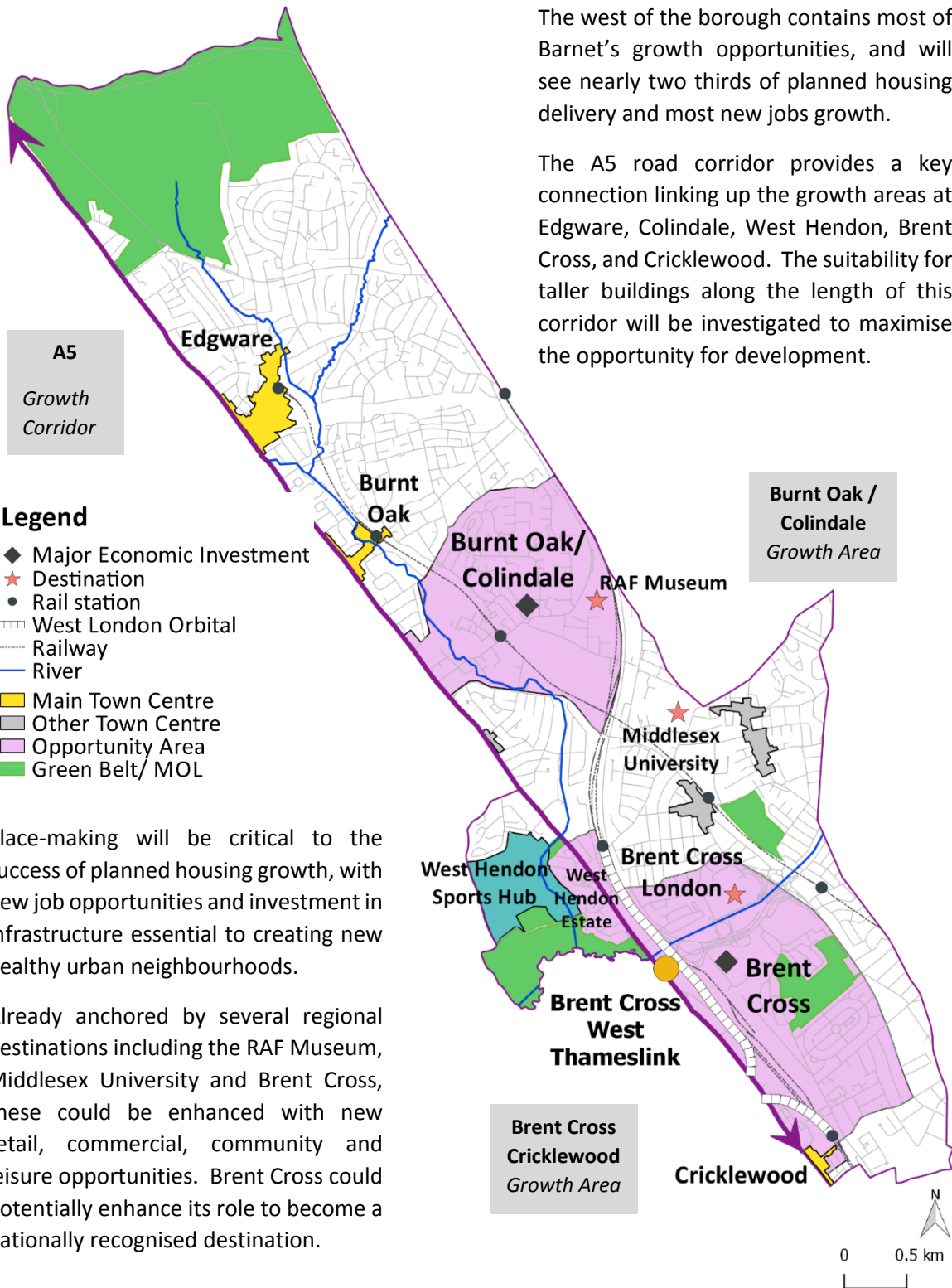
**Figure 4 – Spatial Approach**

Figure 4 also highlights the critical boroughwide importance of transport improvements including:

- Two proposed new rail lines (Crossrail 2 and West London Orbital) and their associated stations,
- Two potential new strategic orbital connections addressing poor interconnections between radial rail lines through new fast public transport connections between key transport nodes, and
- two strategic radial road corridors that provide strategic connections through the borough and between our town centres, where the potential for growth requires a 'healthy streets' approach.

Whilst this strategy provides a direction of travel, the forthcoming transport strategy will provide greater clarity around the nature of required strategic transport and road corridor improvements.

## West of the borough



The west of the borough contains most of Barnet’s growth opportunities, and will see nearly two thirds of planned housing delivery and most new jobs growth.

The A5 road corridor provides a key connection linking up the growth areas at Edgware, Colindale, West Hendon, Brent Cross, and Cricklewood. The suitability for taller buildings along the length of this corridor will be investigated to maximise the opportunity for development.

Place-making will be critical to the success of planned housing growth, with new job opportunities and investment in infrastructure essential to creating new healthy urban neighbourhoods.

Already anchored by several regional destinations including the RAF Museum, Middlesex University and Brent Cross, these could be enhanced with new retail, commercial, community and leisure opportunities. Brent Cross could potentially enhance its role to become a nationally recognised destination.

Strengths, weaknesses, opportunities and threats

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <b>Delivery of New Homes</b> - To date 5,321 new homes have been delivered in West Hendon and at Colindale. Further growth is planned at Brent Cross and Colindale.</li> <li>• <b>Good radial connections</b> – Northern Line and Thameslink connecting Barnet to central London</li> <li>• <b>Visitor Economy</b> - Brent Cross London, Middlesex University and the RAF Museum draw visitors into the borough</li> <li>• <b>Retail Growth</b> - Retail strength at Brent Cross London and growth in retail floorspace in Cricklewood town centre</li> <li>• <b>Employment Space</b> - Strong concentration of employment space and concentration of storage and distribution spaces next to the M1.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <b>Arts and Culture</b> - Currently limited role for creative industries in the West including a poor arts and culture offering.</li> <li>• <b>Orbital Transport</b> - Limited orbital routes to the rest of the borough and neighbours. Also areas of growth with very low PTALs.</li> <li>• <b>Deprivation</b> - Some of the highest levels of deprivation are in the West of the Borough including Childs Hill, West Hendon, Colindale and Burnt Oak: average income tends to be lower and the Joint Strategic Needs Assessment highlights health inequalities.</li> <li>• <b>Place-making along the A5</b> - Challenges arise in securing joined-up placemaking efforts in relation to development along the A5 as it is the boundary between several London Boroughs.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <b>Growth</b>- Potential for growth and mixed use development along A5 and A41 corridors that create places for living, employment, leisure and social interaction.</li> <li>• <b>Night-time economy</b> - Night tube provides opportunity for enhanced night time economy</li> <li>• <b>Town Centre Intensification</b> – Further potential for intensification in Edgware and Cricklewood.</li> <li>• <b>Workspace</b> - The west of the borough offers a suitable location for new affordable workspace and spaces for creative industries.</li> <li>• <b>Healthy Travel</b> – New pedestrian and cycling route along Silk Stream, West London Orbital rail could collectively help address traffic congestion and air quality issues.</li> <li>• <b>The Welsh Harp SSSI</b> - offers a unique opportunity for leisure, health and well-being.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <b>Public transport</b> – the scale of growth and availability of public transport options may affect capacity on the Northern Line.</li> <li>• <b>Employment space</b> – Residential development without mixed uses risks further loss of employment sites. Existing low and decreasing employment level in Cricklewood</li> <li>• <b>Change in the retail sector</b> – Uncertainty in the retail market has delayed the ability to progress Brent Cross North.</li> </ul>

The west of the borough will see significant development investment through to 2030 providing a more comprehensive opportunity for change. Some of the highest levels of deprivation in the borough are found in the west, but it benefits from being well-connected by road, tube and rail and this connectivity is set to improve with the Brent Cross West station, and improved opportunities for walking and cycling. The West London Orbital railway will further enhance this.

To date 5,321 new homes have been delivered in West Hendon and Colindale and further new housing, jobs growth and animation along the A5 and A41 will transform the area into a sustainable and dynamic urban area for living, employment, leisure and social interaction. This development is building on existing strengths, including Brent Cross Shopping Centre, the Welsh Harp SSSI, the RAF museum and Middlesex University to deliver new and improved leisure and retail destinations alongside strategic economic hubs that will provide significant local employment opportunities.

### **A5 Growth Corridor (Northern Section):**

The A5 Corridor links all the growth areas across the west of the borough, presenting a key initial corridor of change that should be the focus of a healthier approach to placemaking and streetscape. In the longer term, the barriers and inaccessibility of the A1 and A41 road corridors also need to be addressed, in partnership with TfL, to unlock further growth opportunities.

Transformation of **Edgware** town centre will see the opportunity to plan for over 5,000 new homes, alongside local business growth, and a re-balancing of uses such as a growing role as a local leisure destination. The economic boost will build on the strength as one of Barnet's best-connected areas; strengthening place-identity through public realm investments, transforming the heart of the shopping area with mixed uses, and ensuring infrastructure is delivered to support the new housing.

The **Burnt Oak and Colindale Opportunity Area** will be extended to increase delivery to at least 12,500 homes, including further regeneration at estates alongside newly identified sites. The **Colindale** area will continue to make the largest overall contribution to housing delivery in the borough. Plans will include a way forward for the regeneration of **Grahame Park**, Barnet's largest housing estate.

This scale of growth is to be supported by new schools, health and community facilities. In terms of physical infrastructure, enhancements to the capacity and accessibility of transport connections, alongside place-making investments to the streetscape, will deliver a liveable urban neighbourhood. Transformative investments in high-quality open spaces will see underused parks beginning to provide a joined-up high quality green link along the entire length of the Silk Stream corridor to West Hendon.

Colindale will benefit from the economic boost of becoming the local hub for public sector jobs. It is also home to the RAF museum. The potential to enhance the area's role as a visitor destination should be further explored. Support for existing and new businesses locally, as well as activity to improve employability, will further animate the area. Work sustaining the vitality of **Burnt Oak** will be also be important, including to unlock the potential for over 1,000 homes in the vicinity of the town centre.

*[Image – Completed or under construction development in Colindale Growth Area]*



Emerging opportunities near **The Hyde** industrial estate point to an expansion of the **West Hendon** regeneration area to create a new urban quarter with over 3,000 homes. The area will benefit from investment in the West London Orbital Line, alongside bus connections and streetscape improvements that will animate West Hendon Broadway. Improved community facilities, schools and opening-up the Silk Stream river corridor will further community life and bring a greener and more pleasant character connecting to a transformed West Hendon playing fields.

Recognising its strategically central location, regeneration opportunities in Hendon around the key destination of **Middlesex University** alongside **Brent Street** town centre will balance conservation of local character with place-making investments delivered on the back of 1,000 new homes and student bedspaces that will enhance this area. They will provide a key link between the A5 growth areas to the other development areas in the east and centre of the borough.

**A5 Growth Corridor (Southern Section) and Brent Cross Metropolitan Town Centre:**

The Brent Cross Cricklewood opportunity area is designated in the London Plan, and will expand to take in emerging opportunities. Growth is unlocked by delivery of a new mainline Thameslink Station, which involves significant reconfiguration of the rail lines. The new Brent Cross West station will be delivered by 2022 using £416.5m of grant funding from central government. The new station will offer a connection to Kings Cross, and to Old Oak Common and Heathrow via the West London Orbital when commissioned.

*[Image – Brent Cross Growth Area – either map, masterplan or area-wide CGI]*



Additional planned enhancements to bus services through a new bus station and bridge links will further catalyse growth. Placemaking investments will improve the streetscape for new cycling and walking networks. Overall this area will become one of the best-connected locations in outer London, unlocking the potential opportunity of this new metropolitan town centre for new homes and jobs, as well as an enhanced role for visitors as a premier destination in north west London.

The overall scheme, which will deliver more than 7500 new homes, takes in various areas where regeneration is led by a key partner:

The centre of the new metropolitan town centre will be **Brent Cross South** that will secure more than 6700 new homes and up to 19,000 jobs over a 15-20-year period. The scheme focuses on a new town centre which will be delivered alongside new schools, as well as new leisure and community facilities that will support the recognition of the area as a family friendly destination for play and leisure.

Transformation and expansion of the existing shopping centre in **Brent Cross North** will see it fully integrated into the new metropolitan town centre providing a visitor destination that delivers at least 8,000 jobs, alongside place-making activities such as major improvements to the river corridor and re-integration of the shopping centre into the local area.

Extension of the opportunity area around **Brent Cross West**, linked to the opening of the new station and the future West London Orbital connection, will facilitate the delivery of further homes and jobs through a gateway development that will unlock growth in the London Borough of Brent's emerging Staples Corner Growth Area; joint master planning is needed to unlock the potential of this area.

The town centre in **Cricklewood** already has a distinct inner London character. The new West London Orbital Line's ability to unlock the full potential of emerging sites, could see 2,000 homes delivered near to this upgraded station. Working with the neighbouring boroughs of Camden and Brent, the council will ensure that the delivery of homes is accompanied by significant joined-up placemaking improvements to enhance the A5 Edgware Road and Cricklewood Lane streetscapes alongside delivery of new and improved town centre public open spaces.

*[Image – Cricklewood]*



Our priorities for delivering growth in the west of the borough are:

#### All

- *A5 Corridor transport study* – required improvements to transport infrastructure and relationship to unlocking growth opportunities.
- Support delivery of *West London Orbital railway*
- *A5 Corridor heights study* – review of building heights and design.
- *Visitor destinations study* – to explore the potential for leisure and cultural destinations, and the role required of the council to facilitate them.

#### North

- Work with LB Harrow to develop comprehensive spatial and economic plans for town centre diversification and intensification at *Edgware*.
- Work with neighbouring boroughs to ensure the vitality of *Burnt Oak* and deliver site opportunities.
- Continue coordination of development across *Colindale* including working with Notting Hill Genesis to deliver estate regeneration at Grahame Park alongside the GLA and TfL for a comprehensive approach at Colindale underground station. Deliver key infrastructure improvements to the public realm and open spaces.
- Continue regeneration activities at Upper and Lower Fosters and explore housing opportunities at Belle Vue Estate and in Brent Street to complement this work.
- Support emerging housing opportunities around *The Hyde* industrial estate through expansion of the *West Hendon* regeneration area to create a new urban quarter.

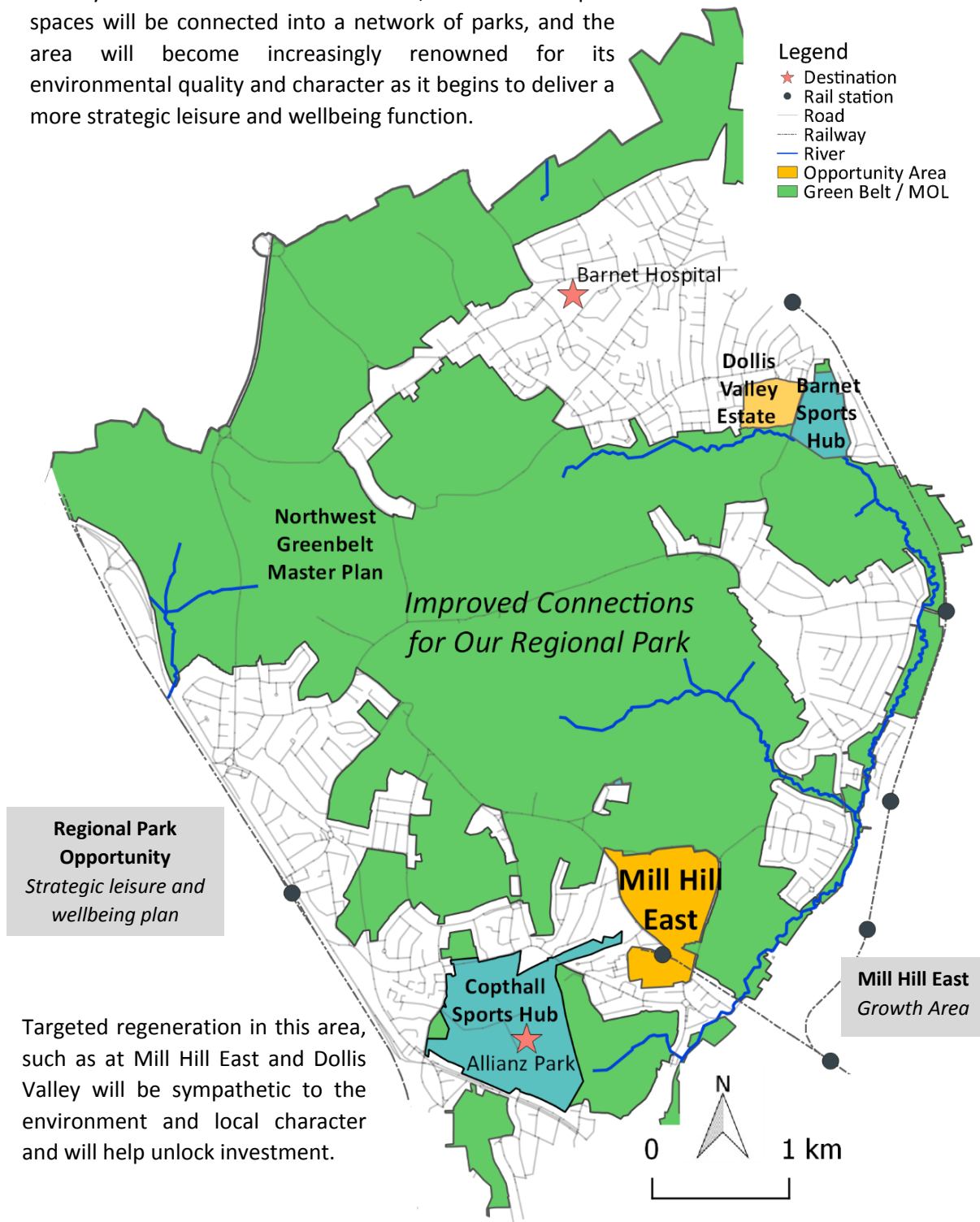
#### South

- Deliver comprehensive regeneration at *Brent Cross* including:
  - Delivery of the new Brent Cross West Thameslink Station
  - Commencement of construction work at Brent Cross South
  - Work with Hammerson and Aberdeen Standard Investments to bring forward Brent Cross North
  - Work with LB Brent to plan development at Brent Cross West.
- Delivery of infill housing at Granville Road
- Prepare for town centre intensification at Cricklewood and update the town centre strategy to maximise the opportunity for leisure facilities and affordable workspace (including spaces for arts and culture), public realm improvements, enhancements to the night time economy, and improve appearance / environment of centre.



## Centre of the borough

The central area, the heart of the borough, will become a recognised regional destination for leisure and the enjoyment of the outdoors; as well as an environment that is family friendly and where residents can stay active and healthy. Facilities will be enhanced, inaccessible open spaces will be connected into a network of parks, and the area will become increasingly renowned for its environmental quality and character as it begins to deliver a more strategic leisure and wellbeing function.



**Regional Park Opportunity**  
Strategic leisure and wellbeing plan

Targeted regeneration in this area, such as at Mill Hill East and Dollis Valley will be sympathetic to the environment and local character and will help unlock investment.

The centre of the borough is characterised by a significant number of public open spaces and areas of metropolitan significance for biodiversity alongside ancient woodland. It is also home to many local and regional sports clubs, together with Saracens RFC. Accessibility and connectivity are however the greatest challenges with limited public transport infrastructure and open spaces that are not accessible to all. We want to build on these strengths and mitigate the weaknesses to enable Barnet’s green heart to become a recognised regional destination for leisure and the enjoyment of the outdoors, providing an anchor for jobs in health, leisure and wellbeing sectors; as well as providing an environment that is family friendly and where residents can stay active and healthy.

**Strengths, weaknesses, opportunities and threats**

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <b>Sports and Healthy Living</b> - There are a significant number of local and regional sports clubs, including Saracens RFC.</li> <li>• <b>Accessible Open Spaces</b> - Significant public open spaces including along the Dollis Brook and around Mill Hill.</li> <li>• <b>Protected Green Spaces</b> - Areas of metropolitan significance for biodiversity and ancient woodland.</li> <li>• <b>Conservation</b> - Conservation areas that celebrate historic character and architecture.</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <b>Accessibility</b> - Accessibility is the greatest challenge, limited public transport infrastructure, also most open spaces do not provide for wheeled mobility.</li> <li>• <b>Road Network</b> - Road network capacity is limiting movement and safe cycling routes.</li> <li>• <b>Telecommunications Coverage</b> - Gaps in telecommunications coverage in areas of open space.</li> <li>• <b>Collaboration</b> - Coordination between sports organisations and a willingness to share facilities / resources is limited.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <b>New Housing</b> - Relocation of institutions is continuing to provide opportunities for new housing development around Mill Hill East as well as new community and SME spaces.</li> <li>• <b>Regional Park</b> - The potential for a regional park within the borough is discussed in the Mayor’s Green Grid Special Planning Guidance.</li> <li>• <b>Citizen Engagement</b> - Engaged local community groups are proactively championing projects in Mill Hill.</li> <li>• <b>Sport Investment</b> - Interest in contributing towards new and improved facilities from sport governing bodies</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <b>Small and Medium sized enterprise</b> - Several concentrated areas of employment floorspace around Mill Hill. These provide valued space for SMEs but are at risk from pressure for residential development.</li> </ul>

### **A regional park at the centre of our borough**

At the heart of the borough is a large area of green belt and metropolitan open land that provides an extensive network of farms, parks and open spaces, footpaths and bridleways that act as an escape from urban living within London and form a key part of Barnet’s suburban identity. Together these significant areas of land could be improved to deliver better health and wellbeing outcomes for Barnet and North London. The centre of the borough will deliver a low proportion of growth.

*[Image - Copthall Leisure Centre]*



To maximise the potential of this part of the borough will require two key changes, the first is improved transport including orbital and radial connections that will be critical to enhancing the overall accessibility across and to the area. Active travel improvements, particularly to improve public transport, walking and cycling linkages with existing destinations such as **Barnet Hospital** and the **Middlesex University** will be a critical starting point; investment in wider walking and cycling networks will open new leisure routes and unlock the wider potential of the whole area.

The second will be to secure major investment in leisure and wellbeing oriented destinations such as **Copthall Sports Hub** and **Barnet Sports Hub** that will see significantly improved formal and informal sports facilities alongside key regional investments such as the new £23m West Stand for Allianz Park stadium that will provide facilities for Middlesex University Sports Institute. Delivery of Barnet Sports Hub has been partially unlocked through our partnership to build 631 new homes at **Dollis Valley Regeneration Estate** that will also see new local educational and community facilities delivered.

The Dollis Valley river corridor arcs across the top and eastern edge of the area, ending at the Welsh Harp. The semi-rural protected open spaces of the **Upper Dollis Brook** offer an opportunity for improved open spaces, enhanced biodiversity and a new approach to management as a destination conservation area. Further eastwards, the extensive public open spaces are divided by trunk roads (A1 and M1), these present both challenges and opportunities that should be fully explored through a **North West Green Belt** masterplanning process.

Privately maintained public open spaces are providing new green links as part of the **Mill Hill East** Growth Area; progress with schemes to date includes homes, roads, parks and a school. Emerging new sites will ensure that 2,500 homes are delivered by 2030 in a way that will respect the suburban character whilst also improving access into green belt. Regeneration has further seen local redundant employment spaces improved and new opportunities for SMEs opening-up.

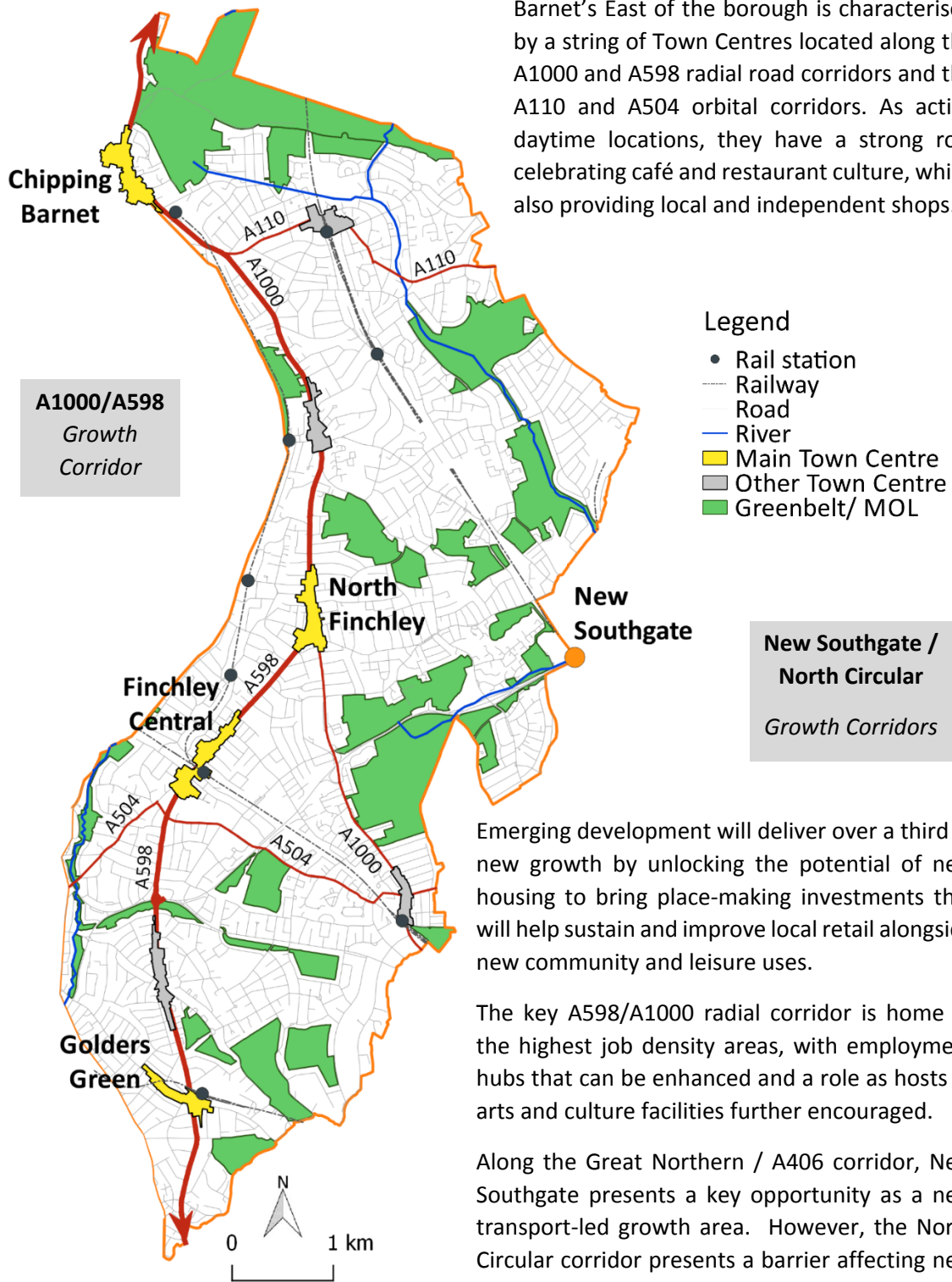
*[Image – Mill Hill East development (with park or open space in foreground)]*



Our priorities for delivering growth in the centre of the borough are:

- Consideration of the steps and actions required over the timeframe of this strategy to explore the opportunity for a *regional park*.
- Continuation of the *Dollis Valley* regeneration scheme alongside an improved local health and wellbeing offer through delivery of a new sports hub at Barnet Playing Fields.
- Continued suburban housing delivery around *Mill Hill East* with appropriate expansions to accommodate newly emerging sites that will be designed to respect local character.
- Step free access and improved transport interchanges to be provided at the key east-west gateways: *Mill Hill East station* and *Mill Hill Broadway station*.
- Investment in *orbital transport* to provide a reliable and fast east-west connection across the borough, alongside wider bus route improvements to significantly improve connectivity across the area and to key destinations such as *Copthall Sports Hub*.
- New and improved cycle paths, walking routes and bridleways to grow a vastly improved network of *green leisure links* across and around the centre of the borough.
- A *North West Green Belt masterplan* to consider options and opportunities for a destination leisure use in the A1 north-western gateway into the borough's greenspaces.
- A partnership to provide a conservation-minded leisure destination in the *Upper Dollis Brook* that improves access to open spaces and connectivity across the borough.

## East of the borough



Barnet’s East of the borough is characterised by a string of Town Centres located along the A1000 and A598 radial road corridors and the A110 and A504 orbital corridors. As active daytime locations, they have a strong role celebrating café and restaurant culture, whilst also providing local and independent shops.

Emerging development will deliver over a third of new growth by unlocking the potential of new housing to bring place-making investments that will help sustain and improve local retail alongside new community and leisure uses.

The key A598/A1000 radial corridor is home to the highest job density areas, with employment hubs that can be enhanced and a role as hosts to arts and culture facilities further encouraged.

Along the Great Northern / A406 corridor, New Southgate presents a key opportunity as a new transport-led growth area. However, the North Circular corridor presents a barrier affecting new and existing communities that needs addressing.

The town centres in the east of the borough provide the base for a range of cultural activities, a varied food and drink offer and concentrations of office space. The long linear high streets have in some diluted the town centre offer, making the fringes less attractive. Building on the town centre strategies that are already in place to support identity, improve public realm and guide development in North Finchley, Finchley Central and Golders Green, and the investments the council is already making in Chipping Barnet and Finchley Central through the town centres capital programme, we want to work in partnership to enable successful town centres and high quality suburban neighbourhoods.

### Strengths, weaknesses, opportunities and threats

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <b>Employment</b> - North Finchley and Finchley Central have high levels of employment within the town centre and perform well when compared with other similar sizes centres across London.</li> <li>• <b>Local Offer</b> - Town Centre strategies are in place to support identity, improve public realm and guide development in North Finchley, Finchley Central and Golders Green.</li> <li>• <b>Town Centre Investment</b> - Council is investing in the East through its Town Centres capital programme in Chipping Barnet and Finchley Central.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <b>Air Quality</b> - Air quality along key road corridors is poor and opportunities to improve this are being explored.</li> <li>• <b>Town Centre</b> - A number of the town centres in the east of the borough have long, linear high streets. In many cases, such as North Finchley, this dilutes the town centre and makes the fringes less attractive.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <b>New Southgate</b> - Identification of growth opportunity at New Southgate with the delivery of transport improvements such as Crossrail 2 and the potential for decking over the North Circular Road.</li> <li>• <b>North Finchley</b> - Plans for curation of the town centre and an increase in housing in North Finchley are underway.</li> <li>• <b>Office Space</b> - There are concentrations of office spaces in the town centres in the east of the borough and more opportunities for the night time economy to offer a range of options for workers after office hours.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <b>Employment floorspace</b> - Some town centres have seen declines in employment floorspace over the past five years such as Finchley Central.</li> <li>• <b>Retail Sector</b> - The retail sector faces many challenges, from increasing costs to the increase in internet shopping.</li> <li>• <b>Traditional Town Centres</b> - Some traditional larger town centres, such as Chipping Barnet, have seen a decline in employment.</li> <li>• <b>Cultural Offer</b> - There is a strong range of cultural activities, cafes and restaurants in this area. However, there is a loss of spend to central London locations and an opportunity to encourage local spend.</li> </ul>

We will explore the options for delivery of housing in town centres in ways that are sensitive to their heritage and character whilst also helping to unlock investment to address the economic challenges they face. By improving the public realm and local environment, as well as investing in social and economic development, we'll help to support the rich and diverse cultures, and unique identities that they already reflect and celebrate. We seek to enable the businesses and landowners to invest in the future of their high streets. We recognise there are many cultural assets in this part of the borough and therefore there is an opportunity to enhance the current cultural offer by fostering new spaces and places where artistic and creative communities can come together.

### **A1000 / A598 Growth Corridor**

There are three key clusters of town centres along this growth corridor that together present substantial regeneration opportunities for the borough to deliver growth and support local needs. They have the potential, over time, to deliver substantial new housing opportunities in a way that will support local retail in a challenging market, whilst enhancing the provision of workspace for SMEs, alongside providing an opportunity to build on the existing strong arts and cultural presence to deliver an enhanced local leisure and community facilities offering.

Connecting with **Chipping Barnet** town centre, the A1000 links to the **A110 major thoroughfare** and **New Barnet** town centre that collectively should benefit from a potential for supportive housing-led investments that will inject investment and activity into these high streets. Investment should be targeted and recognise demographic shifts, whilst helping to grow demand for local services and sustain the local offer. Existing diverse local retail and leisure offers currently include some retail alongside a wide range of community and leisure-oriented institutions. Both areas have a strong history of affordable workspaces that generate town centre footfall that should be sustained.

The economic core and greatest areas of opportunity along the **A598 / A1000 growth corridor** forms a sort of 'Finchley Triangle' of town centres that are connected by major thoroughfares; namely **North Finchley, Finchley Central** and **East Finchley** town centres, with **Whetstone** in close proximity. The strength of these areas lies in their diversity of uses, including strong existing food and drink sectors and strong cultural institutions such as Artsdepot. In addition, they provide the highest concentration of private sector jobs in the borough, acting as a hub for the financial and professional services sector, as well as being home to two of the largest employers (McDonalds and Pentland).

This area presents a strategic opportunity for mixed use development including the largest proportion of homes planned across the east of the borough. They will need to come forward alongside new and replacement workspaces, enhanced leisure and community facilities, and public realm investments. Curation of the high streets will be a key tool for change, alongside support for selective investments that tap into the creative potential of each area, including for new music, arts and culture assets.



*[Image – North Finchley – either existing town centre or CGI of proposals]*



**North Finchley** has the potential to be upgraded to a ‘Major Town Centre’, but needs there are a number of challenge that need to be tackled, including the length of the high street and diversification of the offer provided, the fragmented state of ownership preventing comprehensive investment and renewal, and poor quality public realm and traffic dominance that creates an unwelcoming environment. It exemplifies the challenges across this area. The council and its partners are already preparing a new and ambitious programme of revitalisation, for which a partnership approach – working closely with developers, businesses and residents – could become a blueprint for other town centres to improve visitor experience, drive growth and ensure future sustainability.

The corridors between these town centres are also provide key locations for leisure and employment that either could be built upon as local destinations or relocated to more accessible town centre locations. Delivering a healthy streets approach to improve the local streetscape along these corridors and in the town centres, will help support the rich and diverse cultural offering, unique place identities and enable local communities to invest in their futures.

Further southwards, **Temple Fortune** and **Golders Green** town centres provide town centres that include strong conservation protections and therefore offer less opportunity for housing-led investments. However, development opportunities near these areas including Golders Green and Finchley Roads should be encouraged to help support improvement of and investment in Golders Green town centre to help deliver the improvements identified within the adopted strategy.

### **The Great Northern and A406 Corridors**

On the border of Barnet, Enfield and Haringey the London Plan envisages a new urban quarter at New Southgate with around 2,300 homes in Barnet to be unlocked through connectivity improvements and place-making. If more significant and comprehensive developments are to come forward in this area then delivery of transport and place-making improvements will be required, alongside comprehensive planning for the opportunity area in partnership with neighbours and TfL.

In the meanwhile, the council will seek to bring forward appropriate development opportunities for underused sites through a planned approach using masterplans or planning briefs, for example at North London Business Park and Pinkham Way. More broadly sites across the area will only secure sustainable growth with the delivery of Crossrail 2 and/or other transport investments, alongside improvements to address the barrier effect of the North Circular Road. This corridor presents a key long-term opportunity for improvements in orbital transport connectivity that could also support new growth opportunities, if noise and air quality issues can also be addressed.

*[Image – North Circular Road / New Southgate – showing challenges / barrier]*

**[Text Overlay]:**

*“Transport investments to improve connectivity and remove barriers will be critical to delivering the potential for growth in the vicinity of New Southgate and along the North Circular corridor”*

Our priorities for delivering growth in the east of the borough are:

- Plan and prepare for the development potential of town centres and thoroughfares to bring forward growth that supports mixed uses and strengthens the character and potential of existing town centres and their associated corridors:
  - Explore the potential for town centre diversification and housing delivery at *Chipping Barnet* that builds on the heritage and character of the area.
  - Continue delivery of the Victoria Quarter masterplan and other mixed use and housing sites in *New Barnet* alongside place-making interventions.
  - Progress work in *North Finchley* to: deliver mixed use development, curate the high street, address challenges, improve the night time and cultural offer.
  - Prepare a framework to shape development taking place in *Whetstone*.
  - Support delivery of proposals from the *Finchley Central* town centre strategy.
  - Support delivery of proposals from the *Golders Green* town centre strategy
  - Work with TfL to shape developments at *High Barnet* and *Finchley Central*.
- Deliver *healthy streets improvements* to A1000, A598, A110, A504 corridors.
- Explore opportunities for infill housing delivery at *The Grange* and *Coppies Grove* estates.
- Prepare a masterplan for redevelopment and enhancement of *Great North Leisure Park* and surrounding areas, to consider the future potential for sports and leisure facilities, as well as opportunities for improved integration of sites including *Glebelands Open Space*.
- Work with TfL to plan for transport related growth, including preparation of planning frameworks for the *Great Northern rail* and *A406* corridors, as appropriate. For example, current plans for sites near *New Southgate* such as *Pinkham Way*.

## How success will be measured

Monitoring the impacts of growth will be key to ensuring that the extensive benefits to residents, businesses and communities from effective planned growth that are envisaged in this strategy are being delivered in practice. This will be particularly important as it is recognised in the health impact assessment that some interim impacts from regeneration activities, such as the noise and dust of construction, can have a negative impact on the communities living in proximity to sites.

The indicative indicators shown below set out some initial proposals for quantitative measures that could be used to monitor the delivery of regeneration and growth within the borough. Such tools will be used alongside more targeted qualitative assessments that will focus on scheme or area based impact assessments or project closure reports. The final set of quantitative tools and details of the approach to qualitative assessments will be defined within the final adopted strategy.

At this consultation stage we welcome input from stakeholders around areas of concern and interest around the impacts of growth and regeneration; together with clarification of any available sources of data that we could use to monitor the impacts of growth.

### Indicative Quantitative Indicators

#### A growing borough

Benefits	How we will measure success
More homes for local people	Number of new homes created
	Affordability vs Income ratio – not increase above 15X
More affordable homes	Number of new affordable homes delivered
Health and well-being	Health deprivation scores

#### A connected borough

Benefit	How we will measure success
NO2 reduced to an annual average of (TBC)	Reduction in NO2 concentration
Digital connectivity for businesses and homes	Ultrafast broadband rollout coverage (%)
New transport infrastructure delivered	Opening of Brent cross West
	Opening of WLO
	Opening of new Colindale tube

Increased used of sustainable / active travel	No of trips by bicycle/ walking/ public transport KM of streets delivered to Healthy Streets standard?
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**An entrepreneurial borough**

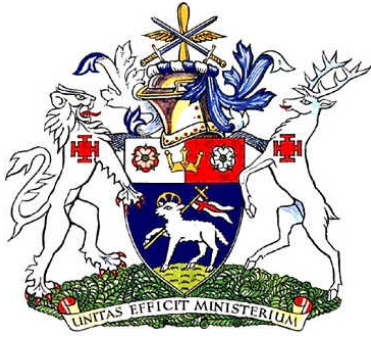
<b>Benefits</b>	<b>How we will measure success</b>
Increased demand for local supply chains	Value of contracts between contractors and local supply chains
New jobs and apprenticeships for local people	No of apprenticeships created and local employment No of construction jobs
Reduction in unemployment	
Reduction in youth unemployment	
Improved business survival rate	Number of Barnet businesses surviving for more than 2 years is 5%pts more than comparable boroughs

**A borough of thriving town centres**

<b>Benefits</b>	<b>How we will measure success</b>
Successful town centres with a mix of uses	Improved mix of uses (retail/leisure/community/residential/employment).
	Increased resident/ business satisfaction
	Reduction in crime/ antisocial behaviour
	Reduction in the amount of vacant properties
	Increased footfall across at least half of our town centres
Increased local spending	£ spent Percentage of residents who say they shop regularly on their local high street

**A great borough to live in and to visit**

<b>Benefit</b>	<b>How we will measure success</b>
Enriched lives for residents	Number of community/ cultural events
	Percentage of residents who are satisfied with their local area as a place to live
	Visitor numbers to key attractions
Improved quality and attractiveness of green spaces and public realm  Use of open spaces by local residents to improve physical activity and wellbeing	Sqm of improved public space
	Total investment that has been directed into leisure and greenspaces
	Measure of quality of open space – survey of users
Improved health and well-being	Number of residents accessing leisure facilities
	Total number of active residents as defined by Chief Medical Officer (CMO guidelines)
	No of young people / children / families engaged
	Social value contribution (SVC) of sport, health and community outcomes in Barnet. SVC currently identifies value of £9.7m (this is calculated by Greenwich Leisure Limited using an independently developed model.



# Assets Regeneration and Growth Committee

AGENDA ITEM 12

**13 June 2019**

<b>Title</b>	<b>Proposed Hendon Redevelopment SOC</b>
<b>Report of</b>	The Chairman of Assets, Regeneration and Growth Committee
<b>Wards</b>	Hendon
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Strategic Outline Case (SOC) - <b>Proposed Hendon Redevelopment</b>
<b>Officer Contact Details</b>	<a href="mailto:Suzi.carter@barnet.gov.uk">Suzi.carter@barnet.gov.uk</a> <a href="mailto:Chris.smith@barnet.gov.uk">Chris.smith@barnet.gov.uk</a>

## Summary

This report seeks approval of the SOC for the proposed redevelopment of three sites in Hendon.

<b>Officers Recommendations</b>
<b>1. That the Committee approves the overall development strategy for Hendon.</b>
<b>2. That the Committee agree to the delegation of development of Outline Business Case (OBC) &amp; Full Business Case (FBC) to the Director of Growth &amp; Regeneration, at an approximate cost of £275k.</b>
<b>3. That the Committee agree to delegation of approval of the OBC to Capital Strategy Board.</b>
<b>4. That the Committee notes that the Full Business Case for this development and the preferred delivery option will be brought to Committee in September or December 2019.</b>

**1. WHY THIS REPORT IS NEEDED**

1.1 To approve the SOC for the proposed Hendon redevelopment, which could yield a substantial capital receipt or revenue (or a combination of the two), to LBB. Added benefits include enhanced place-making in Hendon; strategic improvements to Middlesex University and improved community facilities.

**Governance process**

1.2 There will be a Project Board reporting to the Property Review Programme Board monthly. It is proposed that the Assets, Regeneration and Growth (ARG) Committee delegate approval of the OBC to Capital Strategy Board and the FBC is subsequently taken to a future ARG meeting for approval.

**The Proposal**

1.3 The LBB-owned freehold sites – Ravensfield and Fenella, Meritage Centre and Building 9 – located on or around the Burroughs are considered to be key strategic redevelopment sites which can facilitate substantial capital receipts and / or long-term income for LBB. There are various options that can be pursued to deliver the benefits associated with the developments. At the next stage an informed decision as to which of the development options offers the best solution will be made, based on the balance between the appetite for development risk (and the mechanisms available to mitigate this risk to an acceptable level), the quantum of the forecast returns, and whether there is a desire for capital or revenue to be generated (or a combination of the two).

1.4 At this stage, key members of the administration have been consulted. Through the next stage, further consultations with ward councillors will be undertaken.

**2. REASONS FOR RECOMMENDATIONS**

2.1 The benefits of this project include:

- maximising capital or revenue opportunities (or a mixture of the two) for LBB;



- regenerating the local Hendon urban environment with new sustainably and architecturally designed buildings, landscape areas and public realm;
- using the opportunity to support Middlesex University achieve its own strategic goals;
- replacing existing community uses with new fit for purpose accommodation

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

3.1 Several options have been tabled in the Strategic Outline Case (SOC) but at this stage no recommendation has been made as to a preferred option so no options have been ruled out either. A preferred option will be determined and progressed prior to OBC / FBC submission.

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

4.1 The work necessary to develop the OBC and FBC will be undertaken, with a view to presenting the business cases for development of the sites, and these will be brought to Committee in due course.

4.2 The necessary due diligence work will be undertaken, together with refining of the various options to determine a preferred option.

4.3 In order to refine the various options detailed in the Project Rationale section above, we will undertake the following between SOC and OBC / FBC stages:

- Prepare the Stage 1/2 Viability study and Options Appraisal for Building 9
- Lawyers to be instructed to prepare a report on title on all sites and ownerships
- Finalise Heads of Terms
- Undertake more due diligence on each option
- Run workshops with officers on the various options
- Determine the Council risk appetite on this project & continue to maintain a risk register on each development option
- Run financial models on different options to determine potential returns
- Agree development option and continue due diligence
- Prepare a schedule of projected costs to move to the next stage/s
- Investigate procurement routes
- Continue due diligence on potential delivery partners
- Engage CIPFA, or similar, to substantiate financial model
- Develop design to support a planning pre-application meeting (pre-app)
- Meet with LBB Planners for a pre-app discussion
- Engage in public consultation at the earliest opportunity
- Consultation with Ward Members

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

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

5.2 Barnet 2024 Corporate Plan has a strategic objective to responsible Growth, Development and Success across the Borough.

5.3 The Council's Corporate Plan states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

- of opportunity, where people can further their quality of life.
- where people are helped to help themselves, recognising that prevention is better than cure.
- where responsibility is shared, fairly.
- where services are delivered efficiently to get value for money for the taxpayer

5.4 The Corporate Plan also prioritises maximising opportunity, by taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate, and capitalising on opportunities from responsible growth and development to boost the local economy

5.4 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability).**

5.4.1 **Finance and value for money**

In order to develop the SOC and FBC, an LBB investment of circa £275k will be required, which will be drawn from the Revenue Implications of Capital Reserve budget via a formal bid to Capital Strategy Board, for recommendation to the CFO.

5.5 **Staffing**

5.5.1 This project will be undertaken using the existing project team at LBB, with external project resource bought in, as required.

5.6 **Risk Management**

5.6.1 A project approach is being taken to risk management and a risk register is being maintained. The option that is ultimately pursued will look to balance risk with return and mitigate risk as far as possible.

5.7 **Property**

5.7.1 The overarching aim of this programme is to achieve the best outcomes in relation the council's assets.

5.8 **Social Value**

5.8.1 The Barnet Groups Employer's Requirements include a provision to promote employment of under-represented groups in the labour market.

5.9 **Legal and Constitutional References**

5.91 Council Constitution Article 7.5 states that the remit of the Assets Regeneration and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, employment strategy business support and engagement

- 5.92 The Council Constitution, Article 10 Table A states that Assets Regeneration and Growth Committee is responsible for authorising all acquisitions and disposals over 500K.
- 5.93 The Constitution- Article 9.1 (b) - Chief Officers – Management Structure- Delegated Authority to Chief Executive and Chief Officers states (i) Chief Officers (Deputy Chief Executive, Assistant Chief Executive, Strategic Director for Adults Children and Environment, Director of Resources) have the delegated powers in respect of all matters which are not key decisions (as defined in Article 2) and not reserved for decision by the Council or by a Committee of the Council as set out therein.
- 5.94 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.95 The Council will need to consider, comply with and obtain any statutory and legal requirements /consents to give effect to the preferred option.
- 5.96 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. “Social value” objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector through contract delivery.
- 5.9.6 Unless there is a general consent available which dispenses with the need to obtain express consent from the Secretary of State the following provisions will apply:
- 5.9.6.1 s 123 (2) of the Local Government Act 1972, states that, except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than best that can be reasonably obtained;
- 5.9.6.2 Section 123(1) of the Local Government Act 1972 permits Councils to dispose of land in any way they wish but this is subject to any other statutory consents which may apply to that disposal

## **5.91 Equalities and Diversity**

5.10.1 Under the 2010 Equality Act, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion and belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.10.2 The proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation under the Equalities Act. No immediate equality impacts are anticipated as a result of this preliminary proposal and equality impact assessments will be undertaken at each stage of the development of the proposal as necessary.

## **5.11 Corporate Parenting**

5.11.1 None in the context of this report

## **5.12 Consultation and Engagement**

5.12.1 Ward councillors, residents and communities local to each site will be consulted prior to any planning applications being submitted at future stages of this project. Public resident consultation meetings will be held and individual consultations will be undertaken with other residents as requested.

5.12.2 A statutory consultation exercise will also be undertaken as part of the planning process for each scheme.

## **5.13 Insight**

5.13.1 None in the context of this report.

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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By virtue of paragraph(s) 1, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Assets Regeneration and Growth Committee

13 June 2019

<b>Title</b>	<b>Brent Cross Cricklewood Update Report</b>
<b>Report of</b>	Councillor Richard Cornelius
<b>Wards</b>	Childs Hill, Golders Green and West Hendon
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A-C – Thameslink works
<b>Officer Contact Details</b>	Cath Shaw, Deputy Chief Executive, <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a>  Karen Mercer, Programme Director Re, <a href="mailto:Karen.Mercer@barnet.gov.uk">Karen.Mercer@barnet.gov.uk</a> , 0208 359 7563

### Summary

This report provides a progress update on the comprehensive regeneration of the Brent Cross Cricklewood (BXC) area since the last Committee meeting on 25 March 2019. It seeks approval to procure Conway Aecom using the London Highways Alliance Contract (LoHac) to deliver the southern junctions. It also seeks in principle approval for the council to enter into a Direct Agreement with Homes England in connection with a Homes Building Fund loan facility between BXS JVLP and Homes England to fund infrastructure works to accelerate delivery within Brent Cross Cricklewood (BXC) and to give authority that the loan be secured against the council's land at BXC.

### Officers Recommendations

**That the Committee:**

- 1) notes the progress update across the scheme since the last report to the committee on 25 March 2019
- 2) approves and authorises the Deputy Chief Executive to extend the scope of Conway Aecom's commission through the LoHAC framework to undertake the Southern Junctions Highways Works as explained in paragraphs 1.17 - 1.20 of this report;
- 3) approves the provision of its land within BXC as security for the Homes Building Fund Loan subject to Homes England entering into the Direct Agreement within the parameters explained in this report in paragraph 1.15.
- 4) notes that the aim of the Direct Agreement between Homes England and the council is to ensure that in the event of a breach of the loan agreement by BXS JVLP, the council retains influence over the future use of the land and delivery of the scheme.
- 5) approves in principle that the council enters into the Direct Agreement with Homes England to facilitate the Housing Building Fund Loan between BXS JVLP and Homes England to fund infrastructure and accelerate housing delivery; and delegates authority to the Chief Executive in consultation with the Chairman of this Committee to finalise the terms and enter into the Direct Agreement and (if necessary) the loan agreement with Homes England including any associated or ancillary documentation required in connection with the same.

**1. WHY THIS REPORT IS NEEDED**

- 1.1 This report updates on progress since the last Committee meeting on 25 March 2019, with particular regard to the Revised Funding Agreement (RFA) with HM Government (HMG) to enable the Brent Cross Thameslink (BXT) project to be proceed. It also seeks approval to: extend the scope of Conway Aecom's commission through the LoHAC framework to undertake the Southern Junctions Highways Works as explained in paragraphs 1.17 -1.20 of this report; approve the provision of its land within BXC as security for the Homes Building Fund Loan subject to Homes England entering into the Direct Agreement within the parameters explained in this report in paragraph 1.15; and approve in principle that the council enters into the Direct Agreement with Homes England to facilitate the Housing Building Fund Loan between BXS JVLP and Homes England to fund infrastructure and accelerate housing delivery; and delegate authority to the Chief Executive in consultation with the Chairman of this Committee to finalise the terms and enter into the Direct Agreement and (if necessary) the loan agreement with Homes England including any associated or ancillary documentation required in connection with the same.

**BXC Programme Wide Progress Update**

- 1.2 The Committee is also asked to note the following programme wide progress update

- The council entered into the Grant Agreement with MHCLG on 10 April 2019. The agreement secures the Government investment of an additional £320m in the Brent Cross Thameslink project and critical infrastructure. It documents the approved Revised Funding Agreement (RFA) approved by the Chief Executive in consultation with the Chairman of the Policy and Resources Committee and having consulted members of the Assets, Regeneration and Growth and Policy and Resources Committees on 6 March 2019.  
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=7163>
- The terms of the RFA were reported to the P&R Committee on 20 February 2019, the link to that report is as follows:  
<http://barnet.moderngov.co.uk/documents/s51244/Brent%20Cross%20Cricklewood%20Funding%20and%20Delivery%20Strategy%20Report.pdf>
- The council entered into the Strategic Infrastructure Charge Agreement (SIC) with BXS JVLP on 9 May 2019. The agreement enables the JV to borrow £23m from the council on a rolling basis at an interest rate of 7% for investment in site-wide infrastructure. Authority to enter into the agreement was as delegated by the Assets, Regeneration and Growth Committee on 17 September 2018 subject to agreement on the market rate and term length. As the Committee is aware, the principle of the SIC was incorporated into the BXS legal documentation signed on 11 July 2016 and the agreement of this facility is one of the conditions precedent for the BXS Project Agreement going unconditional.  
<http://barnet.moderngov.co.uk/documents/s48493/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>
- Following the decision to defer development of the shopping centre expansion, the Committee agreed a revised delivery strategy on 27 November 2018. In accordance with this strategy, the council has now varied the Brent Cross Property Development Agreement and Co-operation Agreement, CPO indemnity agreement and Grant Agreement and associated commercial documentation to make the required consequential changes to the legal documentation to enable the transfer of the delivery responsibility for core critical infrastructure items from BXN to the council or BXS in respect of the infrastructure works and land acquisitions. These works and land acquisitions are funded by the BXC Grant being provided by HMG as set out in the RFA. The key changes to the documentation are set out in the delegated powers report attached  
<http://barnet.moderngov.co.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>
- The required planning submissions to support the revised delivery strategy and construction sequencing were submitted to the Local Planning Authority on 12 April 2019. These include an application to re-phase items of critical Infrastructure to create two new sub-phases within Phase 1A (North): 'Phase 1A (North) (Infrastructure 1) and Phase 1A (North) (Infrastructure 2)'. The submission also updates the Indicative Construction Programme to re-sequence the northern and southern development in Phase 1. Associated applications to make non-material amendments to the conditions in the s73 Decision Notice and to update definitions have also been submitted.
- BXS Reserved Matters Planning Application for Plots 11 and 13 were recommended for approval by Planning Committee on 8 April and 4 March respectively.

- Plot 11 will provide 352 residential units, flexible retail, ground floor Neighbourhood Police Unit, basement and undercroft car parking, cycle parking, refuse storage and plant to be provided within two buildings with heights ranging from 8 to 13 storeys. The decision notice was issued on 11 April 2019.
- Plot 13 will provide 348 residential units, flexible retail units, a cinema, and a community facility along with basement car parking, cycle parking, refuse storage and plant to be provided within two buildings with heights ranging from 8 to 16 storeys. The decision notice was issued on 18 March 2019.
- The council is continuing to assemble the land required so that the BXS site preparatory works can commence. Vacant possession of the Claremont Industrial Estate is now achieved and BXS is now providing the required on-site security. A drop-in planning application for the demolition of Claremont Industrial Estate was submitted to the LPA and validated 11 April 2019. First demolitions are anticipated over the summer.
- BXS is continuing negotiations with Homes England to secure funding for use in delivering both physical and social infrastructure to accelerate development as set out in paragraph 1.11-1.15 of this report.
- The LBB commissioning team are reviewing resourcing requirements across the BXC programme to ensure that the teams have the required resources in place to meet the programme, particularly in respect of the Integrated programme management office, communications and revised delivery programme.

### **Brent Cross North**

- 1.3 As the Committee will appreciate the current retail market remains challenging. Whilst there is no update on starting on site, BXN are continuing to work with the council and Argent Related. An update on BXN and next steps will be provided to the Committee in September.

### **Brent Cross South**

- 1.4 As outlined above, Argent Related are working with the council to create the platform to enable BXS infrastructure works to commence in Autumn this year, and first plot development in early 2020, and are securing the necessary planning and highway approvals; assembling the land alongside procuring the required infrastructure contracts.
- 1.5 BAM Nuttall was recently selected as the preferred infrastructure contractor for BXS. The infrastructure framework contract includes new and improved parks and public spaces; streets and roads; and services, drainage and utilities in preparation for the construction of the new homes, workspace and retail and leisure. BAM Nuttall was chosen by BXS based on the quality of its team, its experience, innovation, approach to long-term partnering as well the respect it has for the local community; which are important for long-term regeneration schemes. Vattenfall's new Energy Solutions business in the UK has also been appointed as the preferred partner to deliver the new district heating network serving BXS using a mix of low carbon plant. This will include the UK's largest installation of heat pumps and will set a new standard for high-quality, future-proofed, low carbon infrastructure.

- 1.6 The council and Argent Related are currently updating the project legal documentation to take account of the revised delivery strategy and scheme development in respect of the Thameslink works. It is anticipated that the required variations will be completed over the Summer in accordance with the delegations provided by this Committee on 27 November 2018.
- 1.7 It is also now appropriate to review and update the existing BXS Business Plan approved in July 2017 and the existing Phase Proposal within the context of the revised delivery strategy and current market conditions so that any required changes can be considered by the Committee in the Autumn. In terms of the legal documentation, it is anticipated that the Project Unconditional date will be achieved in September 2019 with the Phase Unconditional Date in December 2019 subject to meeting the required conditions precedent.

### **BXS Community Fund**

- 1.8 BXS has launched a £25,000 community fund to support local initiatives which aim to celebrate or improve the local area. Offering grants of up to £3,000, the BXS Community Fund opened for applications on 20 May and will select its first round of recipients in early July. The Fund is looking to support ideas from community groups located in the regeneration area and also within the wards of West Hendon, Golders Green and Childs Hill. It is hoped both charities and local residents will apply for the grants.
- 1.9 The fund's themes reflect the ambition for the new town centre to be an inclusive, people-first place which strives to be healthy and sustainable, supporting projects that:
- i) Build community networks
  - ii) Promote personal wellbeing
  - iii) Celebrate BXS as a community / neighbourhood
- 1.10 BXS have procured Semble, an independent organisation to manage the grant and fund process. A Question and Answer Workshop for potential applicants was held on Thursday 30 May. Further information can be found using the attached link: <https://brentcrosssouth>

### **Homes Building Fund**

- 1.11 As reported to the Committee in November last year, Argent Related on behalf of BXS JVLP has been in discussions with Homes England for some time to agree a £125m loan facility from the Homes Building Fund (HBF) to be used to fund site wide infrastructure, phase incubation costs and site delivery to accelerate delivery of place and homes within BXS Mega Phase A. Mega Phase A comprises the land within LBB / BXS ownership and control following CPO 1,2 and 3, and is due to deliver circa 4,058 homes, office, retail and leisure, hotel rooms, student homes and community and educational facilities.
- 1.12 The HBF funding will help accelerate the delivery of homes and will create a better place more quickly by bringing forward the delivery of the High Street connecting into the new station, public parks and schools. It will enable BXS to make progress through unfavourable market conditions as well as responding quickly to more favourable market conditions when they arise, as well as improving viability. It will also help bring subsequent phases forward earlier by enabling paralleled delivery (polycentric development) in different areas of BXS, where the varied locations and content support different products and target markets, and release capital for further land acquisitions in the east and south of the site (for clarity it is not intended that the facility itself would be used for land acquisitions).

- 1.13 The loan facility agreement is expected to be directly between BXS JVLP and Homes England. Negotiations between HE and AR on behalf of BXS are continuing. As part of those negotiations, it has been requested that the council's land holdings within the BXC regeneration area are used as security to the loan facility. The council's in principle approval is required so that the terms of the facility can be concluded to allow the required governance and internal approvals within both HE and BXS JVLP to be sought. This facility will then require MHCLG and Treasury approval. Parties are aiming for this facility, subject to approval, to be in place by the end of July.
- 1.14 It is market norm for infrastructure loans to be secured against land (but in this case, the land is owned by the council and not by the developer (i.e. BXS JVLP)). The provision of council land as security enables a beneficial finance interest rate to be agreed by Homes England with BXS JVLP. This in turn is projected to result in a higher residual land value payable to the council on the drawdown of its land. However, this approach increases the risk to the council's ability to deliver BXC in line with the council's Procurement and Delivery Strategy approved July 2014 (<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>) and its investment in the project, should BXS JVLP default on the loan facility. In order to mitigate this risk, council officers have been working with HE to put in place a Direct Agreement to ensure that, in the event of default, enables both parties to work together to agree a revised delivery strategy that will maintain housing delivery as opposed to allowing HE to simply sell the council's land to realise the value of its debt.
- 1.15 The parameters of the Direct Agreement are as follows:
- the council will grant security to HE over an appropriate land interest
  - the council will retain influence over the future delivery of the scheme
  - The council will agree with HE:
    - a) the extent to which HE has influence over approving changes within the project (namely approval of business plan/and any phase proposal) as a term of the facility agreement or, the extent to which it would wish its interests to be represented by the Council as (a) landowner and (b) JV partner.
    - b) the extent to which HE will monitor project progress and achievement of milestones to be a term of the facility agreement. In this regard, there has been discussions between the council and HMG as to how this relates to the wider monitoring of the BXC grant agreement going forward.
  - Recognising that both HE and the council are public sector organisations, with a shared interest in delivering a timely, high quality scheme in the event that a default occurs, HE will not – for a period to be agreed - take enforcement action pursuant to its security documentation and recognises that the council requires an opportunity to work through the resolution processes set out in the BXS legal project documentation.
  - In the event the default cannot be remedied/resolved, HE agrees to work with the council to try to rescue the position and secure delivery of the project and agree a revised delivery strategy to ensure that the project proceeds and the development is built out having regard to the requirements of the project as set out in council's

Procurement and Delivery Strategy approved July 2014 and the costs incurred by both parties at the time of default.

On the basis that the loan facility is provided by Homes England to accelerate housing delivery and there is a commitment to work with the council to ensure that the project is delivered in the event of default through a contractual agreement, the Committee is asked to approve in principle that the council provides its land as security subject to Homes England entering into the Direct Agreement based on the parameters explained above in this report in paragraph 1.14 and delegate authority to the Chief Executive in consultation with the Chairman of this Committee to finalise the terms and enter into the Direct Agreement with Homes England including any associated or ancillary documentation required in connection with the same.

## **Revised Delivery Strategy and Critical Infrastructure**

### **a) Relocation of the Part 1 Whitefield Estate**

- 1.16 As part of the revised delivery strategy the council has agreed to take on delivery of the relocation of the Part 1 Whitefield Estate, working with L&Q. It is anticipated that the existing contracts between BXN and L&Q will be novated to the council in Autumn this year. The council will take on the BXN's obligations as funder using the monies allocated within the critical grant funding provided by HMG. The council is already working closely with BXN and L&Q. L&Q have completed their soil investigations on Plots 53 and 54, the location for the new replacement homes for residents living on the Whitefield Estate (Part 1). The construction works are due to commence in early 2020, following the serving of a site notice on L&Q later this year. L&Q will be undertaking meeting with these residents throughout the year. In this regard, a Whitefield Estate Residents Steering Group Meeting was held on the 16 April, where the representatives from Re/LBB, Argent Related, L&Q and Barnet Homes were in attendance and provided updates on the scheme.

### **b) Southern Junctions**

- 1.17 Following the approval of the revised Brent Cross Cricklewood funding strategy and the revised delivery strategy with BXN and BXS, the council has taken responsibility for delivery of the transport improvements at the Cricklewood Lane Southern Junctions (Cricklewood Broadway/Cricklewood Lane/Chichele Road and Cricklewood Lane/Claremont Road/Lichfield Road. The council is already delivering the Geron Way junction improvement on the A5 as part of the Thameslink works.
- 1.18 The Southern Junction works are the first works in Phase 1AN Infrastructure 1. Any delay to beginning these works will have a knock-on impact on the delivery of the new Brent Cross West Thameslink Station, and Brent Cross South development.
- 1.19 Given the synergies, it is now proposed that all highway works are programme managed from within BXC Regeneration Highways team to ensure that all highway works are properly co-ordinated within the BXC programme. In order to ensure delivery of these junctions on time and to budget, the BXC Commissioning team has engaged a highways delivery specialist to lead the management of this scope. The required land acquisitions will continue to be negotiated by the council's existing CPO team.

- 1.20 The council has already appointed Conway Aecom to undertake the Geron Way highways work package utilising the existing London Highways Alliance Contract (LoHAC) framework contract and to review of the Southern Junctions highways design and carry out the necessary surveys to progress the delivery of these junctions and provide an updated cost estimate. Given the efficiencies in using a single contract to undertake the highway works within proximity on the A5, the Committee's approval is sought to extend the scope of Conway Aecom's commission to include the southern junctions.

### **Thameslink Work Packages**

#### **a) Train Operating Company (TOC) Compound**

- 1.21 As reported to the last Committee, the council have entered into contract with the council's framework contractor Graham's to deliver the TOC compound and fuel farm. Construction started later than planned but is now progressing well. An accelerated programme has been put in place to meet railway systems dependency dates. The piling works for the new TOC building have been completed and the required drainage attenuation tanks for compound area have been delivered to site and excavations commenced. The TOC building is due to be complete in September 2019.

#### **b) Rail Systems and Sidings**

- 1.22 As previously reported to the Committee, Policy & Resources Committee on the 11 December 2018 and Full Council on the 18 December 2018 approved that the council enter into Part 1 of the Implementation Agreement to commence site preparations and construction of the Rail Systems and Sidings to bring into use the newly constructed railway sidings by the end of the year as well as required track slews to make way for the new station platforms. Part 2 was subsequently commissioned on 11 April 2019, following the approval of the RFA by HMG.
- 1.23 The works are progressing well as shown on photographs attached at Appendix A-C. Work is being undertaken on the railway most weekends. As reported to the Committee in March, the critical planned works for the Easter track possession were achieved. These comprised the installation of multiple sets of points and plain line track panels, completion of initial signalling commissioning stages and piling for Overhead Line Electricity (OLE) gantries during the 72-hour weekend closure.
- 1.24 Further works were undertaken over the May bank holiday weekend. These included works civils works (25 x OLE piles, 4 trial holes and 50% of the driver's walkway work was completed). Another key milestone was reached during this possession with the first portal boom installed (support that holds the overhead lines). No incidents were reported, and all works completed to programme). In the recent considerate contractor audit, the construction scored 9 for safety, which is exceptional (the scores are ranked 1-9). This is the highest level of achievement above the minimum standard, and indicates that the project is acting at the forefront of industry in this regard.
- 1.25 There have been some changes to milestone dates within the programme, namely the commissioning of the south sidings to Jan 2020 but none affect the station opening date of May 2022. Financial Performance and Contracts Committee will receive more detailed



reports on the performance of the Thameslink delivery contract. The council is awaiting the formal programme update on 17 June.

### **c) Station Platforms and Station / Pedestrian Access bridge.**

- 1.26 The council / Re teams selected three contractors to proceed to the Invitation to Tender stage in April being Volker Fitzpatrick, Vinci Construction and Buckingham Group. A supplier site visit for the three shortlisted ITT bidders took place on 25 April 2019. The deadline for initial tender submissions to be received by the council is 7 June 2019. Tender reviews will commence on 10 June 2019 in advance of negotiations over the course of the summer for contract award by this Committee in September. An oral update will be provided at the meeting.

### **d) Waste Transfer Station**

- 1.27 As reported to the Committee in March, vacant possession of the Selco building was secured in February. Grahams, the council's framework contractor, started the demolitions on 2<sup>nd</sup> April 2019. The demolition of the existing Selco building superstructure is now completed, and the existing concrete slab removed and is now being processed on site with a crusher for re-use in piling mat. The contract negotiations with Grahams for the enabling and main contract works are ongoing. The enabling works contract is being finalised and will be entered in April 2019 and the main works in September to maintain programme. The detail design is now being concluded. Regular meetings have been held with both NLWA & London Energy Limited as well as the Council waste teams to review detail. The final design will be issued shortly for council and NLWA/LEL approval.

## **Network and Depot Change**

### **a) Depot Change**

- 1.28 The relocation of the Train Operating Company (TOC) facilities to make way for the new sidings required an amendment to the current depot lease arrangements for both East Midland Trains (EMT) and Govia Thameslink Railway (GTR). The Depot Change process has been undertaken and both GTR and EMT have accepted their respective Depot Changes. These Depot Changes have now been approved by the ORR and the new (Supplemental) leases can be put in place between Network Rail and the GTR and EMT.

### **b) Network Change**

- 1.29 The Network Change required for the project has been split into two separate but related proposals – sidings and station. The Network Change for the sidings has been accepted by all parties apart from GTR. EMT have given their verbal acceptance and we await their formal letter. GTR's remaining issues to be closed out relate to the operation of the new sidings and new crossing, and confirmation that the acoustic attenuation approved under planning for counteracting new railway generated sound is acceptable to GTR. Network Rail has proposed conditional acceptance terms for GTR so that the Network Change can be formally closed out and is awaiting a response from GTR.
- 1.30 EMT are the sole objector to Network Change in relation to the station. Their concerns relate to the perceived loss of capacity on the slow lines part of the Network when a certain calling

pattern for trains is used to supply the station with a service. Network Rail do not agree with this and has requested specific information from EMT to justify this claim, which is due by 31 May 2019. Failure to agree a way forward for this issue in the next week will result in Network Rail proceeding with the Industry Access Dispute process with an adjudication likely to take place in Autumn 2019 and a decision shortly afterwards. Discussions with both DfT and EMT continue in order to resolve their issues. An oral update will be given at the meeting.

### **West London Orbital Study**

- 1.31 As the Committee is aware, the council has commissioned the design integration study in respect of the West Orbital route. An inception meeting was held in 24 April 2019. The study is scheduled to complete on 28 June 2019.
- 1.32 The study is essentially looking at identifying design integration options for future interchange between the Brent Cross West Station which is at an advanced stage of planning and design (GRIP stage 4) and the potential future West London Orbital station or platforms if these come forward in the future. The WLP is currently at an initial outline stage of feasibility (GRIP 1 -2).
- 1.33 The location being considered for the platforms and interchange is west of the Brent Cross west station between the existing Down Hendon line and the boundary fence adjacent to the car park on Geron Way. Details will become available as the study progresses. As the Study will conclude at the end of June it will be circulated to this Committee in July before being reported to the next Committee in September. Officers will also discuss its findings with members of the public who have an interest in the proposals.
- 1.34 The technical study will conclude ahead of submission of the reserved matters application for the station so that its findings can be referred to within the submission. It is expected that passive provision can be incorporated with the detailed design stage once the contractor is on board and progresses the GRIP 5 design.

### **PB Donoghue**

- 1.35 The council is exploring ways to enable the early relocation of the PB Donoghue operations from the BXC area and is in the process of securing a meeting with the GLA planning and waste teams. An update will be circulated to Committee members and local campaign groups as soon as there is progress to share, and also reported to the next Committee.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the Council and a key regeneration priority of the Mayor of London. The details of the scheme are set out in previous update reports to this Committee.

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

- 3.1 In respect of the HE loan; the alternative is for HE/BXS JVLP to explore other forms of security or to progress based on an unsecured loan. The current option is preferred as it ensures that the scheme will be delivered, and the proposed framework enables both

investors in the scheme to determine the strategy at the time that a default occurs, taking into account market factors. The Direct Agreement will need to address deadlock.

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

4.1 The council and its advisors will continue to progress all work streams to ensure delivery of the Brent Cross regeneration proposals as outlined in this report and approved by the Assets, Regeneration and Growth Committee.

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

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

5.1.1 The regeneration of Brent Cross Cricklewood supports the Council's Corporate Plan 2024 which states our three outcomes for the borough focus on place, people and communities:

- A pleasant, well maintained borough that we protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well.

Under a pleasant, well maintained borough that we protect and invest in, the priorities are:

- ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- investing in community facilities to support a growing population, such as schools and leisure centers
- responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough.

5.1.2 The scheme to transform Brent Cross Cricklewood will play a major role in delivering future prosperity, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. Brent Cross Cricklewood is one of Barnet's priority regeneration areas and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking Brent Cross Cricklewood with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.

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

###### **Budget Monitoring**

5.2.1 The council has put in place procedures to ensure the effective monitoring of the financial performance of the BXC Programme. The BXC Governance Board comprising senior officers of the council, including the Chief Executive and the Director of Finance, receives a detailed report each month setting out the financial performance of the BXC Programme. This report includes a breakdown of the performance against the approved budgets and

details of the individual Officers responsible for managing the budgets included within the BXC Programme.

### **Land Acquisitions**

- 5.2.2 The approved budget for land acquisition to facilitate the BXC programme is £63.13m. Spend to end of March 2019 is £46.93m. The spend profile is currently being updated to reflect the revised delivery programme

### **Thameslink Station**

- 5.2.3 The current approved budget in the capital programme is £365m following confirmation of the HMG grant funding agreement. The GLA has also provided a grant of £2.9m to support the BXC Programme.
- 5.2.4 Actual spend to date is £56.5m. The total contractual commitments at the end of May 2019 is £248.3m. The Council has submitted drawdown requests totalling £111m, of which £97m has been paid to date. The current request submitted in March for £14.241m is currently being processed.

### **Critical Infrastructure**

- 5.2.5 The current approved budget in the capital programme is £55m following confirmation of the HMG grant funding agreement. This programme for the delivery of the critical infrastructure is being developed and spend profile updated to reflect programme.

### **Brent Cross North/London**

- 5.2.6 The Brent Cross Principal Development Agreement confirms that the BXN Partners are obliged to pay the Council's (and their consultants) costs in connection with this project – this covers a range of costs, including land acquisitions, fees, highway works.

### **Brent Cross South**

- 5.2.7 As previously reported, the council has agreed to provide funding of £23m to the council's Joint Venture Limited Partnership with Argent Related (the JVLP) to provide infrastructure to facilitate the development of the southern area. The facility has now been entered and £14.029m drawn down by BXS JVLP. The remainder for the facility will be drawn down within this financial year.

### **Social Value**

- 5.2.8 As indicated in sections within this report, the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

## **5.3 Legal and Constitutional References**

- 5.3.1 The council's Constitution, Article 7.5 responsibility for function, states the functions of the Assets, Regeneration and Growth Committee, includes responsibility for regeneration schemes and asset management.

5.3.2 Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising (1) all disposal and acquisition of land for over £500k and (2) any transaction which is a “less than best” transaction as the term is set out at s 123(2) of the Local Government Act 1972.

5.3.3 The council has a range of powers to enter into the legal agreements referred to in this report. The general power of competence under paragraph 1 of Section 1 of Chapter 1 of the Localism Act 2011 enables it to do anything that individuals can do subject to any specific restrictions contained in legislation and the 'incidental power' in Section 111 of the Local Government Act 1972 provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions. If Homes England's security is to be by way of a legal charge, then the power to grant this is not prevented by section 13 Local Government Act 2003 as the monies are borrowed by BXS JVLP (and not by the Council). The Council will rely on section 1 of the Localism Act 2011 to enter into the Direct Agreement, grant the legal charge and (if necessary) enter into the loan agreement with Homes England. There is no need for the Council to form a company under section 4 Localism Act 2011 where its purpose for entering into the arrangements with Homes England is to achieve the comprehensive regeneration of 'Mega Phase A' (and thereafter the wider scheme) as opposed to being a commercial one.

#### 5.4 Risk Management

5.4.1 Risk management has been applied across all levels of the programme. As reported to Committee in September, owners and mitigation plans are identified and risks are measured against impact and likelihood to give an overall rating. High rating risks are escalated and reported through the defined reporting procedure with top risks reported to BXC Governance Board. Currently the key risks and mitigations are summarised below:

5.4.2 Programme and funding – There is a risk that BXN does not progress or that planning dates are not achieved across the programme. This risk has been significantly mitigated through the Revised Funding Agreement with Government. The Grant Agreement requires that the BXC project is monitored to milestones. In this regard, the Agreement allows these to be updated through the monthly meeting of the Governance Assurance Board, chaired by the council's Deputy Chief Executive, to reflect scheme development and market conditions and other external factors.

5.4.3 Station Delivery Date – there is the risk that the May 2022 station opening date cannot be achieved. This would result in additional costs due to programme prolongation as the earliest viable opening date would be December 2022 due to restrictions on timetable changes. This could be later depending on other works on the railway. Railway possessions are already being booked. To mitigate this risk there are project and programme review boards in place that regularly monitor and challenge deliverables at all levels. Specific project risks are identified and managed at the work package level with clear owners and mitigation plans for each. Any risk that results in an impact on a key milestone is reviewed by the programme team and BXC governance board taking into consideration time and cost implications alongside impacts on BXS given the interdependencies and criticality of delivery of the station on the BXS programme.

5.4.4 Network Change – it is necessary to resolve outstanding issues with the EMT so confirm

Network Change. This is required by January 2020 so to enable the commissioning of the south sidings. As reported in paragraph above, this risk is being actively managed and an update will be provided to the Committee in September.

- 5.4.5 Train Operating Timetable - The BXT team have, for some time, been facilitating a regular meeting with Train Operators (EMT and GTR), the DfT, and NR. This Board (Rail Operation Assurance Board) deals with all rail industry issues and interfaces. One of the headline areas of interest is the new rail timetable to accommodate the planned stopping pattern at the new station. The industry has a complex and lengthy process for securing future timetables which takes into account competing bids for access. NR and the DfT have both confirmed that everything that can be done at this stage has been done to secure the desired stopping pattern, and NR have published a letter outlining the timetable of events leading up to the publication of the new timetable. There are risks associated with this process, notably around the uncertainty of the GTR franchise, and the publication later this year of the "Williams Review" which will make recommendations on the future structure of the industry. The Board will be monitoring developments closely.
- 5.4.6 Thameslink delivery costs – as with all major programmes there is the risk that costs will increase during programme delivery. The council/Currie and Brown have undertaken an independent review of the Network Rail cost estimates. BXT/Currie and Brown endorsed the Target Cost Estimate between NR/Amey in respect of the Rail Systems and Sidings works as required before the council commissioned Schedule 2 works of the NR Implementation Contract signed on 21 December 2018. The contract between the Council and NR is an Emerging Cost contract. As indicated in previous reports, all emerging cost contracts entered into will require strong contract management to ensure all costs incurred are reasonable. As part of the signed IA the council has open book access to all of Network Rail's financial information relating to invoiced costs incurred on the programme. This extends to Network Rail contractors where an emerging cost contract is in place. As referred to in the report to ARG in November 2018, the council also has the right (subject to notice and personal safety) to access the site and attend meetings. In this regard, there are regular senior level meetings between Network Rail and the council/Re delivery to review the costs each month. Similarly, there is an on-site presence by the Council/Re delivery team to be monitoring programme and work achieved, particularly during track possessions.
- 5.4.7 The most important control mechanism for the council is to employ experienced staff who will provide diligent review and challenge of the NR cost base and reject any costs which are not reasonably and properly incurred. The council's Client and Re Thameslink delivery team comprises professionals used to working on the railway within Network Rail and are experienced in delivering large railway projects. The challenge to NR will need to operate at several levels, including:
- a. A full-time site presence that stays abreast of issues that arise on site, and monitors the detail and impact of any events, or failure to meet programme milestones, quality standards etc. The site team/person will also systematically log these events/issues and share this information with NR.
  - b. Whilst it will always be difficult to isolate costs associated with NR/Contractor failure, from genuine cost, it is important that NR are discouraged from passing on contractor valuations without themselves challenging whether a deduction should be made to take account of notified failures.

- c. Attendance at key NR meetings. This is in addition to the role set out in (a), targeting any issues which may not have been picked up by the site-based teams, but for the same purpose as (1).
- d. A strong commercial challenge that scrutinises and interrogates any unexpected costs which emerge during the pre-invoice (valuation) process and repeats this when the main invoices are submitted.

5.4.8 The Council is in control of the TOC, waste, highways and station programmes. It is the rail systems and sidings through Network Rail that carry the greater risk. The council has put in place an experienced team to ensure robust cost management processes are in place across the programme and ensure early warning signs of any divergence from the AFC are identified and mitigation plans put in place, and escalated if necessary, to manage the outturn cost. DfT are in a position to influence if necessary given DfT's relationship with NR. BXT costs will be reported to and monitored regularly by the Council as well as the Government Assurance Board, who will review and agree any contingency plan.

5.4.9 Homes Building Fund - It is market norm for infrastructure loans to be secured against land (but in this case, the land is owned by the Council and not by the developer (i.e. BXS JVLP)). However, this approach increases the risk to the council's delivery control and its investment in BXC should BXS JVLP default on the loan facility. In order to mitigate this risk, Senior Officers have been working with Homes England to put in place a framework that, in the event of default, enables both parties to work together to agree a revised delivery strategy that will continue to achieve housing delivery as well as recovering investment to date. This framework will be documented through a contractual Direct Agreement between the council and Homes England.

5.4.10 Resourcing – the project is now in the delivery stage. In addition, the council has taken on additional delivery items through the revised delivery strategy. There is a need to review resourcing across the programme to ensure that it is properly supported. This is being mitigated by LBB commissioning team who are reviewing resourcing requirements to meet the BXC programme to ensure that the teams have the required resources, particularly in respect of the Integrated programme management Office, communications and stakeholder engagement and revised delivery responsibilities taken on by the council.

5.4.11 Residential – There is a risk that further delays to the BXN development will lead to uncertainty for residents and business owners who are being affected by the development either through relocation or disruption from construction activities. This is being mitigated by the council taking on delivery responsibility for Part 1 Whitefield Estate relocation and the novation of the existing contracts. In addition, the council regularly communicate with resident steering groups as well as residents to keep affected parties up to date with the latest programme dates.

5.4.12 Economic – There is a risk that the prevailing economic position for the traditional retail sector will continue. This could result in reduced demand for retail space and administration to existing retailers. To mitigate this both BXN and BXS development partners are exploring/reviewing diversification of offer within BXC. Wider macro-economic shocks may also impact the residential and office markets in London.

5.4.13 Planning – There is a risk that the BXN Partners do not meet the timescales established in the s73 Permission. This risk is being mitigated through the planning applications submitted

as part of the revised delivery strategy.

## **5.5 Equalities and Diversity**

5.5.1 As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.5.2 The development proposals for the Brent Cross Cricklewood scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.

## **5.6 Corporate Parenting**

5.6.1 None in the context of this report.

## **5.7 Consultation and Engagement**

### **BXC Programme wide**

5.7.1 The council is continuing to work closely with development partners and their contractors to coordinate the overarching Brent Cross Cricklewood communications delivery.

5.7.2 LBB's communications channels continue to feature progress reports and significant programme milestones. This includes regular features in the council's magazine *Barnet First*, on the council's website and e-newsletters.

5.7.3 The BXC regeneration team met with residents from Brent Terrace to discuss plans and will continue to meet monthly. The IPMO is coordinating the action plan for concerns and issues raised by residents that fall within the BXC area that require a council service response.

### **Brent Cross London**

5.7.4 A letter was issued to neighbouring residents by London and Quadrant to set out plans to complete exploratory surveys of plots 53 and 54 opposite Brent Terrace which began in January. This also included detail of removing ungraded hardcore and replanting trees and shrubs which had been removed.

5.7.5 The council regeneration team is working with L&Q to develop a stakeholder engagement strategy and action plan.

### **Brent Cross South**

5.7.6 Press notices were issued to mark Argent Related's appointment of Vattenfall to lead the energy strategy for Brent Cross South and BAM Nuttall to undertake highways and public realm work across the development.

5.7.7 Letters were issued to residents highlighting additional tree works, removal of fly tipped



waste around Claremont industrial estate and also notifications of planning applications for the redesign of Claremont Park and demolition of the vacated industrial estate.

- 5.7.8 A press notice was issued to encourage local groups and residents to submit bids to a community projects fund set up by Argent Related which will be administered by Semble with an independent assessment panel to agree the awards. A Q&A session was held at the Crown Hotel in Cricklewood on 30 May with bids to be submitted before the end of June.

### **Brent Cross Thameslink**

- 5.7.9 A 3D model of station was commissioned and built to show the station in detail which was well received. Time lapse cameras have been installed to capture the changes across the BXT site as the development moves forward. Aerial photography and ground level site photography has been commissioned to create a stock library of images for use as the project progresses.

### **Brent Cross West Station**

- 5.7.10 A series of public exhibitions have been held ahead of the submission of the final station RMA application, compliant with the Planning Act. Two events were held at the Claremont School and Clayton Crown Hotel with over hundred people attending and filling in detailed feedback forms. In addition, the consultation has been mirrored online on the Engage Barnet portal with over 40 submissions to date. The consultation closes on 1 June and a full Statement of Community Involvement will be prepared for submission alongside the final application. The Reserved Matters Application for the station will be submitted in summer 2019 and a member briefing will take place and other statutory stakeholders invited to comment.
- 5.7.11 Two further engagements have taken place with the Consultative Access Forum (CAF), led by the BXT programme, on the issue of accessibility of the new station in particular the issue of Level Access (platform to train). The BXT team presented a technical report into the issue which has established at vertical alignment is possible but further work is required to establish the feasibility of horizontal level access (or the gap between train and platform). At this meeting on 24 April at Hendon Town Hall, the CAF expressed their broad support of the approach and their desire for level access to be achieved.
- 5.7.12 A further meeting with the CAF was held on 8 May at London Bridge Station which gave members of the CAF to see and experience a successful level- access approach in action, and also to give their formal input to stage two of the feasibility study being carried out on behalf of the BXT programme by AECOM.
- 5.7.13 BXT will re-engage with CAF prior to submission of the planning application later in the summer in order to present them with the final design of the platforms.

### **Waste Transfer Station**

- 5.7.14 Hoardings have been erected to surround the site during construction. They will be dressed the BXC branding and key messages to help convey the benefits that the scheme will deliver.

## Programme wide

- 5.7.15 All sites are now registered with the Considerate Constructors Scheme (CCS) which sets out key communications objectives for each contractor. The first visit by CCS was on 9 April to the sidings development and has made some recommendations on how to project can improve external stakeholder relations, protect the local environment and be a good neighbour. There will be further visits to the waste transfer station site and station build once it begins.
- 5.7.16 Work is into its sixth month on site with approximately one-third of the piles installed for the sidings rail system, the foundations prepared for the replacement driver accommodation block and the waste site cleared of its previous building ready for construction of the new one. Letters have been issued on a project by project basis to all neighbours which covered works up until the end of May. A newsletter update covering the next two months on all BXT projects is about to be issued.
- 5.7.17 A further 'drop-in' residents interface meeting is being scheduled for early June, to update residents on the next two months of upcoming works.
- 5.7.18 A project newsletter has been prepared which will be distributed to nearby residents informing them of key upcoming project milestones, the type of works which will be taking place and their impact on them, as well as how they can benefit and be involved in the project.

## Rail Freight Facility

- 5.7.19 DB Cargo, operators of the Rail Freight Facility, are required to provide an integrated communication plan as part of their implementation agreement. After a hiatus of public engagement, DB Cargo is beginning to re-engage with residents on proposal for the redesign of the bund to be erected close to the Railway Cottages and their construction programme.

## 6 BACKGROUND PAPERS

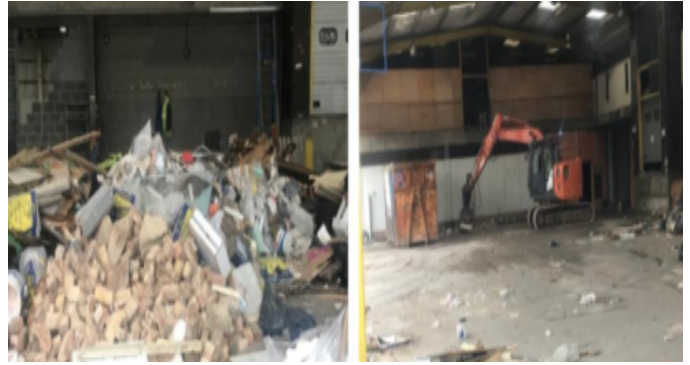
- 6.1 Assets, Regeneration and Growth Committee, 27th November 2018, Brent Cross Cricklewood Update Report  
<http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>
- 6.2 Policy and Resources Committee 11 December 2018 Brent Cross Funding  
<https://barnet.moderngov.co.uk/documents/g9460/Public%20reports%20pack%2011th-Dec-2018%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>
- 6.3 Full Council 18 December 2018 Brent Cross Cricklewood Update Report  
<https://barnet.moderngov.co.uk/documents/g9454/Public%20reports%20pack%2018th-Dec-2018%2019.00%20Council.pdf?T=10>
- 6.4 Policy and Resources Committee 20 February 2019 Brent Cross Funding  
<http://barnet.moderngov.co.uk/documents/s51244/Brent%20Cross%20Cricklewood%20Funding%20and%20Delivery%20Strategy%20Report.pdf>

- 6.5 Chief Officer Decision, Brent Cross Cricklewood Funding and Delivery Strategy, 6 March 2019  
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=7163>
- 6.6 Assets, Regeneration and Growth Committee, 25 March 2019, Brent Cross Cricklewood Update Report  
<http://barnet.moderngov.co.uk/documents/s51730/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>

## APPENDIX A – Waste Transfer Station



Demolition of Selco building commenced on 2<sup>nd</sup> of April and is now complete



Clearing out the fly tipping



Clearing out the fly tipping nearly complete



Jersey barriers placed across the entrance gate



Heras segregation zone on A2 Dominion land

## APPENDIX B – Rail Sidings & Systems



Civil gangs digging in PCC bases for location cabinets CD925 A, B & C



UTX Chambers being installed for lighting Column on Drivers Walkways



Operatives installing fabric reinforcement to REB (railway equipment base)



Drainage Run D in South Sidings

## APPENDIX C – ToC Compound



Site Operatives carrying out CAT Scanning to ToC Building footprint



Piling matt installation commenced on 3rd of April for ToC Building



Drainage installation



Excavation complete in readiness for attenuation tank 1 installation



Plinth in readiness for modular ToC building

**London Borough of Barnet  
Assets, Regeneration and  
Growth Committee Forward  
Work Programme  
June 2019 - September 2019**

Contact: Abigail Lewis [abigail.lewis@barnet.gov.uk](mailto:abigail.lewis@barnet.gov.uk) 020 8359 4369

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
13 June 2019			
Regeneration Strategy Update	An update on the Emerging themes and evidence base of the Regeneration Strategy	Deputy Chief Executive	<b>Key</b>
Annual Growth and Regeneration Report	To receive the Annual Growth and regeneration report.	Deputy Chief Executive	<b>Key</b>
Development Pipeline - Approach to delivery report		Deputy Chief Executive	<b>Non-key</b>
End of Year Performance Report 2019/20	A report on the End of Year Performance 2018/19	Head of Programmes, Performance and Risk	<b>Non-key</b>
Upper and Lower Fosters Report	A report on Upper and Lower Fosters	Deputy Chief Executive	<b>Non-key</b>
Daws Lane report		Assistant Director - Estates	<b>Non-key</b>
22 Edgeworth Avenue, NW4	A report on the disposal of 22 Edgeworth Avenue	Deputy Chief Executive	<b>Key</b>



Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme, and take such decisions as are required.	Deputy Chief Executive	<b>Key</b>
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	<b>Key</b>
<b>16 September 2019</b>			
Golders Green Town Centre Strategy	To receive a report on the proposed Golders Green Town Centre Strategy.	Deputy Chief Executive	<b>Key</b>
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	<b>Key</b>
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme, and take such decisions as are required.	Deputy Chief Executive	<b>Key</b>
Q1 2019/20 Performance report	To receive a quarterly performance report	Head of Programmes, Performance and Risk	<b>Key</b>

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
26 November 2019			
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	<b>Key</b>
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme, and take such decisions as are required.	Deputy Chief Executive	<b>Key</b>
Entrepreneurial Barnet - Annual Update and Forward Plan	This report provides an update on progress towards delivering the 2019 programme of activity for Entrepreneurial Barnet. It also includes an update on the progress made on North Finchley Town Centre	Deputy Chief Executive	<b>Key</b>
Regeneration Strategy Update	An update on the Emerging themes and evidence base of the Regeneration Strategy	Deputy Chief Executive	<b>Key</b>
Business Planning 2020/21	Agree and consider proposals for the committee in line with the Council's MTFS process.	Deputy Chief Executive	<b>Key</b>

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
Q2 2019/20 Performance report	To receive a quarterly performance report	Head of Programmes, Performance and Risk	<b>Key</b>
27 January 2020 (Reserve)			
23 March 2020			
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	<b>Key</b>
Q3 2019/20 Performance report	To receive a quarterly performance report	Head of Programmes, Performance and Risk	<b>Key</b>
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme, and take such decisions as are required.	Deputy Chief Executive	<b>Key</b>
The Annual Growth and regeneration report	To receive the Annual Growth and regeneration report.	Deputy Chief Executive	<b>Key</b>
11 May 2020			

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	<b>Key</b>
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme, and take such decisions as are required.	Deputy Chief Executive	<b>Key</b>