

MEETING

HOUSING AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 27TH JANUARY, 2020

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

TO: MEMBERS OF HOUSING AND GROWTH COMMITTEE (Quorum 3)

Chairman: Cllr Richard Cornelius,

Vice Chairman: Cllr Sarah Wardle

Councillors

Cllr Sara Conway

Cllr Kath McGuirk

Cllr Daniel Thomas

Cllr Paul Edwards

Cllr Alex Prager

Cllr Peter Zinkin

Cllr Ross Houston

Cllr Thomas Smith

Substitute Members

Cllr Anne Clarke

Cllr Nizza Fluss

Cllr Laithe Jajeh

Cllr Geof Cooke

Cllr Rohit Grover

Cllr Alison Moore

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Wednesday 22nd January 2020 at 10AM. Requests must be submitted to governanceservice@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Services contact: governanceservice@barnet.gov.uk

Media Relations Contact: Tristan Garrick 020 8359 2454

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Decisions of the Housing and Growth Committee

26 November 2019

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)

Councillor Sarah Wardle (Vice-Chairman)

Councillor Sara Conway

Councillor Paul Edwards

Councillor Ross Houston

Councillor Kath McGuirk

Councillor Alex Prager

Councillor Thomas Smith

Councillor Daniel Thomas

Councillor Peter Zinkin

Also in attendance

Apologies for Absence

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting of the Assets and Growth Committee held on 16 September 2019 be approved as a correct record.

2. ABSENCE OF MEMBERS

None.

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

Councillor Wardle declared a non-pecuniary interest in relation to item 7: Annual Performance Review of Registered Providers (RPs) - by virtue of her employer acting on behalf of some of the Housing Associations.

Councillor Houston declared a non-pecuniary interest in relation to item 7: Annual Performance Review of Registered Providers (RPs) by virtue of being a council appointed member of the Barnet Group Board and a £1 Shareholder of Notting Hill Genesis.

Councillor McGuirk declared a non-pecuniary interest in relation to item 7: Annual Performance Review of Registered Providers (RPs) by virtue of being a tenant of Notting Hill Genesis.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the public question and response were circulated in advance of the meeting. A supplementary question was asked by Mr Cox on behalf of Mr Levy and responded to at the meeting.

6. MEMBERS' ITEMS (IF ANY)

The Members items in the name of Councillors Paul Edwards and Councillor Sara Conway were deferred to the next meeting.

The Member item in the name of Councillor Ross Houston was withdrawn and it would be submitted to Policy and Resources Committee.

7. ANNUAL PERFORMANCE REVIEW OF REGISTERED PROVIDERS (RPS)

The Chairman introduced the Annual Performance Review of Registered Providers (RPs) Report.

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

RESOLVED:

The Committee unanimously agreed to note the report.

8. GRAHAME PARK: PDA VARIATION UPDATE

The Chairman introduced the Grahame Park: PDA Variation Update Report.

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

RESOLVED:

The Committee unanimously agreed that should be it necessary to provide compensation costs for the demolition (at 2.15 of the original report) that this is referred to the Policy and Resources Committee at the appropriate time for information.

9. QUARTER 2 (Q2) 2019/20 DELIVERY PLAN PERFORMANCE REPORT

The Chairman introduced the Quarter 2 (Q2) 2019/20 Delivery Plan Performance Report.

Following questions from Councillors, officers undertook to confirm the reasons behind the shortfall of income of £0.126m detailed in 2.2 of the report.

Officers also undertook to keep Councillors regularly updated of any operational changes.

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

RESOLVED:

The Committee unanimously agreed to review the budget, performance and risk information for Q2 2019/20 and did not make any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee.

10. BRENT CROSS CRICKLEWOOD UPDATE REPORT

The Chairman introduced the Brent Cross Cricklewood Update Report.

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:

The Committee agreed:

- 1. To note the progress update across the scheme since the last report to the committee on 16 September 2019.**
- 2. To note that the Policy and Resources Committee on 3 October 2019:**
 - a) Approved the appointment of Volker Fitzpatrick as the preferred bidder to design, build and handback the Brent Cross West Station and Vinci Taylor Woodrow as reserve bidder; and**
 - b) Authorised Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into the NEC contract to deliver the Brent Cross West Station with the preferred bidder (or with the reserve bidder should it prove not to be possible to complete contracts with the preferred bidder).**
- 3. to approve the amendments to the Brent Cross South (BXS) Business Plan Executive Summary and delegate authority to the Chief Executive in consultation with the Chairman of this Committee to finalise and agree the BXS Business Plan main report in accordance with paragraphs 1.8-1.24 of this report.**
- 4. To note that a revised First Phase Proposal is being developed to reflect the update to the Business Plan as summarised in Appendix 1 and authorises the Chief Executive to determine that the Best Consideration requirement has been met following:**
 - a) approval of the Business Plan by this Committee;**
 - b) completion of the Phase Project Valuer (PPV) review and on receipt of a formal letter on Best Consideration from the PPV Valuer at a minimum of £10.5m; and**
 - c) confirmation that the tests set out in paragraph 1.31 of this report will be met.**

5. To re-confirm that the council Land Value be re-invested in BXS to secure a revenue stream and authorise Officers to explore options for securing this investment for consideration by this Committee in due course.
6. To authorise the Deputy Chief Executive in consultation with the Chairman of the Committee to update and make any consequential changes as may reasonably be required to the BXS legal documentation in light of the updated Business Plan and revised Phase Proposal and Homes England Loan Facility Agreement.

11. BRENT CROSS CENTRAL TEAM

The Chairman introduced the Brent Cross Central Team Report.

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

RESOLVED:

The Committee unanimously agreed to:

1. note and endorse the outcome of the review of contractual arrangements for the Brent Cross development scheme, namely that integrated programme management and land delivery functions should move to the council and that regulatory planning and highways related to Brent Cross should remain with RE, subject to the outcome of staff consultation and financial due diligence.
2. note that the preferred option will not create an increased financial pressure above continuation of the contractual arrangements currently in place, and six staff would be directly impacted.
3. acknowledges that the Deputy Chief Executive, acting in the best interests of the council, will carry out all necessary actions and negotiations to implement option 3.

12. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

The Chairman introduced the Urgent Members item in the name of the Chairman on behalf of Stephen Sowerby – Maintenance of War Memorials Report.

Following consideration of the item, the committee unanimously agreed to allocated up to £5000 to undertake the heritage survey.

The Chairman then moved to vote on the recommendation as agreed.

RESOLVED:

The Committee unanimously agreed to allocate up to £5000 to undertake the heritage survey on the 15 Statutory listed structures.

13. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Chairman asked committee members if there were any questions on the exempt reports on the agenda. The Committee confirmed that there were no questions. There was therefore no requirement to move into exempt session.

14. EXEMPT GRAHAME PARK: PDA VARIATION UPDATE

RESOLVED that the exempt information be noted.

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

None.

The meeting finished at 7.35 pm

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Housing and Growth Committee

27 January 2020

Title	<p>Member's Items</p> <p>Councillor Paul Edwards - Effects of poverty on Barnet Homes tenants</p> <p>Councillor Sara Conway - Resolving the issues affecting residents in Marsh Drive, West Hendon</p>
Report of	Head of Governance
Wards	All Wards
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Abigail Lewis, 020 8359 4369, Abigail.Lewis@barnet.gov.uk
Summary	
<p>At its meeting on 26 November 2019, the Housing and Growth Committee agreed to defer the Members Items received from Councillor Paul Edwards and Councillor Sara Conway. The Committee is requested to consider the items and give instructions.</p>	
Officers Recommendation	
<p>That the Housing and Growth Committee's instructions in relation to these Member's Items are requested.</p>	

1. WHY THIS REPORT IS NEEDED

- 1.1 Members of the Committee have requested that the items tabled below are submitted to the Housing and Growth Committee for considering and determination. The Housing and Growth Committee are requested to provide instructions to Officers of the Council as recommended.

Paul Edwards	Effects of poverty on Barnet Homes tenants <p>The Council's Joint Strategic Needs Assessment cites data that the percentage of children in poverty after housing costs in Barnet ranges from 23% in High Barnet to 50% in Colindale.</p> <p>Other data from the Child Poverty Action Group suggests that the number of children in poverty in Barnet after housing costs was 24,308 or 28.99% (2017/2018).</p> <p>Responses to my Council questions recently state that:</p> <p>"The government's fuel poverty statistics, dated 13 June 2019, estimate that 1 in 8 households in Barnet, a total of 17,346 households in the borough, live in fuel poverty."</p> <p>And:</p> <p>"An analysis completed by the GLA found that Londoners most likely to report not being able to keep their home warm in winter include those in the lowest income quintile (31 per cent), single parents (27 per cent), those living in social rented accommodation (27 per cent) and disabled Londoners (25 percent). These are the same population subgroups at risk of food poverty, for which an extensive analysis was completed in Barnet in 2018."</p> <p>Almost 5000 people received 3 day emergency food supplies from three food banks based in Barnet alone.</p> <p>Yet, in 2016 LBB Council Tax service issued County Court Summons against 4386 CTS claimants all of whom were charged court costs.</p> <p>I believe it makes no sense to take those residents on the lowest incomes to the County Court which is only empowered to address whether the person charged does in fact owe a debt to the Council, and if so makes a judgement based on the facts. To add a further burden on tenants who are now required to make a 20% contribution to Council Tax, is simply unfair, unjust and punitive.</p> <p>I would like the Housing & Growth Committee to receive a report about the extent of income, fuel and food poverty amongst our tenants and what steps we are taking as a Committee, alongside the</p>
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	wider council, to ameliorate this situation. The report should also include data on the percentage of these low income tenant households that have at least one adult in paid employment, and have children.
Sara Conway	<p>Resolving the issues affecting residents in Marsh Drive, West Hendon</p> <p>I request that the Housing & Growth Committee receives an urgent update on action to sort out the terrible living conditions for Barnet Homes tenants and residents still living in Marsh Drive, and regular updates as a standing item on the Committee agenda until the issues are resolved.</p> <p>The update should cover action to sort out the various repairs and problems in the block including the broken security system resulting in drug-taking in the hallways and burglary, the persistent problem of flooding, the damp and black mould in people's homes and the pest/vermin infestations.</p> <p>If these problems are not resolvable in the short-term, I would like the Committee to consider moving all the tenants to more suitable accommodation in the Borough, and granting them secure tenancies.</p>

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 A Member (including Members appointed as substitutes by Council) will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a committee or Sub-Committee on which s/he serves. The matter must be relevant to the terms of reference of the committee.

5.3.2 The referral of a motion from Full Council to a committee will not count as a Member's Item for the purposes of this rule.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Email received on 14 November 2019 and the Committee's decision on 26 November 2019 to refer the two Members' items to its next meeting.



Housing and Growth Committee

27 January 2020

Title	West Hendon estate regeneration and non-secure tenants on regeneration estates
Report of	Chairman of Housing and Growth Committee
Wards	West Hendon, Colindale and Underhill
Status	Public (except Appendix A, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains Information relating to the financial or business affairs of any particular person [including the authority holding that information]).
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	<p>Cath Shaw, Deputy Chief Executive, London Borough of Barnet Cath.Shaw@barnet.gov.uk 020 8359 4716</p> <p>Tim Mulvenna, Chief Executive, The Barnet Group Tim.Mulvenna@thebarnetgroup.org 020 8359 5225</p>

Summary

This paper updates the committee on the regeneration of the West Hendon estate, including measures that have been taken to improve living conditions in the remaining legacy blocks at Marsh Drive; and considers the case for amending the Housing Allocations Policy in respect of long-standing non-secure tenants on regeneration estates.

Officer Recommendations

That the Committee:

1. Notes progress with the regeneration of West Hendon (paragraphs 1.1 – 1.3)
2. Notes the measures that Barratt Homes have put in place to improve living conditions for residents of Marsh Drive (paragraphs 2.9) and that they continue to meet with residents to identify further improvements (paragraph 2.11)
3. Notes the results of the Large Panel System tests received on 20 December 2019, and that work is well underway to empty the blocks by 31 October 2020 (paragraphs 3)
4. Approves the early decant of Marsh Drive and the additional expenditure required to facilitate this (paragraph 4.3 & appendix)
5. Considers the arguments for and against amending the current housing allocations policy in respect of long-standing non-secure tenants on regeneration estates, including West Hendon (paragraphs 5)
6. Recommends that the existing Housing Allocations Policy remains unchanged

1. WHY THIS REPORT IS NEEDED

Background

- 1.1. The regeneration of West Hendon is making good progress. The regeneration scheme will replace existing properties which are of a low quality construction and hard to maintain within the West Hendon estate, with new mixed tenure housing constructed to modern standards. The Scheme will deliver 2,194 new residential units - a net gain of 1,545 on the existing site and will increase the overall levels of affordable housing on the estate. These will be delivered over a 17 year period, with all new homes expected to complete by 2028/29. The scheme includes improved pedestrian and public transport links, an enhanced Town Centre and a new community hub and is delivered by the Barratt Metropolitan Limited Liability Partnership (BMLLP) – a Joint Venture between Barratt Homes and Metropolitan Housing Trust.
- 1.2. Construction started in 2011 with 851 new homes built to date, of which 250 are affordable housing. In addition, 1,118sqm of commercial floorspace has been created at ground level of the latest development phase close to Hendon Broadway. In Autumn 2019, construction started on the next phase of development (Phase 4) which will deliver 611 residential units (418 private and 193 affordable) with completion expected in 2023.
- 1.3. The 232 homes at Marsh Drive are earmarked for the final phases of the development and are not currently intended for demolition until 2022. However, these homes and communal areas have been deteriorating and do not meet

the standards of maintenance that Barnet Homes and the council aspire to. A recent survey has confirmed that the structure of the blocks is not suitable for long-term use of piped gas due to their Large Panel System construction.

1.4. We have therefore put in place the following twin track of approach:

- Addressing the most pressing maintenance problems at Marsh Drive
- Accelerating the rehousing of the Marsh Drive residents so this is completed by October 2020, 18 months earlier than planned. This is the earliest timeframe within which we will be able to assess, find, nominate and offer alternative accommodation to the 121 non-secure and 25 secure residents currently residing at Marsh Drive given the existing demand for affordable housing throughout Barnet. Negotiations will also begin to secure the remaining 28 leasehold properties at Marsh Drive.

1.5 A number of public meetings have already taken place between senior officers from the Council, Barnet Homes and residents from the West Hendon estate (highlighted in section 16.2 of this report) to understand and address concerns. More recently the Leader, Chairman and Vice Chair of the Committee have also been to Marsh Drive to talk to and listen to residents' concerns. Barnet Homes have also written to all affected residents outlining actions being taken to address matters highlighted as a result of these public meetings.

1.6 Furthermore, in response to a representation from the residents of Marsh Drive made during these meetings, this report also considers whether changes should be made to the Council's [Housing Allocations Policy](#) in respect of residents of regeneration estates who have been placed there in "Temporary Accommodation", albeit often for long periods. This group are known as "non-secure tenants".

2.0 Maintenance and Estate Management

2.1 In 2000 Central Government set a target to ensure that all social houses met set standards of decency by 2010. Meeting these standards often involved refurbishing existing properties however, in the case of Barnet's Regeneration Estates including West Hendon it was considered that simply carrying out decent homes works would not resolve the underlying problems. As a result, a decision was taken to undertake comprehensive regeneration across these estates, rebuilding quality, fit for purpose homes.

2.2 As a result of the decision, any maintenance work carried out at Marsh Drive has been on the basis of legal compliance and essential repair only. There has been no significant investment in the homes or the fabric of the building due to it having a limited lifespan as it had been earmarked for demolition by 2022.

Health & Safety works have been carried out, for instance the Electrical Rising Mains and communal lighting has been replaced. Fire Risk assessments and the related actions are all up to date.

- 2.3 The communal areas, whilst maintained, look very poor as no cyclical decorations have been carried out for many years.
- 2.4 Individual flats have had some improvements over the years, carried out through the void property refurbishment process or by residents themselves, but these homes did not receive Decent Homes improvement works due to their impending demolition.
- 2.5 The windows to one elevation were replaced with UPVC as they had come to the end of their lifecycle. The remaining windows are the original ones and are not as well insulated as UPVC windows and are subject to draft and condensation which in itself causes other problems within the properties.
- 2.6 The main block entrances were originally fitted with controlled entry systems; however, these systems only remain working in one block, the rest have been out of action for a number of years. This means the main entrance doors to those other blocks remain unlocked and anyone can access the block. This has sometimes allowed non-residents to access the communal areas/stairwells and lead to some incidents of anti-social behaviour to occur, which has been very distressing for residents.
- 2.7 As the regeneration has progressed there have been issues with vermin in the communal areas and homes of some blocks and a number of residents have complained of cockroaches and bugs. These have been responded to and treated but in one or two flats this has remained difficult to resolve.
- 2.8 A section of lead flashing was unlawfully removed from the roof of a block and one of the internal downpipes had become blocked leading to flooding in the communal areas after heavy rain.
- 2.9 Barnet Homes have responded to residents' concerns at Marsh Drive by implementing an action plan, which has included:
 - Replacing the lead flashing on the section of the roof which was vandalised and clearing the downpipes to deal with leaks and flooding
 - Delivery of a dedicated repairs helpline for residents
 - Contacting all residents and making visits to assess repairs
 - Allocating a full-time Maintenance Surveyor to visit and deal with reports of damp and mould
 - Replacing bins to stop vermin access

- Stopping up holes to prevent vermin accessing the building
 - Supporting specific residents with ongoing issues of pests
 - Increasing the security and out of hours warden patrols to improve security (6pm to 4am)
 - Working with the Police to improve response and security
 - Improving communication through weekly newsletters and regular open meetings
 - Allocating a full-time Housing Officer for Marsh Drive
 - Assigning a dedicated Anti-Social Behaviour officer to deal with ASB
 - Increasing the caretaker resource
 - Work with the council and residents on parking issues
 - Increasing collection of dumped rubbish and fly tipping
- 2.10 There has been positive feedback from residents following the implementation of this action plan, however the overall quality of accommodation remains poor and some of the flats continue to report problems with damp and mould.
- 2.11 Officers will continue to meet with residents to look for ways to improve living conditions for residents.
- 2.12 Recently, during visits made to Marsh Drive by the Leader, Chairman and Vice Chair of the Housing Committee on the 14th and 15th January, a number of specific suggestions were made by residents, and an addendum to this paper will be presented to the Housing and Growth Committee on the 27th January setting out progress with these.

3 Large Panel System

- 3.1 The blocks at Marsh Drive are constructed using a technique known as large panel system (LPS). This essentially means it was constructed using large panels of concrete slotted together and then held in place with vertical and horizontal metal ties. The collapse of a block (Ronan Point) constructed using a similar technique, following a gas explosion, led to this type of construction being phased out. Following the Grenfell Tower Fire advice was updated, and all such blocks are being surveyed to test whether they are sound and where there is piped gas whether the block could withstand a gas explosion.
- 3.2 Ridge and Partners LLP were instructed by Barnet Homes to carry out an intrusive survey at Marsh Drive and the results show that whilst the blocks remains sound for short-term use, we would need to remove the piped gas if we plan to use it long term. In conjunction with Cadent (the gas network distributor) Barnet Homes have agreed a number of immediate measures that reduce the risk of any explosion even further.

- 3.3 If it was planned to keep Marsh Drive occupied beyond 12 months, then the piped gas would have to be removed and be replaced with an alternative heating system. All gas cookers will be replaced with electric cookers.

4 Early Decant of Marsh Drive

- 4.1 Due to the prohibitive cost of, and lead times for, replacing the heating system (estimated at c. £1.2m), it is proposed that the only reasonable course of action is to re-house all Marsh Drive residents by October 2020. This is earlier than required by the regeneration scheme, which anticipates demolition of the blocks in 2022. Appendix A (Change Notice) draws to the committee's attention the additional costs of this - £705,000, and requests approval to proceed on this basis.
- 4.2 Early demolition of the block will require all residents to have a Housing Needs Assessment and residents will be moved on to accommodation that meets their needs as soon as practicable. This is a significant undertaking and will place short-term pressure on the Housing Options service. For secure tenants this is likely to mean two moves as the new block planned for them is not yet complete. For Leaseholders the Council will enter into private treaty negotiations to secure their properties. There is a Compulsory Purchase Order in place that can be relied upon if negotiations are unsuccessful.
- 4.3 The Council is currently in discussion with Barratt Metropolitan Limited Liability Partnership to accelerate the regeneration of the estate as a result of the early rehousing of residents from Marsh Drive. Management costs related to this are expected to be kept within existing budgets.

5 Housing Allocations Policy

- 5.1 The Council's Housing Allocations Policy places people in bands based on their circumstances. This is done at a point in time, following their Housing Needs Assessment. The key objectives of this Allocations Scheme are to:
- Provide a fair and transparent system by which people are prioritised for social housing
 - Help those most in housing need
 - Promote the development of sustainable mixed communities
 - Encourage residents to access employment and training
 - Recognise residents who make a contribution to a local community
 - Make the best use of Barnet's social housing
 - Make efficient use of our resources and those of our partner Registered Social Landlords

- 5.2 As we have limited supply of social housing only those in the greatest need are likely to be offered Council or Housing Association Housing. Those who we have accepted a homeless duty towards but do not meet the criteria in the Housing Allocation Scheme, (that would give them priority) are often placed in Temporary Accommodation and given 'non-secure' tenancies. Homeless households can remain in Temporary Accommodation for long periods if it is suitable and remains available to Barnet Homes. If for any reason the property is no longer available (private landlord sells for example) or becomes unsuitable due to a change in circumstances, then it is likely that the tenants will be moved into other Temporary Accommodation.
- 5.3 The Council does not operate a waiting list and there is often a misconception that those in Temporary Accommodation are 'waiting' for an offer of social housing. Despite significant investment in building new affordable homes, the demand for housing means that most in Temporary Accommodation are unlikely to be offered a secure tenancy, unless their circumstances have significantly changed. Our approach is to work with tenants to provide support so they can move into other sustainable forms of housing. We currently have around 2,500 households in Temporary Accommodation either in Barnet, outside of the borough or out of London. Typically, Temporary Accommodation is self-contained flats or houses which meet housing needs; only a very small number are in hostels or Bed and Breakfast accommodation, and our target is that no family should remain in B&B for more than 6 weeks.
- 5.4 The decision to use the blocks at West Hendon, and other regeneration sites, as Temporary Accommodation was taken at the outset of the regeneration programme as this was deemed to be the best use of the assets available to meet the need at that time. As the stock is owned by the Council it means the alternative costs of private rented Temporary Accommodation are not borne by the General Fund.
- 5.5 All tenants at Marsh Drive who are currently on secure tenancies have been offered new housing on the West Hendon estate. This was agreed as part of the original regeneration plans. As this is the final phase there are only 25 secure tenants left.

6.0 Request for security of tenure

- 6.1 The 121 non-secure tenants at Marsh Drive have requested that the Council give them secure 'council' tenancies (as opposed to Housing Association). In the normal course of a decant process the Council would assess the circumstances of all tenants and move them based on their needs. In the last phases around 60% of non-secure tenants were moved into Council or Housing Association properties with secure tenancies (the vast majority would have

been Housing Association tenants as the number of Council homes available is very limited), the rest would have been offered other forms of Temporary Accommodation, sometimes on other regeneration schemes. Some of the non-secure tenants at Marsh Drive have themselves been moved there as a result of regeneration schemes.

6.2 The London Borough of Barnet tenancies have been offered on a Flexible Secure Tenancy since 2012, this means that every five years tenancies are reviewed and renewed. Apart from the five year review, Tenants on a Flexible Secure Tenancy and legacy Secure Tenants have exactly the same rights, so both have security of tenure. It would only be in very rare circumstances that a tenancy is not renewed: if they are in breach of their tenancy agreement or if they are under-occupying and even in these circumstances other factors are considered such as local connections. Each year only a small number of tenancies are not renewed.

6.3 Non-Secure tenants at Marsh Drive argue a number of points in support of their case for being offered a secure council tenancy:

1. Many have been in Temporary Accommodation for very long periods, in a few cases 20 years, which has involved uncertainty over a prolonged period
2. They are part of the community, and have created networks in the local area, with children in schools or access to support networks or local healthcare
3. The blocks at Marsh Drive have fallen into a poor condition and they have had to put up with a lot of disruption – they therefore they feel they deserve a secure tenancy as ‘compensation’.
4. Many provide community contributions and are working locally.

6.4 However, offering secure tenancies (either Council or Housing Association) to non-secure tenants of Marsh Drive would come with the following risks:

1. There are a large number of households all needing to be rehoused and the Council does not have enough properties to offer all non-secure tenants what they would need in council or housing association stock. The Council would need to buy other accommodation specifically for them at a significant cost. It is also unlikely such accommodation could all be found in West Hendon, meaning a likely move away from the area
2. The [Housing Allocations Scheme](#) is based on a number of factors, particularly households’ need and ‘community contribution’. If this were introduced as a factor, households with greater need would miss out on secure tenancies.
3. Across Barnet’s housing stock earmarked for regeneration we have over 800 non-secure tenants, and over 500 who have lived there for five years

or more. There is simply not enough stock to promise all of these households' secure tenancies.

4. Those households who are currently in a housing band and have an urgent need to move will be displaced and have to wait longer for a suitable housing offer leading to complaints and legal challenge.
5. Non-secure tenants who were decanted from regeneration estates in previous phases of development were not given the opportunity to be offered a secure tenancy. Some of these tenants have been moved into other types of Temporary Accommodation. If the remaining non-secure tenants on West Hendon are offered secure tenancies, there is the potential for claims against the Council to offer the same security of tenure to those non-secure tenants that have previously been decanted.
6. Non-secure tenants on West Hendon who have a high housing need in accordance with the Allocation Scheme will be placed into bands 1 and 2. They are likely to be offered social housing (subject to availability) as their date into band will be the date they moved into their tenancy. This will mean that they will predate other households in similar bands and will be shortlisted for properties ahead of them. Five non-secure tenants have already been housed because of this and in these circumstances the Council does not see the need to change the Scheme as it is already prioritising those in greater housing need.

7.0 REASONS FOR RECOMMENDATIONS

- 7.1 On 12th November 2019, the Chief Executive and Deputy Chief Executive of the Council and the Chief Executive of the Barnet Group met with a group of residents of Marsh Drive. At that meeting it was agreed to:
 - i. Draw the Committee's attention to residents' concerns about living conditions on parts of the estate
 - ii. Suspend offers of alternative Temporary Accommodation to non-secure residents until the Committee has considered the options
 - iii. Invite the Committee to review the Housing Allocations Scheme in relation to non-secure tenants on regeneration estates.
- 7.2 Sections 1-4 of this Report updates the Committee on concerns about the West Hendon Estate and Barnet Homes' response. The pros and cons of amending the Housing Allocations Scheme are set out in section 6.
- 7.3 It is therefore recommended that the Committee notes the work being done by Barnet Homes to deal with the immediate issues that affect residents at Marsh Drive and confirms they are adequate and agree that the blocks at Marsh Drive are to be decanted before October 2020, at a cost of £705,000. Residents will be re-housed under the current Housing Allocations Scheme, with every effort

being made to provide homes in the local area and where possible on secure tenancies – including Housing Association properties.

8.0 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 8.1 Improvements could be carried out at the blocks on Marsh Drive and the piped gas could be removed and the heating in all properties updated, but this would be prohibitively expensive in light of the planned demolition of the block in 2022. Any new heating system would be operational for an estimated 18 months before the blocks were demolished, during which time the Council would also be seeking to reduce the number of residents occupying the blocks ahead of the redevelopment.
- 8.2 The Housing Allocations Scheme could be revised to offer non-secure tenants on regeneration schemes the highest priority (Band 1), meaning they would most likely be offered secure tenancies, but this is not recommended for the reasons set out in section 6.3.

9.0 POST DECISION IMPLEMENTATION

- 9.1 Barnet Homes will continue to assess residents' housing needs to inform the process of providing alternative homes.
- 9.2 The action plan and communication with residents will continue so their voice is heard. Additional expenditure for repairs and estate management will be maintained until the block is empty.
- 9.3 A commitment has been made to all Marsh Drive non-secure tenants that they would not be moved to alternative Temporary Accommodation until the Committee has considered the options. If the Committee decides to continue with the current allocation's strategy; offers of alternative Temporary Accommodation are likely to be made to some residents.

10. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 10.1 The regeneration of the West Hendon Estate 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.

10.2 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 centres
- responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough.

10.3 The scheme to West Hendon will replace existing properties within the West Hendon estate with new mixed tenure housing constructed to modern standards. The Scheme will deliver 2,194 new residential units - a net gain of 1,545 on the existing site. These will be delivered over a 17 year period, with all new homes expected to complete by 2028/29. The scheme includes improved transport links, an enhanced Town Centre and a new community hub.

10.4 An accelerated decant of Marsh Drive will mean that certain costs, such as maintenance costs, for these properties from October 2020 to 2022 will be saved although there may be increased costs in securing and patrolling the site after it is vacant and before the blocks are demolished.

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

11.1 Given the circumstances set out in this report and the advice received regarding the life of the gas supply the decision to embark on an early decant seems the most appropriate course of action from a financial perspective.

11.2 In order to facilitate the early re-housing of residents from Marsh Drive the costs associated are outlined in the Change Notice at Appendix A and amount to £705,000. Any additional associated cost pressures identified, for example: security, will be monitored and reported as necessary.

11.3 There is a possibility that some leaseholders, eligible for the shared equity offer available through the regeneration scheme, will require a double decant. In the event that this is required, the costs will need to be covered by the Council. Should this be the case, a separate change request to cover these costs will be made.

12. Social Value

12.1 The regeneration of the West Hendon Estate will secure wider social, economic and environmental benefits as indicated in sections within the report.

13.0 Legal and Constitutional References

- 13.1 The Council's Constitution, Article 7.5 responsibility for function, states the functions of the Housing and Growth Committee, includes responsibility for regeneration schemes and asset management as well as housing strategy and social housing. The Committee also has responsibility to receive reports on relevant performance information and risk on the services under the remit of the Committee.
- 13.2 Article 2.3 of the Council's Constitution defines a key decision as, "one which will result in the council incurring expenditure or savings of £500,000 or more or is significant in terms of its effects on communities living or working in an area comprising two or more Wards." The proposed expenditure qualifies this as a key decision as does the proposed decanting / transfer of residents from Marsh Drive to other areas.

14.0 Risk Management

- 14.1 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. A new Growth Strategy was drafted in 2019 and consulted upon which provides an agreed strategic direction for the council's role in growth and regeneration.
- 14.2 A number of remaining blocks at Marsh Drive, which under the regeneration scheme are not due for demolition until 2022, have been deteriorating, and in some cases had fallen below a standard that was acceptable. To mitigate any potential risks outlined in earlier sections of this report the Council will re-house all Marsh Drive residents by October 2020.

15.0 Equalities and Diversity

- 15.1 Equality and diversity issues are a mandatory consideration in the Council's decision-making process. Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Policy and Resources Committee, or the officer decision maker if the decision is delegated to them, has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010.
- 15.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 15.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 15.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 15.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) Tackle prejudice, and
 - (b) Promote understanding.
- 15.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race,
 - Religion or belief
 - Sex
 - Sexual orientation

- Marriage and Civil partnership

15.7 The Housing Allocations Policy was subject to an [Equalities Impact Assessment](#). No changes to this policy are proposed.

16 Consultation and Engagement

16.1 The West Hendon Regeneration Partnership Board brings together key stakeholders involved in the regeneration of the West Hendon Estate and includes representatives from the Council, Barnet Homes, Metropolitan Housing Trust, Barratt London, West Hendon residents, community representatives and local Councilors. The Partnership Board meets regularly to discuss matters relating to development and regeneration activities on the estate and are supported by an Independent Resident Advisor.

16.2 Further to this, senior officers from the Council and Barnet Homes have met with West Hendon residents over the last few months to listen to their concerns. As a result, action has been taken to improve living conditions on the estate as set out in 2.9. In addition to the visits from members of the Committee, meetings between residents and staff took place on the following dates:

- 16th September 2019 with the CEO and Group Director for Property and Operations of The Barnet Group
- 09th October 2019 with the Head of Community Engagement (The Barnet Group)
- 28th October 2019 with Senior Barnet Homes Staff
- 12th November 2019 with the Chief and the Deputy Chief Executive from the council and the CEO of The Barnet Group

17 Corporate Parenting

17.1 The Housing Allocations scheme gives priority to care leavers, foster carers, and providers of Supported Living.

18 BACKGROUND PAPERS

18.1 None

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

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HOUSING & GROWTH COMMITTEE

27 January 2020

Title	WEST HENDON PHASES 5 & 6: VARIATION TO THE PRINCIPAL DEVELOPMENT AGREEMENT
Report of	Chairman of Housing & Growth Committee
Wards	West Hendon
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – Plan Showing Sites at 213-215 West Hendon Broadway
Officer Contact Details	Simon Bailey, Interim Regeneration Manager Simon.Bailey@barnet.gov.uk, 0208 359 7671 Michaela Charles-Dawkins, Regeneration Officer Michaela.Charles-Dawkins@barnet.gov.uk, 0208 359 4864

Summary

Barratt Metropolitan Limited Liability Partnership (BMLLP) have written to the Council requesting support for amending the existing Principal Development Agreement (PDA) to provide for up to 350 residential units to be built in the final phases of the scheme (Phases 5 and 6).

BMLLP are also seeking agreement to incorporate two new sites at 213-215 West Hendon Broadway within the scheme Masterplan. The incorporation of the sites would allow more intensive use of these sites, promote a more coherent Phase 5 design solution and offer a positive impact on the Broadway frontage.

The changes would allow BMLLP to bring forward proposals for a new, permanent 500sqm health centre and add up to 350 residential units to the scheme, with 40% of the new homes offered as Affordable Housing.

In order to provide assurance before committing significant further resources and bringing forward proposals to Planning, BMLLP have requested the Council indicate whether it 'in

principle' supports the proposal and would be willing to vary the PDA to accommodate the changes set out above to Phases 5 & 6 of the West Hendon Regeneration scheme.

Recommendations

That the Housing & Growth Committee:

- 1.1 confirm 'in-principle' support for an increase in the maximum residential unit cap in the West Hendon Principal Development Agreement to 2350 units;**
- 1.2 confirm 'in principle' support for the incorporation of sites at 213-215 West Hendon Broadway within the West Hendon Regeneration Scheme;**
- 1.3 delegates authority to the appropriate Chief Officer to take any further necessary actions or decisions with regard to formally varying the Principal Development Agreement to accommodate the Additional Unit Scheme acting in the best interests of the Council and to authorise the negotiation and completion of any required documents.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Barratt Metropolitan Limited Liability Partnership ('BMLLP') have written to the Council requesting 'in principle' support for amending the existing Principal Development Agreement ("the PDA") to provide for an increase of up to 350 housing units, to be built in the final phases of the scheme – Phases 5 & 6. This would increase the provision of homes from 2000 to up to 2350 units. BMLLP are also seeking agreement to incorporate two new sites within the scheme. Both these additional sites fall outside of the currently defined regeneration area for the scheme.
- 1.2 The changes to the PDA would allow BMLLP to bring forward proposals for a new, permanent 500sqm health centre and add up to 350 residential units to the scheme, with 40% of the new homes offered as Affordable Housing. The proposed revisions and tenure mix are subject to further public consultation by BMLLP and the required planning variations and consents being secured.
- 1.3 In order to provide assurance before committing significant further resources to developing the new proposals ('Additional Unit Scheme'), BMLLP have asked the Council to agree in principle to vary the PDA.
- 1.4 Detailed planning consent for Phases 5 & 6 of the West Hendon scheme was granted in June 2018 for 732 homes. The proposed amendments to Phases 5 & 6 include the addition of land at 213-215 West Hendon Broadway to create a larger site. This allied with amendments to the existing consented blocks offers potential for an additional 350 homes and provision of a new self-contained Health Centre of 500sqm. In total the revised Phases 5 & 6 would deliver 1082 units.

- 1.5 As a result of maximising unit numbers in earlier phases & optimising Phases 5 & 6, the 732 currently consented units were accommodated within the original outline parameter plans for the scheme agreed in November 2013. There is therefore significant potential to increase unit numbers within the existing consented parameters as well as the possibility of making modest increases to the consented building heights in Phases 5 and 6.
- 1.6 Currently the freehold of the sites at 213-215 West Hendon Broadway are owned by the Council and the NHS respectively. BMLLP are close to agreeing Heads of Terms to acquire these properties by private treaty. Both sites comprise single storey properties and front West Hendon Broadway. 213 is currently used as an MOT garage which will not be an appropriate use once the regeneration is complete. It is also on a prominent corner and has a significant deleterious impact on the streetscape. 215 is used as temporary NHS office accommodation and GP surgery. The Heads of Terms agreed for the purchase of this site from the NHS by BMLLP are dependent on BMLLP providing a dedicated, permanent 500sqm GP health facility as part of the regeneration programme. Incorporation of the sites within the scheme would permit multi-storey redevelopment, making better use of the land and allow for an additional circa 45 residential units.
- 1.7 BMLLP have also included a request to re-sequence Phases 5 and 6. This would permit more efficient development of the final phases of the scheme and minimise disruption to residents of new homes in Phase 6. The changes will require formal revision to the Master Programme. Note that by Phases 5 & 6 current residents of the estate will have been re-housed in Phase 4 on the other side of the development so will be unaffected by this change. The key benefit to existing residents is the introduction of the new health centre and the additional stimulus to regeneration on the Broadway that additional residents in the area will bring.
- 1.8 The West Hendon Partnership Board received an initial briefing from BMLLP at their meeting of the 8th January 2020. Beyond the Partnership Board, stakeholders and residents will be consulted by BMLLP in the run up to and during consideration of planning submissions. Updates will also be provided through the regeneration newsletter and presentations at West Hendon Partnership Board Open Meetings.

2 REASONS FOR RECOMMENDATIONS

- 2.1 Support for the variation of the Principal Development Agreement would allow for the development of proposals for a much needed, new 500sqm permanent health centre and up to 350 additional new homes (40% affordable).
- 2.2 The incorporation of sites at 213-215 West Hendon Broadway would allow better use of the land, promote a more coherent Phase 5 design solution and offer a positive impact on the A5 frontage with associated benefits for the regeneration of the retail offer along West Hendon Broadway.

- 2.3 In-principle agreement to vary the PDA would provide encouragement to Barratt Metropolitan Limited Liability Partnership (BMLLP) to invest further in developing proposals for the new health facility and new homes.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do not confirm support for the proposed variations to the PDA to allow for amendments to Phases 5 & 6 of the scheme - this would mean that delivery of the new health centre and additional homes would not be possible.

4 POST DECISION IMPLEMENTATION

- 4.1 Once in-principle agreement is secured, Barratt Metropolitan Limited Liability Partnership (BMLLP) will provide a formal Deed of Variation to the PDA for the Council's consideration. The Council has entered into a number of variations at different times already during the history of the scheme.
- 4.2 The Additional Unit scheme remains subject to further public consultation, securing the necessary planning consents and subject to BMLLP being able to finalise the purchase of the sites at 213-215 West Hendon Broadway. Amendment of the PDA allows for the possibility of an enhanced scheme but does not mean that it will definitely be delivered.
- 4.3 In the event that support to vary the PDA is secured, it is likely that BMLLP will make the necessary Planning submissions towards the middle of 2020.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The regeneration of the West Hendon Estate contributes to the outcomes promoted through the Council's Corporate Plan 2019-2024. These focus on place, people and communities and are;
- 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
- 5.1.2 The regeneration of the West Hendon regeneration estate also supports the Sustainable Community Strategy for Barnet 2010–2020 through the following objectives:
- A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and to other people in the wider community.
 - A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the schemes.

- A relentless drive for efficiency - the Council is working with Development Partners to ensure that the scheme is delivered in the most cost effective way.

5.1.3 The regeneration scheme also complies with strategic objectives in the Council's Housing Strategy 2010-2025 which include:

- Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents; and promoting mixed communities and maximising opportunities available for those residents wishing to own their own home.

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

5.2.1 When approaching the Council, BMLLP included in their proposal a review of the impact on possible sales overage payable to the Council. Current projections indicate that, as a result of the proposed amendments to the scheme, the likelihood of an overage payment to the Council could be improved. Note that there remains no guarantee that overage will ultimately be payable as this is conditional on development costs and sales values, etc. However, the Council would still benefit from a significant amount of additional affordable housing, a new, permanent GP surgery for West Hendon and a smarter, more coherent streetscape.

5.2.2 In the event that the Additional Unit Scheme progresses, an increase in the developer's financial contribution to the West Hendon Community Trust Fund would need to be agreed.

5.2.3 All legal costs incurred by the Council in varying the PDA will be recovered from BMLLP.

5.3 Social Value

5.3.1 The West Hendon regeneration offers a broad range of social, economic and environmental benefits. The Additional Unit scheme would add to the range of benefits by providing additional new homes and a new health facility.

5.4 Legal and Constitutional References

5.4.1 The Council's Constitution, Article 7.5 responsibility for function, states the functions of the Housing, Assets and Growth Committee, includes responsibility for regeneration schemes and asset management.

5.4.2 The PDA defines mechanisms for making changes to the scheme and many have already been made over the lifetime of the project. Given the significance of the variations to the residential cap and the addition of sites to the regeneration area, it is appropriate that this matter is considered by the Housing and Growth Committee. Other associated decisions, such as the revisions to the Master Programme constitute an Intermediate Variation under the terms of the PDA and can be managed through Chief Officer Decision.

5.5 Risk Management

- 5.5.1 The Additional Unit Scheme presents very limited risk to the Council.
- 5.5.2 The delivery of Phases 5 & 6 of the West Hendon Regeneration Scheme is dependent upon the ability of the Council and Barratt Metropolitan Limited Liability Partnership (BMLLP) to acquire all third party proprietary interests in the necessary development land. However, having secured West Hendon Compulsory Purchase Order 3 (CPO3) in September 2019, this no longer presents a risk. Negotiations to acquire properties via private treaty are ongoing and CPO powers will only be used a last resort.
- 3.2 The incorporation of 213-15 West Hendon Broadway to the scheme is dependent on BMLLP being able to agree a deal to acquire the two properties by consensual agreement as they are not covered under Compulsory Purchase powers. BMLLP have agreed Heads of Terms with the Council and NHS as respective property owners and this is not considered to present a significant risk to the scheme. The sale of the freehold of 213 West Hendon Broadway will be at market value and subject to a separate decision by the Council to dispose and any necessary consents being secured. Appropriate steps will also need to be taken by the Council to gain vacant possession of the 213 West Hendon Broadway prior to its sale.
- 5.5.3 Implementation of the scheme is subject to individual phases being financially viable. Current projections indicate that Phases 5 & 6 are viable. However, should market conditions significantly change this could present an issue for the West Hendon programme. This has always been the position.

5.6 Equalities and Diversity

- 5.6.1 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life of the Borough. The West Hendon Regeneration Scheme will provide a mix of affordable and private sale properties. The new mixed tenure housing will improve the community cohesion in an area with a highly diverse population. It will provide increased choice and opportunity for Barnet residents. This supports the overall aim of the Council's Equalities Policy and the Council's duties under the Equality Act 2010.
- 5.6.2 At present the West Hendon Estate does not reflect a mixed and balanced community, with a heavy bias towards an affordable housing tenure. The Estate offers little by way of variety of unit mix. The regeneration proposals seek to address this imbalance through the delivery of a range of residential tenures across the site e.g. private housing, a new range of intermediate housing, wider range of unit sizes across all tenures and 10% of all residential units meeting Wheelchair Standards. The Scheme seeks to improve the demographic of the Estate to provide a step change in the levels of social inclusion to create a sustainable, mixed and cohesive community.
- 5.6.3 Having had due regard to its duty under the Equality Act 2010, the Council is confident that the delivery of the Scheme will contribute towards the social,

economic, educational and cultural improvements for existing and future residents. It will also increase levels of social inclusion within a mixed and diverse community.

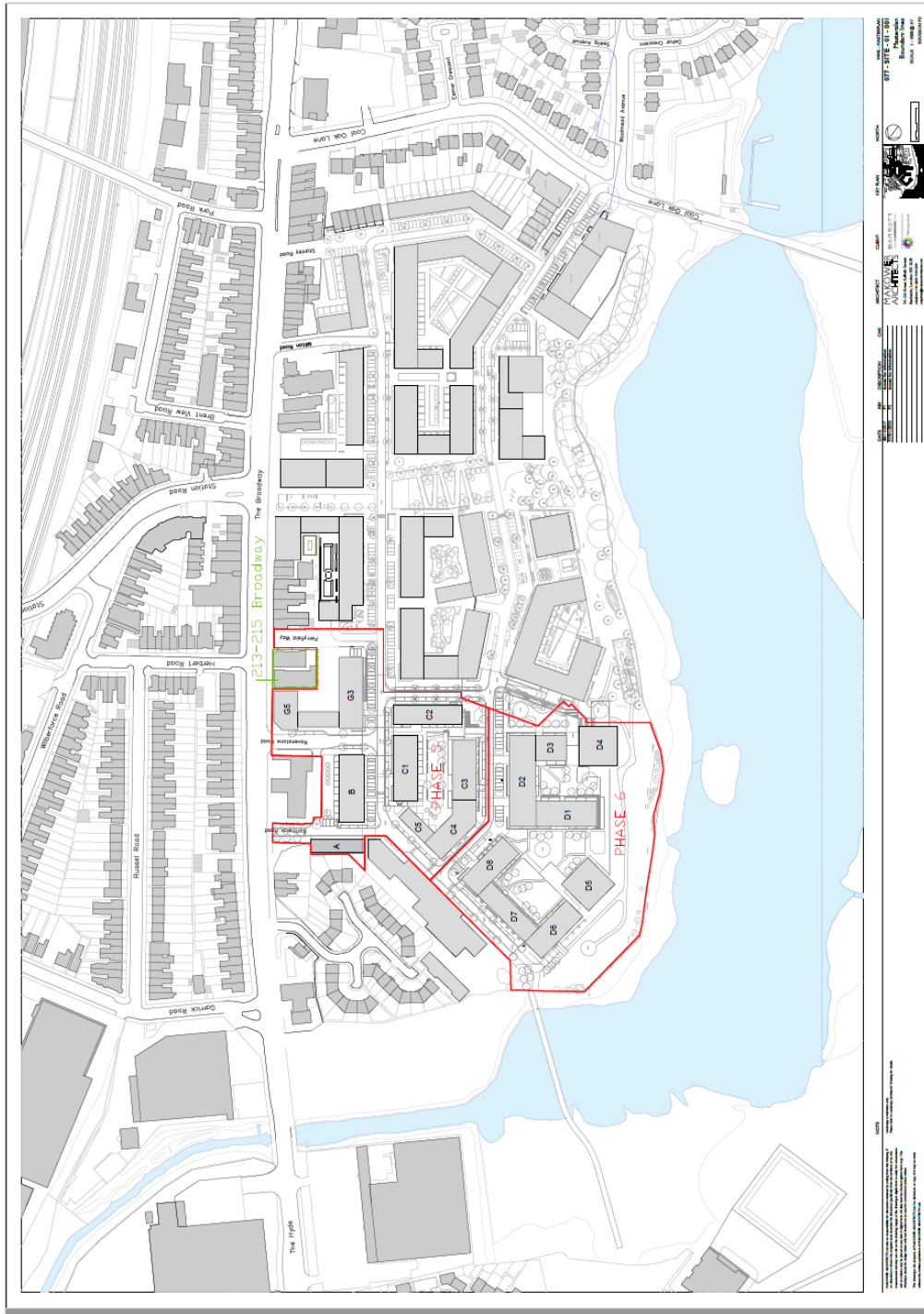
5.7 Consultation and Engagement

- 5.7.1 Consultation with the community re the possible expansion of the scheme started with a presentation to the West Hendon Partnership Board on 8th January 2020. Should the Council agree the variations to the PDA to accommodate changes to Phases 5 & 6, Barratt Metropolitan Limited Liability Partnership (BMLLP) will embark on further consultations in the run up to submission of planning proposals.
- 5.7.2 Scheme wide consultation has and will continue to be undertaken with the residents and wider community to ensure that the Scheme reflects local needs. In this regard, the Council and the Development Partners appointed an Independent Resident Advisor to work with the residents on the estate. A Partnership and Residents Board has been established who meet on a regular basis to discuss the regeneration proposals with the Council and its partners.
- 5.7.3 Meetings & issue specific drop-in sessions (e.g. CPO) have held over the past 4 years and these will continue. Updates and information are also provided through the West Hendon Regeneration Newsletter and the production of issue specific leaflets. In addition, staff representing the Development Partners are regularly available at the estate's Interim Community Hub, affording residents the opportunity to discuss their particular issues or concerns relating to the scheme.

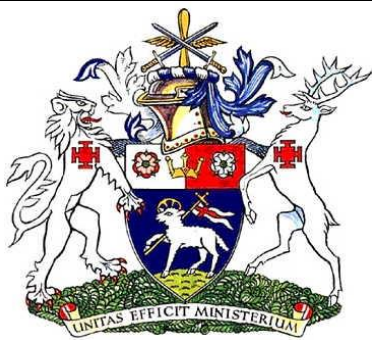
6. BACKGROUND PAPERS

Cabinet Resources Committee, 16 December 2013, West Hendon Regeneration Project
<http://barnet.moderngov.co.uk/documents/s12100/West%20Hendon%20Regeneration%20Project.pdf>

Appendix 1 – Plan Showing Sites at 213-215 West Hendon Broadway



Note: the red line boundary denotes the existing extent of Phases 5 & 6 of the current regeneration scheme.



Housing and Growth Committee

27th January 2020 ^{AGENDA ITEM 9}

Title	Private Sector Housing fee increases above inflation for 2020/21
Report of	Chairman of the Housing and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – Proposed increased fees for HMO Licensing from 1 st April 2020/21
Officer Contact Details	Belinda Livesey – Group Manager (Private Sector Housing) 0208 359 7438 belinda.livesey@barnet.gov.uk

Summary

This report seeks to obtain approval for proposed Private Sector Housing Team related fee increases for 2020/21 to support the Commissioning Business Plan, and delivery of the front-line service within the Private Sector Housing Team in Re.

Officers Recommendations

That the Housing and Growth Committee notes the report, and approves the proposed fee increases for 2020/21 as set out in Appendix 1 and refer to Policy and Resources Committee for noting.

1. WHY THIS REPORT IS NEEDED

- 1.1 Fees and charges are reviewed on an annual basis to ensure that the costs of chargeable services are covered and the Council is achieving value for money. This report sets out the proposed fee increases above inflation for services provided by the Private Sector Housing Team in Re. Any fees which are being increased by less than the rate of inflation plus 2% are not included in this report as their approval method is via a Delegated Powers Report.
- 1.2 The fees and charges for HMO licensing have been reviewed in the light of our experience of delivering the mandatory HMO licensing scheme over the last six years and the additional HMO Licensing Scheme over the past three years. This review has revealed that the full costs of operating the service are not being fully recovered and that a re-evaluation was necessary. The total cost of employing the HMO team was calculated, based on DRS rates. A percentage of the Group Manager's time was included and posts already funded by the management fee through the Re contract were excluded. Deductions were made for items that are specifically exempted from charging for example Temporary Exemption Notices, HMO Licence Variations, HMO Licence Revocations and statutory notices. The remaining cost was then split between the two main sub-categories of licence – new and renewal – on the basis of percentage effort required. The cost per 5 year licence was then derived by dividing the percentage cost by the anticipated volume of licences for 2020-21. Finally, the fees for assisted, online and 1 year licences were created in proportion to the 5 year licence, with assisted licences attracting a higher fee and online applications receiving a discount. The full fee for each licence type is shown as well as the split between fee 1 – which covers the processing of the licence and fee 2 – to cover the costs of enforcement of the licencing scheme including compliance with conditions.
- 1.3 As the service do not yet have an online licensing service, assumptions have been made in relation to the reduction in processing times that this will bring. Following introduction and a bedding in period the implications to service input and cost will be reviewed.
- 1.4 The proposed fee increases are detailed in Appendix 1.

2 REASONS FOR RECOMMENDATIONS

- 2.1 It is recommended that the Housing and Growth Committee consider the proposed fee increases for 2020/21 as it is considered good practice to review fees and charges to ensure that the costs of providing the services are recouped.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative approach would be not to review these fees. This is not however considered to be good practice and would potentially expose the Council to the risk of not recovering the costs of the provision of the service, or potentially, over recovering. This would not be appropriate where the basis for charging is limited to cost recovery.
- 3.2 Given the financial pressures currently faced by the Council the only viable option for continuing to provide services is to levy an appropriate fee or charge.

4 POST DECISION IMPLEMENTATION

- 4.1 If the Committee is minded to approve the recommendation then the fees and charges will be posted on the Council's website and, where a statutory duty requires it, advertised in the approved publication and appropriate location. The new fees and charges will be implemented from 1st April 2020.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2019-2024 is based on three main outcomes:

- A pleasant, well maintained borough that we can 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.

Each outcome has a set of key priorities underneath it. Of relevance to the fees considered in this report are:

- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- Ensuring that good landlords continue to provide accommodation and that poor quality housing is improved.

The plan also commits to:

- managing finances and contracts robustly
- providing value for money for the taxpayer and ensuring we are transparent in how we operate

5.1.2 Fees and charges need to be reviewed to ensure value for money and cost recovery. The Fees and Charges review is a means of ensuring that net costs are kept under control.

5.1.3 Keeping well and promoting independence are part of the overarching vision detailed in the Health and Wellbeing Strategy. One of the key themes of the strategy is how we live and wellbeing in the community. HMO Licensing improves the condition of some of the highest risk housing in our community which will directly improve the health of the occupying tenants.

5.1.4 As detailed in Barnet's Joint Strategic Needs Assessment Barnet was London's most populous borough in 2018 and its population is projected to continue to increase. The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation, so that over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households. As such it is key that the local authority is taking the appropriate action to ensure that

tenanted accommodation meets the necessary minimum standards. As part of these activities HMO Licensing fees must be set to cover the cost of delivery and enforcement of the scheme.

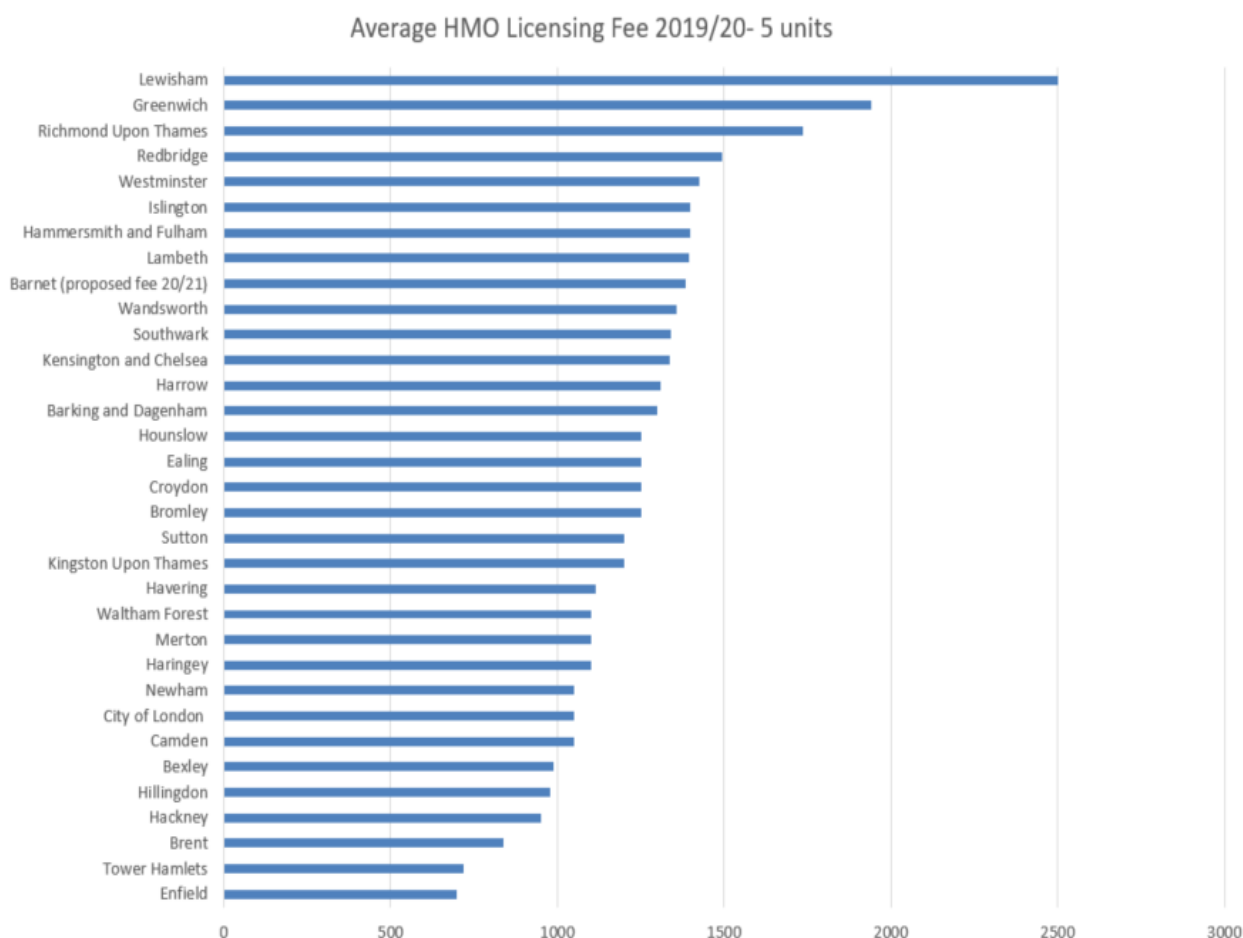
5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 **Finance & Value for Money:** With both public and Member expectations increasing by reviewing fees and charges we ensure that sufficient resources are made available to manage and prioritise expectations.

5.2.2 The fees and charges set will ensure effective cost recovery for delivering the service. The prices listed do not include VAT.

5.2.3 The Constitution requires that new fees and charges and those proposed to be increased by more than inflation plus 2%, are agreed by the relevant Theme Committee and also reported to Policy and Resources Committee for noting. CPI annual inflation for July 2018 was 2.5%.

5.2.4 The revised fees have been benchmarked against fees adopted by neighbouring London Boroughs for 2019/20. Other boroughs may also increase their charges but for benchmarking purposes 20/21 charges were not available at the time of report drafting. This is for information only, it has not affected the calculation of these fees.



5.2.4 **Procurement:** At this time there are no procurement implications.

5.2.5 **Staffing:** At this time there are no staffing implications.

5.2.6 **Property:** At this time there are no property implications.

5.2.7 **IT:** At this time there are no IT implications.

5.2.8 **Sustainability:** At this time there are no sustainability implications.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This report ensures that services being provided to improve the health and well being of residents are done so through fees which adequately cover the cost of service delivery.

5.4 Legal and Constitutional References

5.4.1 Local authorities have a variety of powers to charge for specific statutory services set out in statute. The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services, the latter on a cost recovery basis. Discretionary services are those that a local authority is permitted to provide under statute but is not obliged to do so. The power to charge for discretionary services is not available to local authorities if there is a statutory duty to provide the service or if there is a specific power to charge for it or if there is a prohibition on charging.

5.4.2 Additionally, the Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services but again these are subject to conditions/limitations similar to those noted above.

5.4.3 Where a local authority has a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard. Should a request be made, however, for delivery above and beyond that standard, this may constitute a discretionary service for which a charge could be made.

5.4.4 There is a variety of legislation permitting charging for different services, some of which set prescribed fees and charges (or the range of charges for a given service), and others which allow discretion based on costs of providing the service.

5.4.5 Article 7 of the Council's Constitution, 'Committees, Forums, Working Groups and Partnerships' sets out the terms of reference of the Housing and Growth Committee including commissioning of environmental health functions for private sector housing and responsibility for housing grants. It also has responsibility for recommending for approval fees and charges for those areas under the remit of the committee.

5.4.6 Article 7 also states that Policy and Resources Committee are responsible for determining fees and charges for services which are the responsibility of the committee and to note decisions taken by theme committees, the Planning Committee and

Licensing Committee on fees and charges within the remit of those committees.

5.4.7 In line with *Hemming v Westminster*, the Council has a Fee 1 and Fee 2 for HMO Licences. Fee 1, the application fee, relates solely to the cost of authorisation procedures (ie, the costs associated with reviewing an application and granting / refusing a licence). Following a successful application, licence applicants are subsequently charged a Fee 2, which is a fee relating to the costs of administering and enforcing the relevant licensing framework.

5.5 Risk Management

5.5.1 The fees proposed within this report are based on recovery of costs incurred by the Council. Efforts have been made to limit the charge increases and consideration has been given to the charges adversely affecting demand for the services as well as the need to recoup the cost of providing the service. There will nonetheless remain an element of reputational risk and challenge.

5.6 Equalities and Diversity

5.6.1 The Corporate Plan 2019-2024 contains a commitment to treating residents equally, with understanding and respect, with all having access to quality services. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 Section 149 of 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

5.6.3 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

5.6.4 The proposed fees and charges have been reviewed against the protected 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 HMO licensing and housing enforcement action requiring the improvement of accommodation has an overall positive impact for landlords, tenants, residents and businesses by virtue of the potential improvement to the quality and management of accommodation in the borough.

5.6.5 In addition, there are potential benefits arising from the increased choice of high quality, well-managed affordable housing.

5.7 Corporate Parenting

5.7.1 The decision required by this report could have a direct impact on looked after children and care leavers if they live in the private rented sector.

5.8 Consultation and Engagement

5.8.1 The fees and charges will be reviewed by Policy and Resources Committee and will be included within the Council wide budget consultation.

5.9 Insight

5.9.1 Whilst benchmarking data has been considered the fees contained in this report are based on internal data relating to work processed per officer and the associated costs.

6 BACKGROUND PAPERS

6.1 Additional Licensing Scheme for Houses in Multiple Occupation

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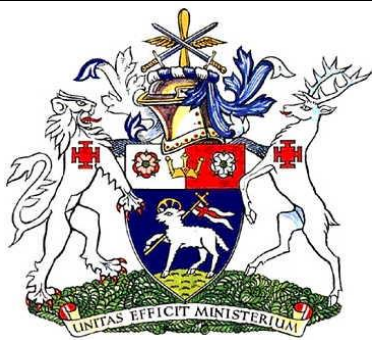
Appendix 1 – Proposed increased fees for HMO Licensing from 1st April 2020/21 – Note any charge increase less than 4.5% (2% plus estimated 2.5% inflation) is being dealt with via DPR).

Description	Unit of Measure	Charges 2019/20	Proposed Charges 2020/21	Change from prior year (%)	Statutory Basis for Charging (i.e the legislation that permits you to charge for this service / product)	Basis of charging (Statutory prescribed, Statutory discretionary, statutory costs recovery or Discretionary)
New Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,233.00	£1,386.00	12.41%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£595.00	£640.00			
	Fee 2	£638.00	£746.00			
Assisted New Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,314.00	£1,477.00	12.40%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£692.00	£747.00			
	Fee 2	£622.00	£730.00			
New Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO (F1+F2)	£1,182.00	£1,247.00	5.50%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£546.00	£576.00			
	Fee 2	£636.00	£671.00			
New HMO Licensing Fee for a 1 year licence (paper application)	Per HMO (F1+F2)	£783.00	£834.00	6.51%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£580.00	£625.00			
	Fee 2	£203.00	£209.00			
Description	Unit of Measure	Charges 2019/20	Proposed Charges 2020/21	Change from prior year (%)	Statutory Basis for Charging (i.e the legislation that permits you to charge for this service / product)	Basis of charging (Statutory prescribed, Statutory discretionary, statutory costs recovery or Discretionary)

						recovery or Discretionary)
New HMO Licensing Assisted fee for a 1 year licence (paper application)	Per HMO (F1+F2)	£895.00	£969.00	8.27%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£692.00	£760.00			
	Fee 2	£203.00	£209.00			
New HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO (F1+F2)	£849.00	£890.00	4.83%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£646.00	£681.00			
	Fee 2	£203.00	£209.00			
Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,028.00	£1,220.00	18.68%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£406.00	£474.00			
	Fee 2	£622.00	£746.00			
Assisted Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,066.00	£1,266.00	18.76%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£444.00	£520.00			
	Fee 2	£622.00	£746.00			
Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO (F1+F2)	£1,007.00	£1,098.00	9.04%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£371.00	£427.00			
	Fee 2	£636.00	£671.00			
Description	Unit of Measure	Charges 2019/20	Proposed Charges 2020/21	Change from prior year (%)	Statutory Basis for Charging (i.e the legislation that permits you to charge for this service / product)	Basis of charging (Statutory prescribed, Statutory discretionary, statutory costs)

						recovery or Discretionary)
Assisted Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO (F1+F2)	£1,045.00	£1,140.00	9.09%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£409.00	£467.00			
	Fee 2	£636.00	£673.00			
Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO (F1+F2)	£609.00	£802.00	31.69%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£406.00	£475.00			
	Fee 2	£203.00	£327.00			
Assisted Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO (F1+F2)	£647.00	£850.00	31.38%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£444.00	£520.00			
	Fee 2	£203.00	£330.00			
HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO (F1+F2)	£574.00	£637.00	10.98%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£371.00	£428.00			
	Fee 2	£203.00	£209.00			
HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO (F1+F2)	£612.00	£676.00	10.46%	Statutory- S63 Housing Act 2004	Statutory cost recovery
	Fee 1	£409.00	£467.00			
	Fee 2	£203.00	£209.00			

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Housing & Growth Committee

20th January 2020 AGENDA ITEM 10

Title	Private Sector Housing fee increases above inflation for 2020/21 – Proposed new fees for Disabled Facilities Grant Administration
Report of	Chairman of the Housing & Growth Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – Proposed new fees for Disabled Facilities Grant Administration from 1 st April 2020/21
Officer Contact Details	Christopher James - Group Manager (Private Sector Housing Grants & Local Land Charges) 020 8359 6092 christopher.james@barnet.gov.uk

Summary

This report seeks to obtain approval for proposed Home Improvement Agency activity related fee increases for 2020/21 to support the Commissioning Business Plan, and delivery of the front-line service within the Private Sector Housing Team in Re.

Officers Recommendations

That the Housing & Growth Committee review this report, and the proposed fee increases for 2020/21 as set out in Appendix 1 and refer to Policy and Resources Committee for approval.

1. WHY THIS REPORT IS NEEDED

- 1.1 Fees and charges are reviewed on an annual basis to ensure that the costs of chargeable services are covered and the Council is achieving value for money. This report sets out the proposed fee increases above inflation for services provided by the Private Sector Housing Team in Re.

Home Improvement Agency Administration Fees

- 1.2 Currently, a fee of 12.5% is levied for the assisted Disabled Facilities Grant application process with a minimum fee of £162.90. It is proposed that a sliding scale of rates is introduced which varies according to cost of the work and the minimum fee be increased as described in Appendix 1. Similarly, for the full Home Improvement Agency service where a sliding scale already exists, it is proposed to amend the sliding scale and increase the minimum fee again as described in Appendix 1.
- 1.3 The flat rate fee of 12.5% has been in place for over three years. It is felt that an increase of this flat rate by a half or a whole percentage point, would have a disproportionate impact on the income earned for the more expensive and extensive works and would not fairly reflect the amount of work involved in these cases by officers.
- 1.4 Fees are paid from the grant awarded to the grant recipient. The statutory maximum for a Mandatory Disabled Facilities Grant is £30,000, which means under the current regime, those in receipt of the maximum grant are charged £3,750 for the assisted service, leaving only £26,250 to fund the works. For the full Home Improvement Agency service, a levy of 17.5% of the work currently applies which for again a £30,000 grant leaves £24,750 to be spent on the work.
- 1.5 It is proposed to reduce the fees for more expensive grants, which would mean that for a £30,000 grant, £27,000 would be available for assisted cases and £25,500 for full home improvement agency service.
- 1.6 Fee income from grants forms guaranteed income for Re and the Council. To ensure there is no decrease in income to the council, the fees on lower value grants would be increased, up to a maximum of 15% for assisted applications and 20% for the full service. Using figures from the first two quarters of 2019/20 and all of 2018/19, the proposed fee structure would result in an increase to fee income in the region of 3.4% which is within the inflationary increase permitted. The sliding scale will also more accurately reflect the actual amount of work carried out by the Home Improvement Agency as part of the grant process, meaning that those in receipt of larger grants are not subsidising those who receive smaller grants – every grant recipient would be charged a fee that more accurately reflects the cost of the service provided.
- 1.7 It is proposed to increase the minimum fee from £162.90 to £250, an increase of 53.6%. The minimum fee is charged for cases where the value of the work is small. Currently the cost of the work must be greater than £1,303.21 to exceed the minimum fee. By increasing the minimum fee to £250, the cost of the officer time involved is more accurately reflected and the cost of the work would have to be greater than £1,666.67 for a higher fee to be charged under the proposed revised fee structure.
- 1.8 For certain types of adaptations, typically but not limited to stairlifts, step lifts and through floor lifts funded via a Mandatory Disabled Facilities Grant, an extended warranty is

purchased. Currently the cost of the extended warranty is excluded from fees and it is proposed that this remains unchanged.

2 REASONS FOR RECOMMENDATIONS

- 2.1 It is recommended that the Housing & Growth Committee consider the proposed fee increases for 2020/21 as it is considered good practice to review fees and charges to ensure that the costs of providing the services are recouped.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative approach would be not to review these fees. This is not however considered to be good practice and would potentially expose the Council to the risk of not recovering the costs of the provision of the service, or potentially, over recovering. This would not be appropriate where the basis for charging is limited to cost recovery.
- 3.2 Given the financial pressures currently faced by the Council the only viable option for continuing to provide services is to levy an appropriate fee or charge.

4 POST DECISION IMPLEMENTATION

- 4.1 If the Committee is minded to approve the recommendation then the fees and charges will be posted on the Council's website and, if a statutory duty requires it, advertised in the approved publication and appropriate location. The new fees and charges will be implemented from 1st April 2020.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2019-2024 is based on three main outcomes:

- A pleasant, well maintained borough that we can 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.

Each outcome has a set of key priorities underneath it. Of relevance to the fees considered in this report are:

- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- Ensuring that good landlords continue to provide accommodation and that poor quality housing is improved.
- Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life

The plan also commits to:

- managing finances and contracts robustly
- providing value for money for the taxpayer and ensuring we are transparent in how we operate

5.1.2 Fees and charges need to be reviewed to ensure value for money and cost recovery. The Fees and Charges review is a means of ensuring that net costs are kept under control.

5.1.3 Keeping well and promoting independence are part of the overarching vision detailed in the Health and Wellbeing Strategy. One of the key themes of the strategy is how we live and wellbeing in the community. Disabled Facilities Grants improve the wellbeing and promote independence of the less able in the community and facilitate their care at home, often without increasing demand on the Council's care provision.

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

5.2.1 **Finance & Value for Money:** Members and the general public expect high quality services that provide value for money. The review of fees and charges ensures that sufficient resources are made available to manage and prioritise those expectations.

5.2.2 All fees and charges will ensure effective cost recovery for delivering the service; prices listed do not include VAT, which will only be charged where indicated. Fees for the Care & Repair service do attract VAT at the standard rate.

5.2.3 The Constitution requires that all new charges and charges that are proposed to be increased by more than inflation plus 2%, are agreed by the relevant Theme Committee and also reported to Policy and Resources Committee for noting. CPI annual inflation for July 2018 was 2.5%.

5.2.4 **Procurement:** At this time there are no procurement implications.

5.2.5 **Staffing:** At this time there are no staffing implications.

5.2.6 **Property:** At this time there are no property implications.

5.2.7 **IT:** At this time there are no IT implications.

5.2.8 **Sustainability:** At this time there are no sustainability implications.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This report ensures that services being provided to improve the health and well being of residents are done so through fees which adequately cover the cost of service delivery.

5.4 Legal and Constitutional References

5.4.1 Local authorities have a variety of powers to charge for specific statutory services set out

in statute. The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services, the latter on a cost recovery basis. Discretionary services are those that a local authority is permitted to provide under statute but is not obliged to do so. The power to charge for discretionary services is not available to local authorities if there is a statutory duty to provide the service or if there is a specific power to charge for it or if there is a prohibition on charging.

5.4.2 Additionally, the Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services but again these are subject to conditions/limitations similar to those noted above.

5.4.3 Where a local authority has a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard. Should a request be made, however, for delivery above and beyond that standard, this may constitute a discretionary service for which a charge could be made.

5.4.4 There is a variety of legislation permitting charging for different services, some of which set prescribed fees and charges (or the range of charges for a given service), and others which allow discretion based on costs of providing the service.

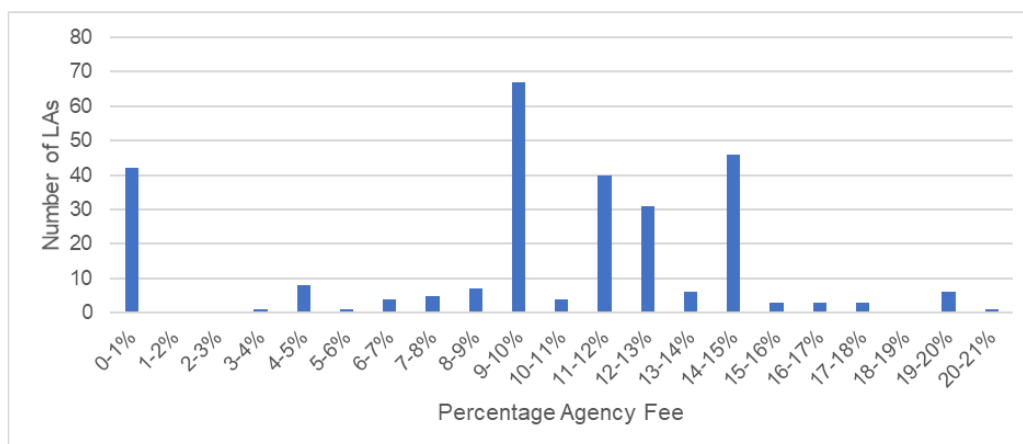
5.4.5 Article 7 of the Council's Constitution, 'Committees, Forums, Working Groups and Partnerships' sets out the terms of reference of the Housing & Growth Committee including commissioning of environmental health functions for private sector housing and responsibility for housing grants. It also has responsibility for recommending for approval fees and charges for those areas under the remit of the committee.

5.4.6 Article 7 also states that Policy and Resources Committee are responsible for determining fees and charges for services which are the responsibility of the committee and to note decisions taken by theme committees.

5.4.8 When a Disabled Facilities Grant is awarded, the grant can include the cost of the work itself, as well as ancillary costs incurred in carrying out the work, which may include specifying and tendering for the work; selecting contractors; obtaining all necessary consent, project managing the delivery of the works and quality controlling the work on behalf of the client. A full list of what can be included as an ancillary cost is contained in The Housing Renewal Grants (Services and Charges) Order 1996. A grant applicant is under no obligation to use the Home Improvement Agency Service (HIA) provided by the council, and can use external suppliers to provide a similar service. Should an applicant choose to use Barnet's Home Improvement Agency Service, fees will be charged at the rates described in Appendix 1. If an applicant chooses not to use Barnet's HIA, then ancillary costs can still be included in the grant award subject to the council be satisfied that the costs incurred are reasonable. The council is not permitted to charge fees for any statutory duties it carries out with regard to Mandatory Disabled Facilities Grants, such as approving the grant award and making payment of the grant.

5.4.9 Foundations, a charity appointed by the Ministry of Housing, Communities & Local Government to oversee a national network of nearly 200 home improvement agencies

across England, found in their report of December 2018 “Disabled Facilities Grant (DFG) and Other Adaptations –External Review” that the fees charged by councils and home improvement agencies across the country varied as shown in the graph below. The proposed changes to the fee structure are not out of place to those reported in 2018.



5.4.11 A recent benchmarking exercise (October 2019) of fees charged by councils and home improvement agencies for assisting grant applicants across London found that from the fourteen who supplied information, four charged fees of 20% with the remaining ten charging above 15%. Barnet therefore charge the lowest fees, and the proposed change would keep Barnet’s fees low compared to the fourteen that replied. Informal discussions with both Foundations and other London authorities have been favourable of the proposed sliding scale.

5.5 Risk Management

5.5.1 The fees proposed within this report are based on recovery of costs incurred by the Council. Efforts have been made to limit the charge increases and consideration has been given to the charges adversely affecting demand for the services as well as the need to recoup the cost of providing the service. There will nonetheless remain an element of reputational risk and challenge.

5.6 Equalities and Diversity

5.6.1 The Corporate Plan 2019-2024 contains a commitment to treating residents equally, with understanding and respect, with all having access to quality services. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 Section 149 of 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

5.6.3 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

5.6.4 The proposed fees and charges have been reviewed against the protected characteristics and it is considered that there will not be any specific adverse impact on any of the groups.

5.6.5 It is considered that the assisted application process and the full home improvement agency service provided for grant aid, facilitates applications and adaptations for those who may otherwise be overwhelmed by the work required and thus not engage in the process and forgo the opportunity to improve their living conditions.

5.6.6 In addition, there are potential benefits arising from the increased choice of high quality, well-managed adapted housing.

5.7 Corporate Parenting

5.7.1 The decision required by this report could have a direct impact on looked after children and care leavers if they require a disabled facilities grant.

5.8 Consultation and Engagement

5.8.1 The fees and charges will be reviewed by Policy and Resources Committee and will be included within the Council wide budget consultation.

5.9 Insight

5.9.1 Whilst benchmarking data has been considered the fees contained in this report are based on internal data relating to work processed per officer and the associated costs.

6 BACKGROUND PAPERS

none

Appendix 1 – Proposed new fees for Disabled Facilities Grant Administration from 1st April 2020/21 – Note any charge increase less than 4.5% (2% plus estimated 2.5% inflation) is being dealt with via DPR).

	Current Fee Structure	Proposed Fee structure	Statutory Basis for Charging	Basis of charging
Full Home Improvement Agency service	Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £162.90	Fees based on sliding percentage rate of cost of works (excluding extended warranties), with splits at; less than £10k - 20% less than £15k - 19% less than £20k - 17% less than £75k - 15% more than £75k - 12.5% Minimum fee £250 (ex VAT)	The Housing Renewal Grants (Services and Charges) Order 1996	Statutory Discretionary Cost Recovery
Assisted grant process	Up to 12.5% of the cost of the building work. Minimum fee £162.90	Fees based on sliding percentage rate of cost of works (excluding extended warranties), with splits at; less than £10k - 15% less than £15k - 14% less than £20k - 12% more than £20k - 10% Minimum fee £250 (ex VAT)	The Housing Renewal Grants (Services and Charges) Order 1996	Statutory Discretionary Cost Recovery



Housing and Growth Committee

AGENDA ITEM 11

27 January 2020

Title	Housing Revenue Account (HRA) Business Plan
Report of	Chairman of Housing and Growth Committee
Wards	All
Status	Public
Urgent	N/a
Key	Yes
Enclosures	Appendix 1- Housing Revenue Account Business Plan Annex A – Baseline Model Annex B – Scenario two baseline model Annex C – Proposal HRA Capital programme to 2024 Annex D - Trickle Transfer Business Case Annex E – HRA budget
Officer Contact Details	Stephen McDonald, Stephen.mcdonald@barnet.gov.uk , 020 8359 2172 Paul Shipway, paul.shipway@barnet.gov.uk , 020 8359 4924

Summary

The Housing Revenue Account (HRA) is a ring-fenced budget that is used to manage income and costs associated with managing the council's Housing Stock and related assets including shops and garages on council housing estates. This report provides an update of the 30-year HRA Business Plan since it was last reported to the Housing Committee in January 2019.

The report also provides more information about proposals to transfer empty properties from the HRA to TBG Open Door Limited, a registered provider owned by the council's Arms

Length Management Organisation Barnet Homes Ltd, and seeks approval to proceed with an application to the Secretary of State for consent for this.

Officers Recommendations

1. **That the Committee approve the draft Housing Revenue Account Business Plan as attached in Appendix 1.**
2. **That the Committee agrees that the Deputy Chief Executive may proceed with an application for the Secretary of State for Housing, Communities and Local Government for consent to proceed with transferring empty properties from the Housing Revenue account to Opendoor Homes, provided full Council give approval to this.**
3. **That the Committee authorises the Deputy Chief Executive to enter into an agreement with the Greater London Authority to charge London Affordable Rents for the transferred properties.**
4. **That the Committee authorises the Deputy Chief Executive to approve the transfer of up to 950 individual properties from the HRA to Opendoor Homes as they become vacant, subject to obtaining consent from the Secretary of State.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Housing Revenue Account (HRA) is a ring-fenced budget associated with council housing and other assets such as shops, garages and land on council housing estates.
- 1.2 From 2012, a national subsidy system for council housing was replaced with self-financing giving local authorities direct control over the income and expenditure associated with council housing. This settlement saw Barnet move away from having to pay circa. £11m of council rents it collected to the Treasury to a position whereby the HRA is self-sufficient and able to meet the on-going investment needs of council homes.
- 1.3 In addition, the settlement included a debt cap of £240m which provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.
- 1.4 In October 2018, the government removed the debt cap and the HRA is now subject to the prudential borrowing rules that are similar to those for the General Fund.
- 1.5 The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the acquisition or building of new homes
- 1.6 The 30-year HRA Business Plan, attached at Appendix A, has been updated to set out how the council will manage and maintain the housing stock and priorities for investment going forward, including investment in fire safety improvements and new affordable homes for rent.
- 1.7 The Housing Committee in November 2018 previously agreed in principle to proposals to transfer 950 council homes to Opendoor Homes, and this report provides more detailed

information about this proposal and seeks approval from members to proceed with making an application to the Secretary of State for their consent to do this.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The HRA Business Plan provides an important mechanism for ensuring that the council's housing stock is well managed and maintained, and that investment is made in ensuring the safety of residents.
- 2.2 Following the removal of the HRA borrowing cap, there are new opportunities to increase the supply of affordable housing in the borough.
- 2.3 The transfer of properties from the council to Opendoor Homes will provide financial benefits to the council which can be used to support housing services provided to homeless people.
- 2.4 The transfer of properties from the council to Opendoor Homes will also increase the asset base of the Housing Association, enabling them to build more affordable homes.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The HRA Business Plan has been developed to support the priorities outlined in the Housing Strategy and Housing Committee Commissioning Strategy, and no other options were considered.

4. POST DECISION IMPLEMENTATION

- 4.1 Proposals for building additional affordable homes for rent funded through the HRA will be developed as part of the council's development pipeline and be submitted to the Housing & Growth Committee for consideration.
- 4.2 An application for consent to transfer up to 950 council homes to Opendoor Homes will be submitted to the Secretary of State for Housing, Communities and Local Government if approved by full Council.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The council's Corporate Plan Barnet 2024 sets the vision and strategy for the next five years which focuses on three main 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

5.1.2 In addition, the council agreed a new Housing Strategy in April 2019 which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

5.1.3 The HRA Business Plan contributes to the Housing Strategy in a number of ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective

5.1.4 Barnet's Joint Strategic Needs Assessment 2015 to 2020 highlights the fact that there is a long-term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply. The HRA Business Plan aims to increase the housing supply including the provision of specialist housing for vulnerable people.

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

5.2.1 The HRA Business Plan seeks to provide assurance there is a viable plan in place for managing and investing the resources available to the council in the form of council rents and income from other HRA assets such as shops and garages.

5.2.2 New affordable homes built or acquired through the HRA will help to reduce costs to the council's general fund by providing an alternative to short term temporary accommodation, which has a net cost to the council of approximately £2,000 a year per unit.

5.2.3 The delivery of extra care housing and wheelchair adapted homes will help the council to meet savings targets for social care budgets by providing a more affordable alternative to residential care as well as delivering a better outcome for vulnerable residents.

5.2.4 The HRA Business Plan is modelled on the assumption that rents for existing council homes will reduce by 1% a year until March 2020 in line with current Government Policy. It also takes account of the recent Government proposal that social rents will be able to increase by up to CPI + 1% a year for five years, starting from 2020/21 (i.e. after the end of the current rent reduction period and from 2025/26 that they will then increase by CPI only. For new council homes, it is assumed that affordable rents of 65% of local market rents or local housing allowance whichever is lower will be charged, in line with the council's rent policy).

5.2.5 The proposal to transfer 950 council properties to Opendoor Homes is expected to have a neutral impact on the HRA Business Plan, as existing debt, management and repair costs will transfer in full to Opendoor Homes.

5.3 Social Value

5.3.1 Social Value considerations will be considered in the individual investment decisions.

5.4 Legal and Constitutional References

5.4.1 The Localism Act 2011 reformed the way that council housing is financed in England and Wales. The national HRA subsidy system ended in April 2012 and was replaced with self-financing.

5.4.2 Article 2 of the council's Constitution defines a 'key decision' as 'one which will result in the council incurring expenditure or savings of £500,000 or more or is significant in terms of its effects on communities living or working in an area comprising two or more Wards'. Key decisions are to be taken by the relevant Committee unless reserved to full Council.

5.4.2 Article 7 of the council's Constitution states the Housing and Growth Committee's functions include Housing Strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing and asset management. The Housing and Growth Committee's functions also includes receiving reports on relevant performance information and risk on the services under the remit of the Committee.

5.4.3 The transfer of property held in the Council's Housing Revenue Account requires consent from the Secretary of State for Housing and Local Government under section 32 of the Housing Act 1985. Transfer at under value requires consent from the Secretary of State under section 123 of the Local Government Act 1972. Financial assistance for privately let housing requires the consent of the Secretary of State under section 25 of the Local Government Act 1988; if consent is obtained under this section, it is not necessary to obtain a separate consent under section 32 of the 1985 Act or section 123 of the 1972 Act.

5.4.4 Article 4 of the Council's Constitution reserves to full Council the approval of applying to the Secretary of State for consent to Housing land transfer, which in this article means the disposal of 500 or more properties. It will be necessary to request approval from full Council to the proposed application for consent to the Secretary of State.

5.4.5 Transfer of properties at undervalue is potentially state aid notwithstanding any consent received from the Secretary of State under the statutes mentioned above. This would be unlawful except that the proposals can fall within a permitted exception, and the lawyers dealing are to be instructed to cover this.

5.5 Risk Management

5.5.1 There is a risk that costs assumed in the HRA Business Plan will be higher than anticipated, this will be mitigated through regular monitoring and updating of the plan.

5.6 Equalities and Diversity

- 5.6.1 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) foster 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 regard to eliminating discrimination.
- 5.6.2 Investment in existing council housing stock will impact positively on existing council tenants who are generally more diverse than the population of the borough as a whole. New family sized housing that is being delivered through the HRA Business Plan will be available to households in need, including homeless applicants who are likely to be more ethnically diverse and younger than existing council tenants. The HRA will also be used to support vulnerable older people and wheelchair users.
- 5.6.3 An equalities impact assessment has been carried out and concluded that the proposal presents no unlawful discrimination as it will apply equally to all individuals. Whilst the trickle transfer of properties is in isolation unlikely to advance equality of opportunity, the wider benefits and outcomes of the proposal are likely to have a positive impact on those with protected characteristics.

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 decision-making across the council. The HRA Business Plan proposals will ensure that existing council properties, some of which are used to provide housing for foster parents and care leavers are managed and maintained. In addition, the HRA Business Plan supports an increase in the supply of affordable housing, including larger properties, some of which will provide housing suitable for foster parents and care leavers.

5.8 Consultation and Engagement

- 5.8.1 The council consults with tenants, residents and stakeholders on the Housing Strategy and Commissioning Plan. These documents have informed the HRA Business Plan to ensure that the available resources are used to help the council achieve its housing priorities.

5.9 Insight

- 5.9.1 No specific insight data has been used in the drafting of the HRA Business Plan.

6 BACKGROUND PAPERS

6.1 Relevant previous decisions are indicated in the table below.

Meeting	Decision	Link
Housing Committee 14 January 2019	Approval of HRA Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4
Housing Committee 10 October 2018	Approval of draft Housing Strategy and Homelessness and Rough Sleeping Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9487&Ver=4
Housing Committee 23 October 2017	Approval of HRA Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9237&Ver=4
Council 20 October 2015	Approval of Housing Strategy and Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4
Housing Committee 19 October 2015	Approval of HRA Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4

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Appendix 1 - HRA Business Plan – January 2020

1. Introduction

The council's Housing Revenue Account (HRA) is funded through rents and service charges received from council tenants and leaseholders, it meets the costs associated with maintaining and managing the council's housing stock and can also be used for funding the development or acquisition of new council homes and other related capital projects.

Since 2012, the HRA has been self-financing, although there have been restrictions on both the amount the HRA can borrow and the rents that can be charged.

The government removed the borrowing cap in October 2018 and borrowing in the HRA is now subject to the similar prudential guidelines as the General Fund, providing opportunities for increasing affordable housing supply supported by the HRA.

The HRA Business Plan has been updated with support from housing consultants Savills and in partnership with Barnet Homes.

2. Executive Summary

Good progress has been made since 2015 on delivering the HRA business plan. Headlines include; the completion of 40 new council homes for rent, a 53 unit extra care housing scheme at Ansell Court in Mill Hill and the acquisition of 21 properties in London to let at affordable rents to homeless applicants. Grant has been secured from the Greater London Authority under the Building Council Homes for Londoners Programme to support the building of 87 new council homes in Barnet.

The council and Barnet Homes have always taken fire safety very seriously and ensuring the safety of residents was already a top priority for our investment programme. Following the Grenfell Tower fire in 2017, the council has committed to going beyond its statutory obligations to meet best practise in fire safety measures, and a priority for the HRA business plan going forward will be to deliver this commitment through an investment programme totalling £51.9m.

The council has continued to invest in existing council homes which continue to be maintained to the Decent Homes standard.

Other projects to be supported by the HRA Business Plan include two additional extra care schemes, providing 125 new homes, and a further project to provide an additional 20 council flats by adding a floor to existing buildings.

This updated plan identifies provision for building a further 250 new homes for rent in the borough, and investment of £36 million in properties that continue to be occupied on our regeneration estates at Grahame Park and Dollis Valley.

3. National Policy Framework

From 2012 HRAs became self- financing with a restriction placed on their external borrowing. In October 2018, the government removed the debt cap and HRA borrowing is now subject to the similar prudential borrowing guidelines as the General Fund. The removal of the borrowing cap means that council has an opportunity to invest more in increasing the supply of affordable housing, but it needs to ensure it can meet the cost of the borrowing.

The Welfare Reform and Work Act 2016 introduced a 4 year requirement for social landlords to reduce their rents by 1% each year from April 2016. This requirement reduced the revenue available to the HRA. In October 2017, the government announced that it intends to allow registered providers and local authorities to increase rents by the Consumer Price Index (CPI) plus 1% for at least five years from April 2020. The Business Plan assumes that rents will increase by the allowable amount until 2025 and then at CPI from 2025.

The roll out of Universal Credit for new applicants and where there is a change in circumstances for existing claims is now underway in Barnet. The impact of this on rent collection and associated bad debt is being closely monitored.

Corporate Priorities

The council's Corporate Plan Barnet 2024 which sets the vision and strategy for the next five years which focuses on three main 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

In April 2019 the council agreed a new Housing Strategy which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

The HRA Business Plan compliments the Housing Strategy in a number of ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness

- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective.

4. Maintaining the quality and safety of the existing supply of council housing

The council's housing stock is managed and maintained by Barnet Homes, an Arm's Length Management Organisation (ALMO) which was established in 2004 to improve services and deliver a programme of investment to bring the stock up to the Decent Homes standard.

Barnet Homes completed the Decent Homes programme in 2011, and now have a 30-year asset management strategy in place to deliver the following objectives:

- Ensure properties are maintained in a manner which provides a safe living environment and one that is not detrimental to residents and others health.
- Ensure operators maintaining the buildings can carry out work in a safe manner and without detriment to health.
- Identify the assets to be maintained
- Establish the basis for future investment in the assets
- Establish a basis for possible alternative use of the assets
- Provide an outline vision for new build dwellings
- Establish a mechanism for review of the strategy
- Seek residents' views on the objectives of the strategy to inform the development and updating of the strategy
- Achieve value for money
- Inform the 30-year HRA business plan

To ensure that our investment plans going forward are based on a robust and accurate assessment of the stock, Barnet Homes are in the process of commissioning a stock condition survey to be carried out later this year.

Fire safety

Following the Grenfell Tower disaster in June 2017, the council has responded by developing a £51.9 million investment programme to improve fire safety in its housing stock, including the replacement of Aluminium Composite Material (ACM) on blocks at Granville Road (completed 2018), and the installation of sprinklers in high rise blocks.

Estate Regeneration

The council recognises that its ambitious programme to regenerate its four largest council estates has taken much longer to deliver than originally envisaged. In view of this, the council will carry out a significant investment in properties at **Grahame Park** over the next 3 years. The council will ensure that homes at Grahame Park programmed to be occupied until 2024 remain compliant with statutory landlord obligations. Properties due to remain occupied beyond 2024 will be improved to meet the Decent Homes standard. These works are summarised below:

Table 1 – Approach to investment in homes at Grahame Park Estate	
Homes to continue in occupation to 2024	Compliance works, Electrical Rising Main, Electrical Testing and Rewires, Fire enhancement works, partial window replacements, ASB works such as external perimeter lighting, entry phones/renewal of entrance doors and HHSRS works.
Homes to continue in occupation beyond 2024	As above and including repair/renewal of bathrooms and kitchens, roof and windows replacement.

The council will continue to explore other options for homes at Grahame Park with a view to accelerating the regeneration of those parts of the estate that are currently outside of plans brought forward by our development partner Notting Hill Genesis.

Significant regeneration has taken place at Dollis Valley. The remaining council homes at **Dollis Valley** are due to be vacated between 2022 and 2025. These properties were built using the large panel system (LPS) method and in view of recent concerns raised about this type of construction and following discussions with Cadent Gas, it is proposed to remove the gas supply from these buildings and replace it with electricity. As running costs associated with the electric systems may be higher than gas the council will compensate residents for any additional cost. A further £0.5m will be made available across the estate to address known issues associated with buildings reaching the end of their useful life including providing additional security.

Marsh Drive is an LPS type building situated on the **West Hendon Estate**. As part of the regeneration scheme underway it was due to be the final block to be vacated by March 2022.

In response to resident requests for improved investment into the block and their individual homes, Barnet Homes is undertaking a wide range of remedial work to improve the safety and built environment of Marsh Drive. However, it became apparent that a number of homes within the block had fallen well below the standard residents should expect. In addition, Cadent have recommended that a range of precautionary measures be put in place within the block to enhance safety to the gas supply.

Given these challenges, a decision has been taken in the best interest of residents to accelerate the decanting of the block with the vacant possession date moving forward to October 2020, and this process is now underway.

The following table shows the total investment plans for the council's housing stock through to 2025:

Financial £'000	Year	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	Total
STOCK CAPITAL INVESTMENT								
Major Works		£3,914	£5,470	£7,993	£8,505	£7,062	£8,444	£41,388
Regeneration		£2,304	£525	£787	£644	£274	£217	£4,751
Misc - Repairs		£1,919	£2,315	£2,325	£2,315	£2,315	£2,315	£13,503
M&E/ GAS		£5,954	£5,116	£3,615	£3,940	£2,440	£3,140	£24,205
Voids and Lettings		£3,698	£4,055	£3,905	£3,655	£3,505	£3,605	£22,423
Adaptations (voids)		£115	£460	£460	£460	£ -	£ -	£1,495
Fire safety programme		£8,785	£14,827	£12,893	£4,000	£1,315	£ -	£41,820
Additional Regeneration		£ -	£12,410	£15,195	£8,050	£ -	£ -	£35,655
Totals		£26,689	£45,178	£47,173	£31,569	£16,910	£17,721	£ 185,240

5. Investment in the delivery of new affordable homes for rent

New Build Programme

The council's Housing Strategy 2019-2024 sets out the need for more affordable homes in the borough. In order to deliver on this, local authority land, including land held in the HRA, can be made available to provide sites for new housing, either at affordable rent or for low cost home ownership.

Barnet Homes completed the first tranche of 43 new council homes by Summer 2016 and in Autumn 2018 a GLA grant of £8.7m was secured for a further 87 new homes. Plans for the delivery of these properties are progressing.

Barnet Homes have established a Registered Provider (RP), Opendoor Homes, which is delivering 340 new affordable homes for rent on council land, primarily in the HRA. This approach means that whilst the HRA supports the developments by providing land at nil cost, the development costs of the new homes are funded by a loan to Opendoor Homes from the council. The council retains 100% nomination rights to the properties that are built.

Further work has been carried out on the capacity of HRA sites to deliver additional homes, and several sites have been identified which are expected to provide approximately 250 new council homes for affordable rent over the next five years.

The council will continue to work with OpenDoor Homes, with a focus on mixed tenure developments outside of the HRA. However, the council will consider transferring HRA land to the RP where there is a good case for doing so, for example where the HRA does not have the capacity to fund a development or where it is more suitable for mixed tenure scheme.

Acquisitions Programme

To make effective use of the council's Right- to-Buy receipts, HRA funding has already been used to support the purchase 21 properties across London which have been let at affordable rents via the council's Housing Allocations Scheme.

The removal of the HRA borrowing cap provided scope for increased investment in the acquisition of properties through the HRA, and a further programme to acquire 82 properties, to be let at affordable rents, was agreed in March 2019 and is now underway.

The council's Housing Strategy has identified the need to maintain a supply of larger affordable units and will ensure that some of the units acquired units have three or more bedrooms.

6. Increasing the supply of housing to help tackle homelessness

The delivery of new affordable homes for rent, as described above, will help to reduce homelessness by providing an alternative to expensive temporary accommodation and offer households in this position a better outcome.

At present the average net annual cost of providing temporary accommodation is £2,000 per household, and this cost is set to increase due to continuing inflationary pressures in the housing market associated with population growth and a limited supply of housing.

This means that for every 100 additional new affordable homes built or acquired the council will save at least £0.200m in temporary accommodation costs within in the General Fund.

7. Investment in new homes for vulnerable people

The council has identified a need for additional extra care housing for older people and homes for wheelchair users. As a result, investment is being targeted in two particular areas set out below.

Extra Care housing

As well as providing better outcomes for users, additional supported housing will provide a more cost-effective alternative to expensive residential care. It is estimated

that around 35% of people admitted to residential accommodation by the council would have a better quality of life if there was availability within extra care housing. This equates to approximately 90 households every year.

Each client placed in extra care housing provides a saving of £10,000 a year compared to the cost of residential care. Earlier this year, building work was completed on the first new 53 unit extra care sheltered housing scheme at Ansell Court.

The council and Barnet Homes are progressing plans to provide a further 50 unit extra care scheme at Stag House in Edgware and another 75-unit scheme as part of community led development plans for the Upper and Lower Fosters estate in Hendon. Both schemes will be funded through the HRA and with grant from the GLA.

Wheelchair housing

The council has identified a number people currently in residential care, who would benefit from wheelchair adapted housing. It is estimated that for each person rehoused a saving of up to £50,000 will be generated in the General Fund. Barnet Homes have already built four wheelchair adapted homes as part of the 40 new council homes completed in 2016. Additional wheelchair adapted homes will be provided as part of the on-going programme of building affordable homes described in section six above. This complies with the local plan requirement that at least 10% of new homes should be wheelchair accessible.

8. Efficient and Effective Services

The majority of services funded from the HRA are provided by the council’s ALMO, Barnet Homes, including the management and maintenance of council housing and the provision of housing needs service. which is responsible for the assessment of eligibility for rehousing against the council’s Housing Allocations Scheme.

During 2015, the council reviewed the services provided by Barnet Homes through a series of challenge sessions to ensure that the services were of a satisfactory standard and provided good value for money. This led to the development of a new ten-year management agreement, effective from 1st April 2016 and secured deliverable savings worth £2.85 million over the first four years of the agreement. This sum is equivalent to a 10% budget reduction will have a minimal impact on the effectiveness of services, whilst freeing up resources for investment in further new homes.

Savings target	Savings achieved through:
£1.839 million	<ul style="list-style-type: none"> • Management and repairs savings due to forecast stock losses through estate regeneration and Right to Buy sales,

	<ul style="list-style-type: none"> • Value for money service reviews.
£0.937 million	<ul style="list-style-type: none"> • Procurement and enhancing the value of existing contract arrangements • Reduced accommodation costs due to less floor space at Barnet House • New ways of working through more effective use of IT.
£0.77 million	<ul style="list-style-type: none"> • Stopping some of the 'non-essential' works provided by Barnet Homes, • Re-prioritisation of certain types of non-urgent repairs.
£2.853 million total	

Following a slower reduction in stock than was originally forecast, the total savings amount has subsequently been adjusted to £2.148 million and Barnet Homes is on track to deliver these savings.

Further discussions will be undertaken with Barnet Homes to agree a mechanism that takes account of changes in stock as part of a mid-point review of the management agreement due to commence early in 2020.

Trickle Transfer

The council is also considering supporting Opendoor Homes with a proposal to transfer 950 council homes to them as they become empty through routine causes, such as tenants transferring to more suitable accommodation, properties recovered because of tenancy fraud or anti-social behaviour.

Overtime, this would provide Opendoor Homes with a broader asset base which it could then use to support the development of more affordable homes.

Under the proposal, Opendoor Homes will charge rents set at London Affordable Rent levels, which will enable the payment of a premium back to the council, which would be used to manage the costs associated with homelessness and temporary accommodation. London Affordable rents are set by the Greater London Authority and are approximately 50% of local market rents.

The proposal will require approval by both the GLA and the Secretary of State, and council officers are currently in discussion with both the GLA and the Ministry for Housing and Local Government (MHCLG) about this.

More information about the trickle transfer proposal is attached in appendix D.

9. Right to Buy Receipts

The Right-to-Buy scheme was reinvigorated in 2012 through the introduction of more generous discounts for tenants wishing to buy their council property. As part of this,

local authorities have been permitted to keep a larger proportion of the receipts generated from Right-to-Buy sales on condition that these are spent on providing new affordable homes within 3 years. The council has so far made use of Right-to-Buy receipts to support the building and acquisitions programme described in section six above, including 44 newly built council homes and 20 homes acquired on the open market for affordable rent.

10. HRA 30 Year Business Plan

The council uses a spreadsheet model provided by Savills to project the HRA position over a 30 -year period, considering changes in stock, capital programme requirements, and anticipated policy changes.

A baseline position, shown in Appendix A has been established which takes account of the current capital programme, the loss of stock expected through estate regeneration and sales, and the latest government advice on rent setting. The baseline capital programme also includes: an agreed £52m investment in fire safety, building of 87 new homes supported by the GLA grant and the acquisition of 82 properties for affordable rent.

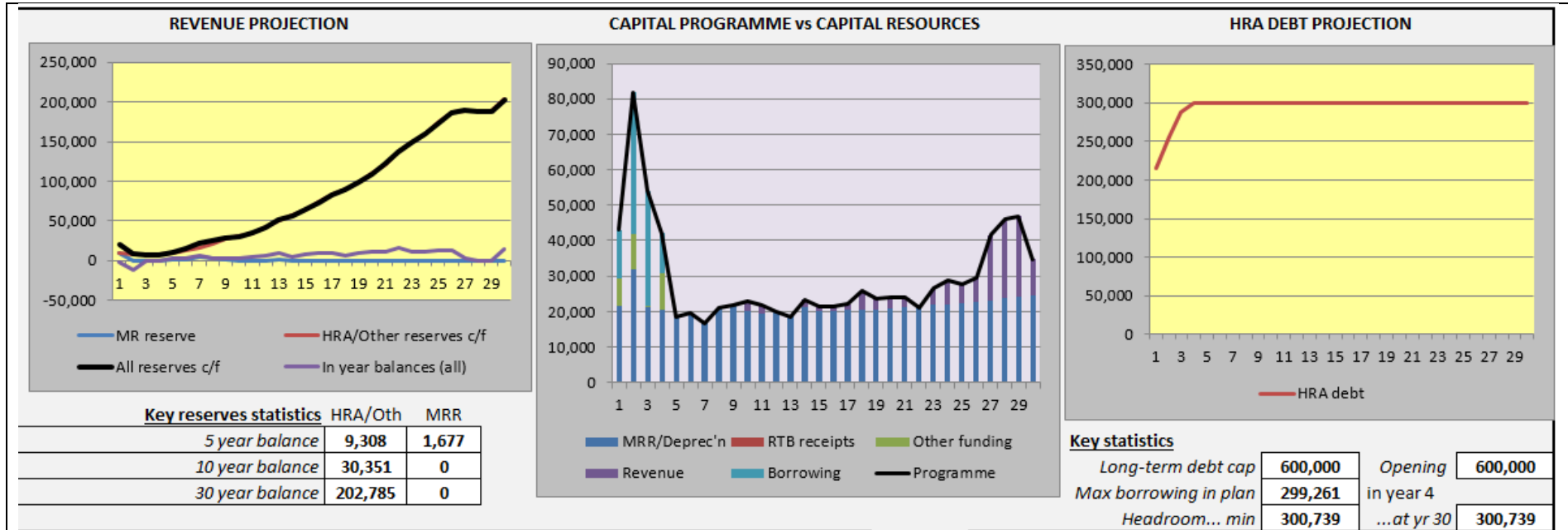
The second scenario at Appendix B sets out how 250 new build properties can be delivered in the next 6 years along with some £35.6m of investment over the next 3 years in homes at Dollis Valley and Grahame Park.

It is recommended that the council proceeds with developing plans for implementation the programme set out at Appendix B. This will see an increase in maximum borrowing from £299 million to £408 million.

The impact of the trickle transfer proposal is expected to be cost neutral, as receipts will be received from Opendoor Homes which will be used to reduce debt and the associated costs in the HRA.

A summary of the proposed Capital programme is included at Appendix C, and the draft HRA budget for 2020/21 is included at Appendix D.

Annex A - HRA Business Plan – Baseline Model

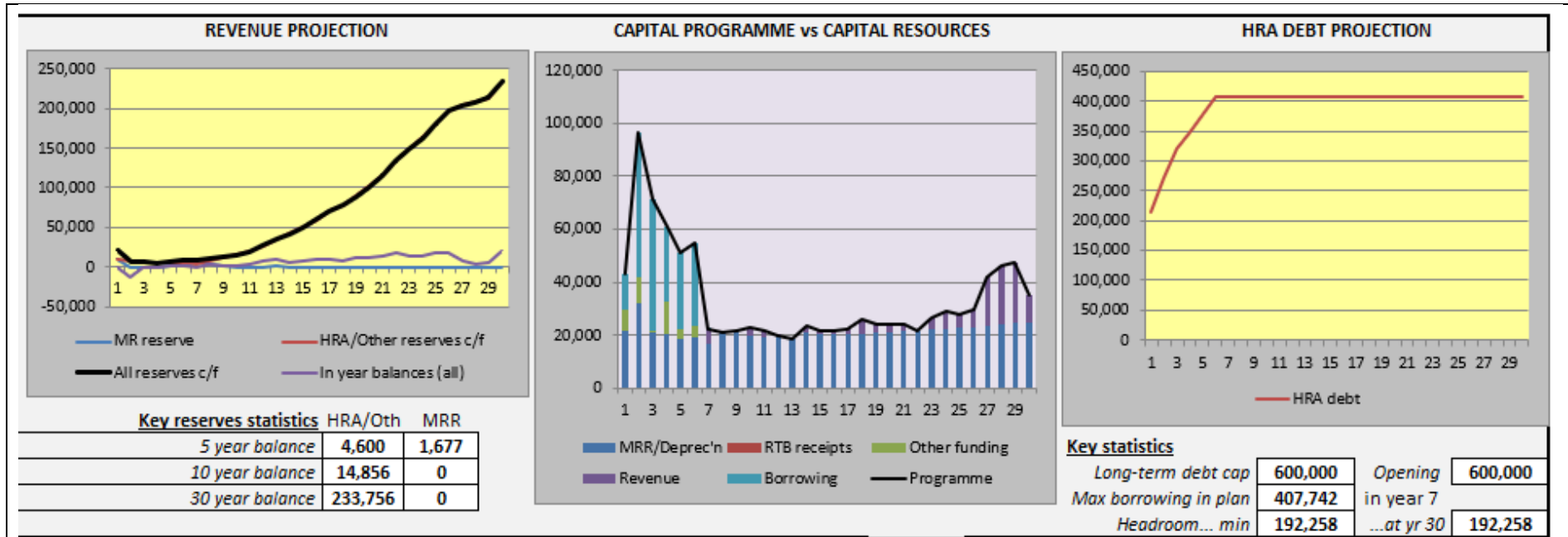


Assumptions

- Rents -Reduce by 1% per annum until 2019/20, followed by CPI + 1% from 2020/21 to 2024/25 and thereafter CPI only increases
- Cost Inflation -RPI throughout model
- Total fire safety investment £52m from 2017/18
- Additional 87 new affordable homes built for rent delivered through GLA programme
- 82 homes acquired for affordable rent by 2021
- Note that long-term debt cap represents assumed prudential borrowing cap
- Loans are re-financed on maturity

Base position shows sustainable HRA over 30 life of business plan

Annex B- Scenario two – Baseline Model plus acquisitions and additional new build and additional investment at Grahame Park and Dollis Valley



Assumptions

- Rents -Reduce by 1% per annum until 2019/20, followed by CPI + 1% from 2020/21 to 2024/25 and thereafter CPI only increases
- Cost Inflation -RPI throughout model
- Minimum Balance Required - £3m
- Total fire safety investment £52m
- Additional 87 new affordable homes built for rent delivered through GLA programme
- 82 homes acquired for affordable rent by 2021
- New build programme of 250 homes for affordable rent over 4 years from 2019/20
- Additional £35.6m investment in homes at Grahame Park and Dollis Valley over the next 3 years Note that long-term debt cap represents assumed prudential borrowing cap
- Loans are re-financed on maturity

Shows sustainable HRA over 30 life of business plan

Annex C- Proposed HRA Capital Programme to 2024

Financial Year £'000	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	Total
STOCK CAPITAL INVESTMENT							
Major Works	£ 3,914	£ 5,470	£ 7,993	£ 8,505	£ 7,062	£ 8,444	£ 41,388
Regeneration	£ 2,304	£ 525	£ 787	£ 644	£ 274	£ 217	£ 4,751
Misc - Repairs	£ 1,919	£ 2,315	£ 2,325	£ 2,315	£ 2,315	£ 2,315	£ 13,503
M&E/ GAS	£ 5,954	£ 5,116	£ 3,615	£ 3,940	£ 2,440	£ 3,140	£ 24,205
Voids and Lettings	£ 3,698	£ 4,055	£ 3,905	£ 3,655	£ 3,505	£ 3,605	£ 22,423
Additional adaptations to voids	£ 115	£ 460	£ 460	£ 460	£ -	£ -	£ 1,495
Fire safety programme	£ 8,785	£ 14,827	£ 12,893	£ 4,000	£ 1,315	£ -	£ 41,820
Regen Stock Additional Investment	£ -	£ 12,410	£ 15,195	£ 8,050	£ -	£ -	£ 35,655
Total Investment in Stock	£ 26,689	£ 45,178	£ 47,173	£ 31,569	£ 16,910	£ 17,721	£ 185,240
INVESTMENT IN NEW SUPPLY							
Ansell Court – Extra Care	£ 805						£ 805
Cheshire House – Extra Care	£ 1,000	£ 5,845	£ 5,845	£ 5,845	£ -	£ -	£ 18,535
Stag House – Extra Care	£ 1,901	£ 5,002	£ 5,002	£ 5,002	£ -	£ -	£ 16,907
Burnt Oak Broadway	£ 559	£ 2,900	£ 1,430	£ -	£ -	£ -	£ 4,889
GLA Funded Programme	£ 1,398	£ 8,615	£ 9,666	£ 7,946	£ -	£ -	£ 27,625
82 Acquisitions for affordable rent	£ 10,000	£ 21,000	£ -	£ -	£ -	£ -	£ 31,000
New Build - 250 units*	£ 1,607	£ 3,942	£ 13,195	£ 30,811	£ 26,118	£ 5,360	£ 81,034
Upper Lower Fosters	£ 400	£ 2,045	£ -	£ -	£ -	£ -	£ 2,445
Dollis Valley Shared Equity	£ -	£ 3,700	£ -	£ -	£ -	£ -	£ 3,700
Total Investment in New Supply	£ 17,915	£ 53,049	£ 35,139	£ 49,604	£ 26,118	£ 5,360	£ 187,185
Total Capital Programme	£ 44,604	£ 98,227	£ 82,312	£ 81,173	£ 43,029	£ 23,081	£ 372,425

*Subject to capital bids

Annex D – Trickle Transfer

Overview

The council faces significant challenges in meeting the demand for affordable housing in the borough, with more than 2500 households in temporary accommodation. As well as the impact on households, there are significant financial pressures for the council resulting from the use of temporary accommodation.

On the 27 November 2018, the Housing Committee agreed to transfer up to 950 council homes as they become empty to TBG Open Door Limited (Opendoor Homes) who are a registered provider and subsidiary of Barnet Homes. The trickle transfer of stock will enable Opendoor Homes to strengthen their financial resilience which is intended to result in the delivery of more affordable housing being built in Barnet.

In addition, the transfer will deliver financial benefits to the council, in the form of a payment of £2000 per property per annum, which will help the authority to meet the costs associated with homelessness.

The impact of the trickle transfer proposal on the Housing Revenue Account is expected to be cost neutral, as receipts will be received from Opendoor Homes which will be used to reduce debt and the associated costs in the HRA.

The basis of the proposal is that as properties become empty through natural tenancy turnover, they will be considered for transfer to Opendoor Homes at a value that reflects the average debt for properties held in the Housing Revenue Account. The properties will be let to households via the council's Housing Allocations Scheme, and rents will be charged at London Affordable Rent levels which are published by the Greater London Authority.

Tenants will receive an assured tenancy, and OpenDoor Homes has agreed that tenants will be given rights equivalent to those enjoyed by secure council tenants, including the Right to Buy scheme, contractually. This would be subject to any legislative requirements, such as the right to acquire under the Housing & Regeneration Act 2008.

New Affordable Homes

The proposal to transfer 950 council homes to Opendoor Homes is expected to provide enough capacity within to enable Opendoor Homes to build an additional 40 new affordable homes for rent. This number could increase if grant can be secured from the Greater London Authority.

Opendoor Homes have been supported by Savills who are a consultancy with substantial expertise in this area. They have modelled a business plan that demonstrates that the increase in rents combined with the asset value of the stock can create financial capacity that will support the development. In the longer term, the additional asset base that trickle transfer will provide for Opendoor Homes, will enable them to seek finance for building more homes, especially when taken alongside other proposals to increase their stock,

which include their existing build programme, the transfer of the council's temporary accommodation portfolio, and the acquisition of 500 homes on the open market funded through a loan from the council. These initiatives combined will result in Opendoor Homes owning a stock of more than 2000 homes, ensure that it remains a viable housing association able to help the council meet its' housing objectives.

London Affordable Rents

London affordable rents are set by the London Mayor and the Regulator of Social Housing and provide benchmark rents that reflect the formula rent cap figures for social rent and are updated each year by CPI + 1%. The latest rents for 2019/20 published by the Greater London Authority are set out in the following table:

Size	Weekly Rent
Bedsit & one beds	£155.13
Two beds	£164.24
Three beds	£173.37
Four beds	£182.49
Five beds	£191.61
Six or more beds	£200.73

The current average rent for a council home on reletting in Barnet is £107, and whilst the London Affordable Rents will be higher, they will be at levels which are less than 50% of average market rents with the exception of 1 beds, and well within local housing allowance levels as set out in the tables below.

Mean rents in Barnet 2018/19		
	Monthly	Weekly
1 Bed	£ 1,147.00	£ 264.69
2 Bed	£ 1,439.00	£ 332.08
3 Bed	£ 1,894.00	£ 437.08
4 or more beds	£ 3,055.00	£ 705.00
Source: Valuation Office Agency (VOA).		

Local Housing Allowance Rates – Barnet 2019	Broad Market Rental Area		
	Inner N.London	NW London	Outer N.London
One Bedroom Rate:	£ 276.51	£ 203.03	£ 211.84
Two Bedroom Rate:	£ 320.74	£ 257.09	£ 263.00
Three Bedroom Rate:	£ 376.04	£ 321.45	£ 324.57
Four Bedroom Rate:	£ 442.42	£ 385.63	£ 388.65

Financial model

Opendoor Homes will fund the purchase of properties to be transferred by securing loans on the open market and make a payment to the council of approximately £31,000, which represents the value of the average debt currently held against council homes.

Opendoor Homes will take full responsibility for maintaining and managing the properties, and the management fee paid to Barnet Homes will be reduced to reflect this. For flatted properties, Opendoor Homes will be a leaseholder of the council and will contribute to any major works on the same basis as other leaseholders.

For each property that is transferred, the council will receive an annual payment of £2000, which will be worth £1.9m a year once the target to transfer 950 properties has been achieved.

The annual benefits have been factored into the council's Medium-Term Financial strategy and will help to manage the costs associated with homelessness and the use of temporary accommodation, as follows:

Year	2020/21	2021/22	2022/23	2023/24	2024/25
In Year	£177,000	£613,000	£365,000	£253,000	£68,000
Cumulative	£177,000	£790,000	£1,155,000	£1,408,000	£1,476,000

The borrowing required for the purchase of the properties from the council will be raised via financial institutions by Opendoor Homes.

The proposal to transfer 950 council properties to Opendoor Homes is expected to have a neutral impact on the HRA Business Plan, as existing debt, management and repair costs will transfer in full to Opendoor Homes.

Legal

Legal advice has been received which confirms that the council will need to apply for consent from the Secretary of State for Housing, Communities and Local Government for permission to transfer the properties because they are housing, because the transfer would be at undervalue and because this amounts to financial assistance. Because the properties are to be transferred at undervalue, the transaction potentially amounts to state aid and it will be necessary to bring it within one of the permitted exceptions to these rules, potentially by ensuring that Opendoor Homes are to provide services of general economic interest. An agreement will also need to be reached with the Greater London Authority on the level of rents to be charged.

Risks

There is a risk that there could be a delay in properties becoming available for letting due to delays in transferring properties from the council to Opendoor Homes. This risk will be mitigated by ensuring that an efficient conveyancing process is developed to minimise the time it takes to transfer the properties. In addition, void works could be carried out by Barnet

Homes during the conveyancing period and the cost of these reimbursed by Opendoor Homes once the property has been transferred.

There is a risk that the Secretary of State will not grant consent to proceed with the transfer of properties to Opendoor Homes. This risk is being mitigated by maintaining a dialogue with officials at the Ministry for Housing, Communities and Local Government.

There is a risk that the Greater London Authority will not agree to the rent levels proposed for the properties that will transfer to Opendoor Homes. This is being mitigated by maintaining a dialogue with officials at the Greater London Authority.

There is a risk that Opendoor Homes will be unable to raise third party funding to support the purchase of this stock. This is currently being mitigated by early engagement with treasury advisors to understand the markets appetite to fund the programme and at what rate.

There is a risk that Opendoor Homes will be unable to repay the loans, and the lender will seek to repossess the property, so that it no longer will be available to the council for nominations. This will be mitigated by attaching conditions to the sale that stipulate that the council will have an option to repurchase the property, and that in any event the property can only be used as social housing and occupied by tenants nominated by the council. A nomination agreement is being prepared.

Opendoor Homes' plan could be impacted by government decisions on rent increases for social housing beyond 2025, as their plan assumes that rents will continue to increase at CPI+1% beyond this. – Opendoor Homes board will undertake a range of sensitivity analysis and scenario planning in respect of this and other financial risks. Options to respond may include re negotiating the terms of the loan with the funder which will have the impact of extending the repayment period. Ultimately, the payment to LBB of £2,000 per home per annum will also have to be continually considered if the viability of the programme funding is at risk.

Equalities

An equalities impact assessment has been carried out and concluded that the proposal presents no unlawful discrimination as it will apply equally to all individuals. Whilst the trickle transfer of properties is in isolation unlikely to advance equality of opportunity, the wider benefits and outcomes of the proposal are likely to have a positive impact on those with protected characteristics.

The proposal is important on grounds unconnected with the potential for differential impact on protected groups. The transfer of the properties will enable Opendoor Homes to strengthen its financial resilience, which will result in the delivery of additional new affordable housing in Barnet; this will have a positive impact upon all groups, and in particular those groups that may be disproportionately affected by this proposal due to their over-representation in social housing.

An increase in the availability of social housing in Barnet will enable the council to meet more housing need by operating a fair, transparent allocations policy based on priority needs. The transfer will also deliver a financial benefit to the council of £2,000 per property transferred per annum, which will help the council to meet the costs associated with homelessness which also disproportionately affects the groups likely to be affected by this proposal.

Annex E –HRA Budget 2019/20 and 2020/21

HOUSING REVENUE ACCOUNT	2019/20 Budget £'000	2020/21 Budget £'000
Income		
Dwelling rents	(48,608,860)	(50,404,962)
Non-dwelling rents	(1,075,000)	(1,093,275)
Tenants Charges for services and facilities	(3,991,860)	(4,147,518)
Leaseholder Charges for services and facilities	(3,211,572)	(3,266,169)
Total Income	(56,887,292)	(58,911,924)
Expenditure		
Repairs and Maintenance	7,570,000	6,960,886
General	15,982,573	18,208,417
Special	5,897,160	6,119,685
Rent, Rates, Taxes and other charges	80,000	81,360
Depreciation and impairment of fixed assets	22,563,841	21,651,168
Debt Management Expenses	7,570,000	8,253,255
Revenue Contribution to Capital	0	0
Increase in bad debt provision	250,000	257,789
Total Expenditure	59,913,574	61,532,560
Net Cost of HRA Services	3,026,282	2,620,636
Interest and investment income	(94,744)	(80,153)
(Surplus) or deficit	2,931,538	2,540,483



Housing and Growth Committee

27 January 2020

Title	Disposal of Land adjacent to Broadfields School, at Hartland Drive, Edgware HA8 8JP (“the Site”)
Report of	Chairman of Housing & Growth Committee
Wards	Edgware
Status	Public with accompanying exempt report (Not for publication by virtue of paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended as this relates to information of a financial nature and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).
Urgent	No
Key	Yes
Enclosures	Appendix A -Site Plan
Officer Contact Details	Director of Growth Stephen McDonald stephen.mcdonald@barnet.gov.uk)

Summary

On 17 September 2018, the former Assets Regeneration and Growth (ARG) Committee approved recommendations in a report which outlined a revised approach to the development of specific council-owned sites identified for the provision of mixed tenure housing. The recommendation gave in principle approval to dispose of land at Hartland Drive Edgware HA8 8JP, known as land adjacent to Broadfields School (“the Site”), at full market value.

Two unsolicited bids to purchase and develop the Site were received in 2019 from Fairview and Industrial Dwellings Societies (IDS). This report together with the Exempt report summarises both the bids and the Exempt Report attaches technical and assessment reports to assist Members to make comparisons required to underpin the recommendation in this report which is to approve the disposal of the Site to Fairview at full market value in accordance with the requirements of s123 of the Local Government Act 1972.

Officers Recommendations

Committee are asked to: -

- 1. Note the report**
- 2. Approve disposal of the Council’s freehold Interest in the land at Hartland Drive known as land adjacent to Broadfields School (“the Site”) to Fairview Limited as set out in their Offer letter as attached to the Exempt Report.**
- 3. Delegate authority to the Deputy Chief Executive following consultation and agreement with the Chairman of the Housing and Growth Committee to sign/authorise the execution of any documentation required to give effect to and conclude the sale of the Site in accordance with the recommendation referred to above such documentation otherwise to incorporate provisions negotiated in the best interests of the Council.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council has been exploring alternative delivery options for its development pipeline sites. In September 2018 the case was made for appointing the Barnet Group as its development partner, exploring options through Opendoor Homes and utilising other delivery models. In relation to the site known as land adjacent to Broadfields Avenue (“the Site”) it was agreed to dispose of the Site for best value consideration and at full market value and bids were invited on that basis by the Council.
- 1.2 Following the decision by the former Assets Regeneration and Growth (“ARG”) Committee to dispose of the Site on the 17 September 2018 it was agreed to report the terms back to committee in November 2018. The Council initially had contact with Beis Chinurch School in March 2017 thereafter periodic contact has been maintained with a representative of the school, CSG and various Councillors. Fairview submitted an unsolicited bid directly to the Council on the 18th July 2019, not subject to planning and increased their offer on the 16 August 2019. On the 18 October a bid was received from Industrial Dwelling Society (IDS) (a collaboration between Beis Chinurch School and IDS).

- 1.3 Following a review of the offers, it became clear that further clarity was required from IDS. A clarifications meeting was held at the Council's offices on the 29 October 2019. At that meeting it was clarified that this was a best value disposal. In the absence of a formal marketing campaign, bidders were advised that an independent assessment would be undertaken prior to the sale to provide the Council with an assessment of the market value. Having taken into consideration this independent assessment as attached to the Exempt Report both bidders were requested to come forward with Best and Final Offers by the 11 December 2019. The highest bid was a straightforward, unconditional offer to provide a policy compliant mixed housing scheme in accordance with the Site definition agreed by the Capital Strategy Board, the agreed governance route for council sites allocated for mixed housing use. and fulfilling one of the Council's key priorities. The IDS offer remained as a conditional offer for a scheme to provide housing and a faith based school as set out below in paragraph 1.11. Full details of the respective best and final offers are attached to the Exempt Report.

Background (paragraphs 1.3 - 1.29)

- 1.4 Site surplus to educational requirements: The Site, which sits next to Broadfields Primary School, was identified as surplus to educational requirements when the school was re-developed as part of the Council's Primary Schools Capital Investment Programme several years ago (2006). In 2012 the Site was re-marketed unconditionally (i.e. on a non-binding basis) having previously been marketed on a closed bid basis which was deemed not to have been optimum from a capital receipt point of view and thereby not to have achieved best value. 3 tenders were then received but only one, from Fairview, was unconditional but was considered below best value and the council resolved to continue to hold the Site until the market recovered. The Committee is referred to the Exempt report for details. Relevant consents were obtained from the Secretary of State for Education as required under the relevant legislation (Schedule 35a of the Education Act 1996) S) to take the land out of education use and permit disposal as a residential development. Part of the Site is subject to an overage agreement with Camden Council dating back to 2008 whereby any relevant disposal would trigger an overage payment.
- 1.5 Planning status In May 2015 full planning permission was sought to re-develop the Site for residential use comprising of 112 new self-contained dwellings (18 x one-bed flats, 42 x two-bed flats, 24 x two-bed houses, 21 x three bed houses and 7 x four-bed houses) of which 29% of units would be affordable. This permission has now expired.
- 1.8 Committee Approval Following the September 2018 ARG Committee agreement in principle to dispose of the Site at market value, detailed proposals were to be worked up and the terms of the disposal reported back to committee.
- 1.9 Site Disposal Authority Local authorities are given powers under the Local Government Act 1972 ("the 1972 Act") to dispose of land in any manner they wish, including the sale of their freehold interest, granting a lease or a reversionary interest, subject to an existing lease to a third-party. The only constraint is that a disposal must be for the best consideration reasonably obtainable. Certain General Consents apply to allow for a disposal at an undervalue which also outlines the circumstances in which the Secretary of State's consent to such an undervalue transaction is explicitly required

- 1.10 Invitation to bid The normal process for disposal of a development site would be by an informal tender to a select number of developers with a known track record for delivery and a funding facility, by advertising either in the Estates Gazette and/or the local press. Bids would be invited on an unconditional basis, with information such as the approach to a scheme and proof of funding as a requirement. By accepting the best or only bid is by definition a confirmation that the disposal has achieved the market value and meets the requirements of best value as required of local authorities under S123 Local Government Act 1972.
- 1.11 Expression of Interests Fairview submitted a bid on 18 July 2019 and increased their offer on the 16 August 2019. The latter bid was made on an **unconditional basis** i.e. not subject to planning or any other conditions and exchange with a 4-week completion. Confirmation of Fairview's ability to finance the purchase was provided (see Exempt Report for further details) so their ability to raise the finance would not be in question. After a number of extensions being granted, on the 18 October two structured offers were received from IDS not Beis Chinuch School, as previously anticipated. Details of these are set out in the Exempt Report.
- Offer 1) as set out in the Exempt Report with a greater number of rented tenure and;
Offer 2) as set out in the Exempt Report for a higher proportion of homes for Shared Ownership or sale
- The IDS offer was **conditional upon**;
- a) IDS board approval;
 - b) Good Title of the Site;
 - c) The terms of the contract for sale;
 - d) Independent Red book valuation;
 - e) Receipt of a satisfactory planning permission capable of implementation and free of any onerous conditions;
 - f) The outcome of any necessary soil or geotechnical surveys
- 1.12 Overage payment In August 2019, the council undertook a due diligence exercise to explore the terms and expectations of the Overage Agreement with Camden Council in parallel to the above discussions being undertaken by the Council. The overage payment in favour of Camden is 25% of the enhanced value, with the benefit of a planning permission, or a disposal, less allowable costs. The council has the responsibility to discharge this payment which will be negotiated with Camden following agreement to the terms of the disposal.
- 1.13 Review of the bids The Council held a clarification meeting to review and assess the variations and material differences between the Fairview and IDS bids on 29 October 2019. Details are set out in the Exempt Report attached.
- 1.14 Independent Newsteer Assessment Report- As mentioned above the land had not been formally marketed, bidders were advised that an independent assessment would be commissioned prior to the sale to provide the Council with an idea of the best consideration obtainable for the Site. Following this Best and Final Offers were requested from both bidders. A copy of the Newsteer Assessment Report is attached to the Exempt Report.

- 1.15 Report Summary - Newsteer carried out an Assessment Report which summarised the range of possible residual land values based on varying sensitivity scenarios. The Assessment Report is attached to the Exempt Report as stated above.
- 1.16 'Best and Final Offer' Based upon the above scenarios a BAFO from both bidders in excess of the maximum residual land value figure as set out in the Newsteer Assessment Report was sought on the 4 December 2019. Revised bids were received on the 11 December 2019 with both bidders confirming their continued interest in the Site. Full details are set out in the Exempt Report.

Best & Final Offer- Analysis: A comparison of the two best and final offers was carried out and it was evident that there were far more contingencies and conditions in respect of the IDS bid than that of Fairview. The results are summarised in the Exempt Report.

- 1.17 Time Value of Money Fairview's receipt was expected to be paid to the Council in Q4, 2019/20. There was a possibility that IDS's receipt will not be received until Year 2 (Q4 2021/22) as it was conditional, in which case the bid was discounted to reflect the effect of the deferment. Full details are set out in the Exempt Report.
- 1.18 Risks The principal risks identified with the IDS's bid were as follows;
- 1) No details of the available funding to finance the purchase were supplied;
 - 2) The offer was conditional and subject to "satisfactory" planning being obtained. The level of uncertainty surrounding this aspect of the conditionality is something that the Council must properly consider;
 - 3) There was a strong possibility that the IDS would have to re-negotiate the price at a later stage or upon planning being granted given the bid was subject to valuation and the differential between the level of the bid and the value of the IDS scheme as set out in the independent valuation was significant;
 - 4) As the offer from IDS was conditional and payment of the purchase price was to be deferred, there would be a cost to the Council in terms of the cost of borrowing as the financing of the Council's indebtedness is £50k per annum per £1m borrowing;
 - 5) Limited experience of delivering projects of this scale;
 - 6) IDS had confirmed that they were not able for constitutional reasons to bid on an unconditional basis.
- 1.19 Officers commissioned an independent valuation report in order to satisfy S123 of the 1972 Act which is attached to the Exempt Report.
- 1.20 Transaction principles within the bids or required by LBB to proceed with the land disposal were established and these are set out in the Exempt Report.
- 1.21 Conclusion- Having proper regard to both offers, Fairview's bid fulfilled the Council's obligations in terms of compliance with its statutory duty for the purposes of S123 of the 1972 Act. In evaluating whether this duty can be fulfilled the Council must not only have regard to the price but also to normal commercially prudent practices such as whether there is a realistic prospect of the scheme being delivered which raised serious concerns as far as the IDS bid was concerned and in consequence the Council being able to ultimately dispose of the Site.

2. REASONS FOR RECOMMENDATIONS

- 2.1 In 2006 as part of the primary school investment programme this Site was to be sold for residential development to fund the rebuilding of the Broadfields school. Agreed governance process requires housing sites to be defined and agreed by Capital Strategy Board having been considered to be best suited to the delivery of housing or housing led mixed use schemes. Capital Strategy Board agreed to the disposal of the Broadfields Avenue site and made a recommendation to ARG committee on 27 September 2018. The proposal was to sell the Site at best value.
- 2.2 The two bids were received. One was conditional and one unconditional (See Exempt report). The Fairview bid fully complies with best value and s123 of the 1972 Act. The Committee is being asked to authorise the sale of the Site to Fairview on the basis of the Fairview bid details of which are set out in the Exempt Report.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Retain the Site - the Council continues to hold the Site thereby not delivering its corporate priorities with potential costs of security and risks of unlawful occupation.
- 3.2 Transfer to Open Door Homes to enable Barnet Homes as the Council's preferred delivery partner submit a proposal to build out the site for affordable housing. This would not deliver a capital receipt for the council as required by the original decision.
- 3.3 Transfer the Site at an undervalue to IDS. The Council is not fettered in its ability to change any decision that it has made provided that it has a lawful basis for doing so. In the light of this the IDS bid was fully considered notwithstanding the lower quantum of the bid but necessarily having regard to the risks as referred to above and later in this report (see section 5.4). In the light of those risks, the statutory duties that the Council has (see section 5.4 below), the level of the undervalue as stated in the Independent Valuation (see Exempt Report) carried out by Newsteer and having sought and obtained advice of Leading Counsel which is attached to the Exempt Report this course of action is not recommended.

4. POST DECISION IMPLEMENTATION

- 4.1 To complete the disposal of the land to Fairview as outlined in this report and in accordance with the terms of their bid.

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.
- 5.1.2 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.
- 5.1.3 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.
- 5.1.4 The draft London Plan recognises 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.
- 5.1.5 The highest priority of the Council's Housing Strategy is increasing the supply of housing with the population of Barnet forecast to increase by 19% over the next 25 years.
- 5.1.6 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.
- 5.1.7 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified in the Residents Perception Survey.
- 5.1.8 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

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

Finance and value for money

5.2.1 This scheme will be brought forward by the developer following disposal of the Site.

5.2.2 It is important that the LB Barnet protects itself from financial risk and ensures value for money. When disposing of a capital asset the resulting capital receipt can be used to, subject to accounting regulations, and any other statutory constraints, fund additional capital projects. If the Council was to dispose of an asset in advance of the receipt of funds, a deferred capital receipt would be established and would only be realised as an actual capital receipts when the settlements were received in subsequent periods.

5.2.3 From a finance perspective, receipt of funds in full on disposal secures the funds for use immediately and exposes the Council to less financial risk.

Staffing

5.2.4 There are no staffing considerations in relation the council staff resources

Property

5.2.5 The overarching aim of the mixed tenure housing programme is to achieve the best outcomes in relation council assets. In accordance with the 2018 ARG committee decision a bid for the Site in accordance with S123 has been received which complies with the Council's duties and as a best value authority it is required to comply with the requirements of s 123 of the 1972 Act. This capital receipt will be used to fund the council's corporate objectives.

5.3 Social Value

5.3.1 As a result of implementing this decision, the Council will achieve additional benefits for residents which provide a mixed housing scheme in the area. 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.

5.4 Legal and Constitutional References

5.4.1 The Council's Constitution - Article 7.5 - the Housing and Growth (H&G) Committee has responsibility for housing matters, including housing strategy, homelessness, social housing and housing grants; commissioning of environmental health functions for private sector housing; regeneration strategy and major regeneration schemes; asset management; employment strategy; and business support and engagement. The H&G Committee has assumed the functions of its predecessor the Assets Regeneration and Growth (ARG) Committee.

5.4.2 Article 10 of the Constitution - Decision Making - Table A states that the Housing and Growth Committee is responsible for authorising all disposals and acquisitions of land for over £500k.

- 5.4.3 The 1972 Act s 123 (1) permits the Council to dispose of land held by them in any manner they wish subject to the constraints set out in the following provisions of that section.
- 5.4.4 The Council has a fiduciary duty to its council tax payers which is reinforced by its statutory duty pursuant to s 123 (2) of the 1972 Act, which prohibits a Council, except with the consent of the Secretary of State, from disposing of land otherwise than by way of a short tenancy, for a consideration less than best that can be reasonably obtained. The obligation to secure best value is a continuous one.
- 5.4.5 Where a Council wishes to dispose of land for less than best consideration, that is at an “undervalue” and seeks to depart from the requirements of s 123 referred to above, the Council is required to have regard to the provisions of the Local Government Act 1972: General Disposal Consent (England) 2003 (“the GDC”) and the Government Circular (“the Circular”) attached to the same, which sets out the circumstances which must be met and the process which must be adopted to lawfully sell the land having regard to the overriding and mandatory obligations set out at s 123.
- 5.4.6 The Council must in its decision to sell any land at an undervalue be able to satisfy itself that there are circumstances which provide the basis for such a decision and that certain objectives can be achieved by such, namely that the proposed undervalue sale is likely to contribute to either the social, economic or environmental improvement of the area or any part of the area or the residents in the same. Where the amount of the undervalue exceeds £2 million the express written consent of the Secretary of State is required as well.
- 5.4.7 The amount of the undervalue is the figure which represents the difference between the “unrestricted “value and the “restricted value. The Technical Appendix attached to the Circular sets out the basis of determining these two figures and the independent valuation report prepared by Newsteer confirms that the valuer has had regard to the General Disposal Consent and Circular referred to above in the methodology employed in arriving at his valuation.
- 5.4.8 To ascertain whether the Market Value of the Property for the purposes of determining whether the proposed land disposal under the terms of the 1972 Act (S123), falls within the provisions of the GDC the Council instructed an independent valuation from Newsteer Real Estate Advisers , such valuation being carried out by a MRICS Chartered Surveyor and Registered Valuer who has and has confirmed as having sufficient current local, national and knowledge of the residential development market, and the skills and understanding to undertake the valuation competently.
- 5.4.9 The Valuer was instructed to determine the amount of the undervalue by reference to the difference between the “Unrestricted Value” in line with the GDC (Technical Appendix) which sets this out as being the best price reasonably obtainable for the property, and the “Restricted Value “also defined in the GDC Technical Appendix as being the market value of the property “having regards to the terms of the proposed transaction”.
- 5.4.10 The Valuer was instructed to make the following assumptions / special assumptions regarding his valuation:

- (a) With respect to establishing the Market Value on an Unrestricted Basis, to adopt the 112 units scheme, previously consented to by the Council, as the basis of his appraisal, but then to assume that there is potential to enhance the density of a development up to 135 units. Reasonable assumptions in respect of grant funding were made based upon the affordable mix adopted;
- (b) With respect to establishing the Market Value on a Restricted Basis, in line with the preferred bidder's (IDS) proposal to assume, the scheme details of which are set out in the Exempt Report as outlined in their bid. The offer includes a 10% deposit and is conditional on planning and therefore, the value of the receipt to the Council assumes 90% is deferred 15 months at 5%.

5.4.11 In terms of assessing the Fairview and the IDS bid the amount of the undervalue which exceeds by some margin the de minimis £2 million threshold which would require Secretary of State Consent together with those other factors outlined at paragraph 1.19 above and as otherwise set out in this report, support the recommendation to the Committee for a disposal to Fairview which would be the commercially prudent thing to do.

5.4.13 State Aid- Article 107(1) of the Treaty on the Functioning of the EU (TFEU) states that:

“Save as otherwise provided in this Treaty, any aid granted by a Member State or through State resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods shall, insofar as it affects trade between Member States, be incompatible with the Common Market.”

In other words, if the Council as a public body provides a subsidy or benefit (aid), selectively to an organisation and that aid has the potential to distort competition or the State gives an unfair advantage this amounts to State Aid. An undervalue transaction immediately raises concerns in respect of whether State Aid issues have arisen.

5.4.14 There are 4 limbs to State Aid, all of which need to be present: -

- (i) It is granted through state resources;
- (ii) It favours selected undertakings/organisations;
- (iii) it distorts competition (or threatens to do so); and
- (iv) it affects trade between Member States.

5.4.15 State Aid rules can (among other things) apply to the use or sale of a state asset for free or at less than market price, to grants and loans. In addition, the State Aid rules can apply to funding given to public authorities and other non-profit making bodies where they are involved in commercial activities.

5.4.16 Based on the facts, it is likely that State Aid will apply if the Council accept the IDS bid. This is because

- (i) The benefit (the undervalue) is being granted via a state resource;
- (ii) A procurement was undertaken and the Council is favouring the bidder of the lower offer;

- (iii) The Council, by seeking to accept the lower offer will be distorting competition. Not only on the basis that they have not accepted the higher offer, but also on the basis that had the Council made clear their intentions to accept lower bids due to other policy considerations (provision of the school), other interested parties may have bid; and
- (iv) Commercial interest in land development has got a cross boundary interest and not limited. State Aid in this case can therefore affect trade between Member States.

5.4.17 The land was advertised in 2012 and multiple bids were received. This demonstrates the potential value of the Council's asset in this case and supports the potential existence of State Aid if the lower offer is accepted.

5.4.18 Exemptions to State Aid - There are however a number of exemptions which may be applicable:

- (i) General Block Exemption Regulation (GBER)- The General Block Exemption Regulation (GBER) provides a simple way of providing assistance for a range of aid measures considered not to unduly distort competition. Economic activity means putting goods or services on a market. It is not necessary to make a profit to be engaged in economic activity: if others in the market offer the same good or service, it is an economic activity. The GBER can authorise aid for "Local Infrastructure". It does not appear likely that these provisions will apply here although the Council may wish to take further Counsel's opinion on whether the GBER applies.

If the Council wishes to rely on this GBER exemption then it will need to comply with the relevant procedures including notify the Commission using the online system (SANI) within 20 working days of giving aid and the management authority will need to inform the BIS State Aid team to be able to use SANI. (A standard notification takes at least 9-12 months to be approved, but this takes longer if they are contentious or do not fall under existing guidelines.)

- (ii) Services of General Interest (SGI)/Services of General Economic Interest (SGEI): These types of services have not been defined, but have been left to the individual member states to define. SGEI is roughly defined as follows: "Public services (such as gas, electricity, postal services, public service broadcasting and lifeline public transport links) that the market does not provide or does not provide to the extent or at the quality which the state requires AND is a service in the general and not the particular interest, that means that the service should be opened to the public." The service has to be economic and there has to be an entrustment of the provision of this service to an undertaking". This exemption is unlikely to apply either.
- (iii) De Minimis aid- This applies to support/aid of up to €200k (or €500k depending on the nature of the benefit) over any three-year period. The De Minimis exemption will not apply either given the amount of the undervalue.

- 5.4.19 Secretary of State for Education consent- The Council applied to the Secretary of State on the 14 November 2011 for permission under Schedule 35a of the Education Act 1996 to dispose of the land for residential use following receipt of prior Secretary of State approval in 2007 under s 77 of the Schools Standards & Framework Act 1998 (as amended) on the basis that the Site was surplus to the Council's educational requirements the Council having provided an alternative school playing field .
- 5.4.20 If the Council decides to depart from the recommendation, then there is also a risk that an approach to the Secretary of State for Education may be required again to authorise the sale as part of the land would be used other than for residential purposes as outlined in the IDS bid. Moreover, as the Council stated in its letter of application in 2011 that no approach had been made for the use of the Site by any other educational institution such as an Academy, Free School or Technical College the Council would need to be able to re-confirm that this is the case and increases the Council's risk. Under the provisions of the Education Act 2011 Schedule 11 paragraph 2 where a local authority considers that a new school is required in its area they must seek proposals for the establishment of and academy in preference to anything else and confirm this has been done to the Secretary of State for Education. The Secretary of State may impose conditions for the provision of his/her consent which can include conditions as to how the proceeds of any sale should be used.
- 5.4.21 Overage Agreement- If the IDS bid is pursued there are adverse impacts to be considered details of which are set out in the Exempt Report.
- 5.4.22 The Council as noted above obtained full external specialist legal advice in relation to legal risks which is attached to the Exempt Report.

5.5 Risk Management

- 5.5.1 The recommended bid from Fairview is importantly an unconditional one. This means that the sale can proceed without any planning permission being required by Fairview with Fairview accepting entire risk on this. The risk of not completing is very low, however, if Fairview fail to complete the transaction on the basis of their bid, the Site will be marketed. Fairview have confirmed that they will exchange contracts within 28 days from acceptance of full papers and draft contract.
- 5.5.2 The Council has obtained both an independent valuation report as well as Counsel's advice to ensure that it has fully complied with its obligations, acted properly and in consequence reduced the risk and prospect of challenge.

5.6 Equalities and Diversity

- 5.6.1 A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's Community.
- 5.6.2 The proposals in this report do not raise any negative impacts for equalities and anticipate a positive impact for residents because they:

- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
- Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.
- Provide homes for people who are homeless and may be currently disadvantaged.

5.7 Corporate Parenting

5.7.1 None in the context of this report

5.8 Consultation and Engagement

5.8.1 Ward councillors, residents and communities local to each site will be Consulted prior to the planning applications being submitted. Public resident consultation meetings will be held and individual consultations will be undertaken with other residents as requested.

5.8.2 A statutory consultation exercise will also be undertaken as part of the planning process for each scheme.

5.8.3 If the IDS scheme were to be pursued a full Equalities Impact Assessment will be required to be carried out and any decision would need to take its findings into account.

5.9 Insight

5.91 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Cabinet Resources Committee, 24 June 2013, 'Local Authority New Housing Programme' <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=151&MIId=7457&Ver=4>

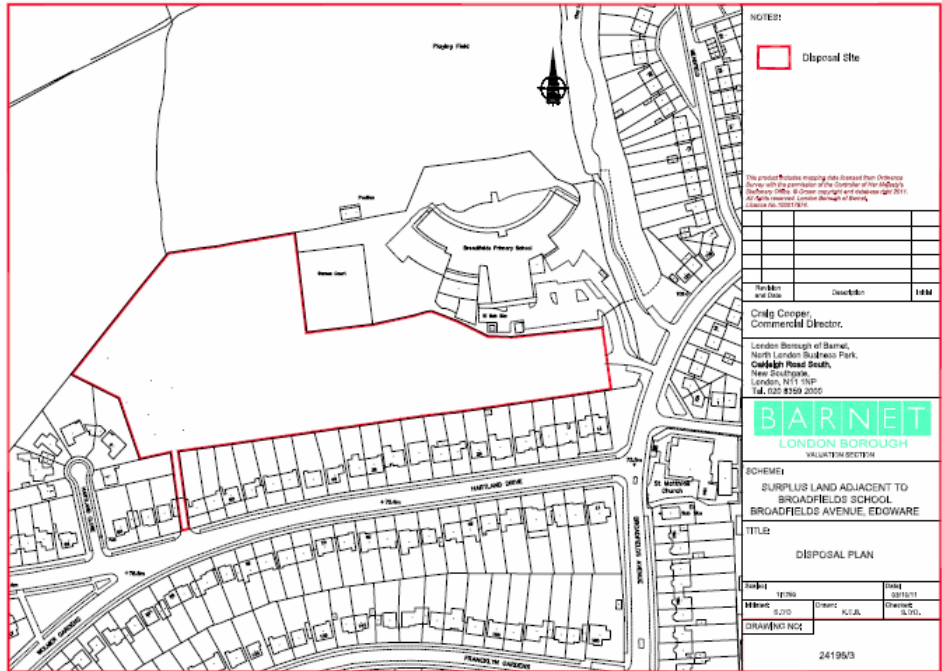
6.2 Assets Regeneration and Growth Committee, 15 December 2014, Strategic Asset Management Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=696&MIId=7886&Ver=4>

6.3 Assets Regeneration and Growth Committee. 17 September 2018, Mixed Tenure housing

<https://barnet.moderngov.co.uk/documents/g9764/Public%20reports%20pack%2017th-Sep-2018%2019.00%20Housing%20and%20Growth%20Committee.pdf?T=10>

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	Housing and Growth Committee 27th January 2020
Title	Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation rents for 2020/21
Report of	Chairman - Housing and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	Yes- meets definition of key decision as it affects more than 2 wards
Officer Contact Details	Stephen McDonald- Director of Growth - 020 8359 2172, stephen.mcdonald@barnet.gov.uk Paul Shipway- Head of Housing Strategy - 020 8359 4924, paul.shipway@barnet.gov.uk

Summary

The report seeks approval of proposed changes to council dwelling rents and service charges including temporary accommodation rents to take effect from April 2020.

Recommendations

1. That the Committee consider and approve the proposed rent increase in line with Government policy for existing Council tenants as set out in paragraph 1.8 to take effect from 1 April 2020.
2. That the Committee approves the proposed rent increases for temporary accommodation to the relevant outer London Local Housing Allowance rates as set out in paragraph 1.11 to take effect from 1 April 2020.
3. That the Committee approves the proposed service charges and garage rents as set out in paragraph 1.16 to take effect from 1 April 2020.

1. WHY THIS REPORT IS NEEDED

- 1.1 The council is required to set council dwelling rents and associated service charges for council tenants on an annual basis. These are set out in a formal rent notice issued to all tenants before the start of the financial year.
- 1.2 The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribes the debits and credits to be applied to it. The principle items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

Council dwelling rents

- 1.3 The Welfare Reform and Work Act 2016, Section 23 requires that council dwelling rents are reduced by at least 1% a year (from the previous 12 months) for four years from April 2016.
- 1.4 In October 2017 the Ministry of Housing, Communities and Local Government, (MHCLG), (formally the Department for Communities, and Local Government) (DCLG) announced its' intention to set a long-term rent deal for local Authorities and Housing Associations. This permitted annual rent increases of up to CPI (CPI means general index of consumer prices) + 1% from April 2020 for a period of up to 5 years. CPI to be as at September of the previous year. This limit is a ceiling and providers can apply a lower increase or freeze rent in line with the market in which they operate. The Council has a statutory duty to complete the four year price reduction introduced by the Welfare Reform and Work Act 2016. The reduction must be completed before the Council can apply the permitted annual rent increases of up to CPI + 1%. The Council completed the reduction period in the years commencing 2016-2019.
- 1.5 When a dwelling is re-let to a new tenant the rent will be reset at the formula rent level if the current rental charge is lower.
- 1.6 Where a dwelling rent is already above formula rent levels at the point it becomes empty, from 1st April 2020, there is flexibility for local authorities to set rent at up to 5% above formula rent when the property is re-let. However, if applying this flexibility there should be a clear rationale for doing so which considers local circumstances and affordability.
- 1.7 Once a property has been re-let, the rent will increase by the approved annual increase at the start of the following financial year for the current tenant up to and including 2020/21.
- 1.8 It is proposed that rent is increased by CPI + 1% for 2020/2021 for existing tenants. In accordance with The Direction on the Rent Standard 2019, with effect as of 1st April 2020, in the year following the end of the Social Rent reduction period, the 2020 limit for an existing tenant is the average weekly rent for the tenant's accommodation increased by CPI + 1%. "Average weekly rent" is defined as the rent charged for the most recent period for which the

rent was payable. Based on September 2019 CPI this would result in a rent increase of 2.7%.

- 1.9 The table below¹ shows examples of how average and formula rents will change in 2020/21 when the 2.7% increase is applied.

Scenario	2019/20	2020/21 with 2.7% increase applied
Current average rent (for existing tenants)	£108.99	£111.93
Average formula rent (for new tenant on re-let)	£107.33	£110.22

- 1.10 New homes being delivered on the council's land will be subject to affordable rents set at 65% of average private sector market rents or the Local Housing Allowance (LHA) whichever is lower as per previous year.

Temporary accommodation rents

- 1.11 It is proposed that temporary accommodation rent in LHA areas are increased in line with the current LHA rate which is expected to be published in mid-January.
- 1.12 The subsidy cap would continue to apply for inner London properties.
- 1.13 Increasing temporary accommodation rents to LHA rates will align rents with both new Council acquisitions and with affordable rents charged in the private rented sector.
- 1.14 Rents charged above temporary accommodation subsidy rates will not receive full subsidy and it is expected that where increased rents are covered totally by Housing Benefit, that there will be an equivalent subsidy loss figure incurred to the Housing Benefit budget.

Service Charges and Garages

- 1.15 Service charges usually reflect additional services which may not be provided to every tenant, or which may relate to communal facilities rather than being particular to the occupation of a dwelling. Service charges are subject to separate legal requirements and are limited to covering the cost of providing the services.
- 1.16 Service charges and garage rents have been reviewed to ensure that costs are being recovered. The table² below outlines the changes that are recommended to take effect from 1 April 2020:

¹ All charges in this table are shown on a 48 weeks basis

² All charges in this table are shown on 48 weeks basis and rounded to the nearest penny

	2019/20	2020/21	Increase	% Increase
Ground Maintenance	£2.88	£2.97	£0.09	3%
Lighting	£1.29	£1.35	£0.06	5%
Heating - Grahame Park	1 Bed £12.20 2 Bed £16.92 3 Bed £18.27	1 Bed £12.57 2 Bed £17.43 3 Bed £18.82	1 Bed £0.37 2 Bed £0.51 3 Bed £0.55	3%
Heating - Excluding Grahame Park	3%			
Digital Television	£1.62	£1.67	£0.05	3%
Weekly Caretaking	£5.92	£6.10	£0.18	3%
Enhanced Housing Management (Sheltered housing)	£21.67	£22.25	£0.58	2.7%
Alarm services (Sheltered housing)	£2.95	£3.05	£0.10	3.5%
Garages	3% increase applied to existing rent			
Door Entry Systems	£2.45	£2.52	£0.07	3%
Fire safety equipment	1 Bed £4.00 2 Bed £4.69 3 Bed £5.20	1 Bed £4.12 2 Bed £4.83 3 Bed £5.36	£0.12 £0.14 £0.16	3%

- 1.17 The proposed changes reflect increases in the cost of providing the services described.
- 1.18 Electricity charges have continued to increase and as with last year a 5% increase is proposed.
- 1.19 Enhanced housing management (Sheltered Housing) a 2.7% increase is proposed.
- 1.20 Cost of providing alarm services (Sheltered Housing) has been reviewed and a 3.5% increase is proposed. (5% in 2019/20)
- 1.21 The charge for door entry phone systems is proposed to increase by 3% in line with the estimated cost increase. (5% in 2019/20). The programme will run over many years. As systems are replaced/installed a service charge will be introduced to cover these new systems. It is important to note replacement

door entry phone systems will not be installed without first consulting with tenants and leaseholders.

- 1.22 A new charge for fire safety sprinkler systems was introduced in 2019/20. The cost of maintaining and servicing is a service chargeable cost. Given that a defects liability period will apply in the first year following installation, the cost is limited to servicing only. For most tenants, housing benefit will continue to cover the costs and they will therefore not be affected by these changes.
- 1.23 For all other costs a 3% increase is proposed.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The proposed rent changes are in line with Government policy and the council's Housing Strategy 2019 to 2024 enabling Barnet Council to plan and support the delivery of further homes in the Borough. The service charges have been reviewed to ensure that the revenue raised covers the cost of providing the services.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The proposed rent changes are in line with Government policy.
- 3.2 Service charge changes are to ensure that costs are recovered and an alternative approach is not proposed as this would mean not recovering the full cost of providing the essential services to our residents.

4 POST DECISION IMPLEMENTATION

- 4.1 As per the council's constitution, changes to fees and charges approved by theme committees, will be reported to Policy and Resources Committee for noting.
- 4.2 Following approval, the council will instruct Barnet Homes to issue a statutory notice of variation to council tenants.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2019 to 2024 strategic objective is to ensure that Barnet has decent quality housing that buyers and renters can afford, prioritising Barnet residents first. Reviews of rent levels and service charges help ensure that there are the resources in place to deliver housing services to council tenants.
- 5.1.2 The Housing Strategy 2019 to 2024 sets out how the council and partners will

improve the quality of housing available and deliver the additional housing that is required in the borough due to the growing population. The strategy details delivering more housing that people can afford, including the use of affordable rents to provide more homes for rent on Council land. Income from rents will also be used to maintain the condition of the existing housing stock.

- 5.1.3 The Health and Wellbeing Strategy 2015 to 2020 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities. Barnet's Joint Strategic Needs Assessment highlights the fact that there is a long-term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply.

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

- 5.2.1 Barnet Homes, the council's Arm's Length Management Organisation will administer the rents and service charges for council tenants.

- 5.2.2 Income raised from the service charges will be used to recover the costs of providing the services within the Housing Revenue Account (HRA).

- 5.2.3 Existing council rents are on average 30% of private sector rents, so charging affordable rents at 65% of private sector rents for new council homes delivered on its own land will raise additional income for the Housing Revenue Account that will contribute to the HRA Business Plan.

- 5.2.4 In respect of temporary accommodation let at LHA rate, as they are above the temporary accommodation, (TA) subsidy cap, there will be a TA subsidy loss. As the figures have not yet been published it is not possible to estimate the loss or the benefit to the General Fund Homelessness budget.

- 5.2.5 There is no change to the existing arrangements in respect of inner London temporary accommodation where the subsidy cap would continue to apply. The subsidy loss is offset by the Flexible Homelessness Support Grant, (FHSG).

5.3 Social Value

- 5.3.1 There are no specific Social Value aspects to this report.

5.4 Legal and Constitutional References

- 5.4.1 The Localism Act 2011 introduced self-funding for council housing. The national subsidy system has been abolished and a new funding regime introduced giving local authorities more autonomy to set Council rents.

- 5.4.2 Under section 103 of the Housing Act 1985, the terms of a secure tenancy which is a periodic tenancy may be varied by the landlord by a notice of variation served on the tenant. The landlord authority is required to serve a preliminary notice on a secure tenant giving them advance notification of any change proposed to be made to the terms of their tenancy and inviting their comments. A preliminary notice is not however required for variation of rent or payments in respect of services or facilities provided by the landlord. Although a *preliminary* notice is not required in respect of a variation to the rent (or services/facilities) charge, a notice of variation is needed and this must set out what the change is and the date on which it takes effect. The period between the date on which the notice is served and the date on which it takes effect must be at least four weeks or the rental period, whichever is the longer.
- 5.4.3 Section 105 of the Housing Act 1985 requires a landlord authority to maintain such arrangements as it considers appropriate to enable those secure tenants who are likely to be substantially affected by matters of housing management, to be informed and consulted about the proposals, and before deciding on the matter, the landlord authority must consider any representations made. The legislation sets out what matters of housing management relate to but this does not extend to the rent payable under a secure tenancy or to charges for services.
- 5.4.4 Under section 23 of the Welfare Reform and Work Act 2016 registered providers of social housing were obliged to reduce social rent by at least 1% from the rent payable by the tenant in the preceding 12 months for the years beginning 1st April 2016 to 1st April 2019.
- 5.4.5 In October 2017 the Ministry of Housing, Communities and Local Government, (MHCLG), announced its' intention to set a long-term rent deal for local Authorities and Housing Associations. This permitted annual rent increases of up to CPI + 1% from 2020 for a period of up to 5 years.
- 5.4.6 Registered providers must set rents from 1 April 2020 in accordance with the Government's *Policy Statement on Rents for Social Housing (February 2019)* and *The Direction on the Rent Standard 2019*. The proposals set out in this report are in accordance with those documents.
- 5.4.7 The Housing and Planning Act 2016 contains provisions which may impact some aspects of this report in the future subject to regulations being implemented.
- 5.4.8 The council's Constitution (Article 7 - Committees Sub-Committees Area Committees and Forums and the Local Strategic Partnership) sets out the responsibilities of the Housing and Growth Committee which include:
- Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
 - To consider for approval fees and charges for those areas under the remit of the committee.

5.4.9 The council's Constitution, Financial Regulations, also states:

- For the fees and charges within their remit, theme Committees, Planning Committee and Licensing Committee must approve changes to fees and charges that are above CPI inflation by 2% or more, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle.
- Changes to fees and charges approved by theme Committees, Planning Committee and Licensing Committee must be reported to Policy and Resources Committee for noting.

5.5 Risk Management

5.5.1 There is a risk that increasing the service charges will make it more difficult for tenants to pay and impact adversely on the Housing Revenue Account (HRA) Business Plan by making service charge collection more difficult. This is considered to be a low risk as the increase is low and for most tenants housing benefit/universal credit will continue to cover the costs, including the costs relating to grounds maintenance.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act, Section 149 outlines the provisions of the Public Sector Equalities Duty which 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 who share a relevant protected characteristic and persons who do not
- foster good relations between persons who share a relevant 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, sexual orientation.

5.6.3 Consideration has therefore been given to the report's relevance to equality issues in accordance with the public sector equality duty. This report is primarily to set rents and associated charges which will be applied to all Council dwellings and will therefore affect all Council tenants. As the increases are not of a personal nature, it is not considered that they target or disproportionately affect any group of people based any of the protected characteristics.

5.6.4 However, it is recognised that increases in rents and service charges may present difficulties for people on low incomes, but that rents and the majority of tenant service charges are eligible for housing benefit/universal credit (water rates, heating and alarm charge are not).

5.7. Corporate Parenting

5.7.1 The council assigns the highest priority for council housing to foster carers (if they require a larger property to foster more children) through its Housing Allocation Scheme. Council housing remains the most affordable housing option for care leavers and all rents and the majority of tenant service charges proposed remain eligible for housing benefit. Care leavers are placed into suitable accommodation when leaving care to allow a successful transition to independent living whilst also developing their skills by providing the right support to help them maintain their tenancies.

5.8. Consultation and Engagement

5.8.1 There has not been any specific consultation on the issues arising in this report. The commissioning priorities and budget plans for the Housing and Growth Committee were included in the council's budget consultation taking place between December 2019 and January 2020.

5.9. Insight

5.9.1 No specific insight data has been used in this report.

6. BACKGROUND PAPERS

6.1 Relevant previous decisions are listed in the table below.

Item	Decision	Link
Housing Committee 14 January 2019	Approved Housing Revenue Account (HRA) Business Plan	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MIId=9488&Ver=4
Housing Committee 14 January 2019	Approved rents and service charges for council dwellings from April 2019	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MIId=9488&Ver=4
Housing Committee, 1 st April 2019	Approved Housing Strategy 2019-2024	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MIId=9740&Ver=4

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Housing and Growth Committee

AGENDA ITEM 14

27 January 2020

Title	Strategy for development of housing on council land and acquiring new homes
Report of	Chairman of Housing and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<i>Appendix 1 – Strategy for development of housing on council land</i>
Officer Contact Details	Stephen McDonald, Stephen.mcdonald@barnet.gov.uk , 020 8359 2172 Paul Shipway- Head of Housing Strategy Paul.shipway@barnet.gov.uk , 0208 359 4924

Summary

This report sets out proposals for taking forward the council’s programme of building new homes on its own land, either directly via the Housing Revenue Account, or in partnership with Opendoor Homes, a registered provider owned by the council’s Arm’s Length Management Organisation Barnet Homes.

Officers Recommendations

1. Approve the Strategy for development of housing on council land (Appendix 1)

1. WHY THIS REPORT IS NEEDED

- 1.1 The council established a programme of building homes on its own land in 2015.
- 1.2 Due to a national borrowing cap that applied to the Housing Revenue Account, Barnet Homes established a Registered Provider Opendoor Homes which is owned by The Barnet Group (ALMO), to deliver new affordable homes for rent supported by a loan from the council.
- 1.3 Opendoor Homes is currently delivering a programme of 340 new affordable homes for rent and has been working with the council to develop proposals for 250 more new mixed tenure homes on a number of sites.
- 1.4 Proposals have also been developed as part of the council's MTFs to transfer 950 council homes to Opendoor Homes, as well as 140 homes that the council has acquired on the open market for use as temporary accommodation.
- 1.5 In addition, the council has agreed to fund a programme to purchase 500 more properties on the open market which will be owned by Opendoor Homes and used as temporary accommodation for homeless people.
- 1.6 The borrowing cap that applied to the Housing Revenue Account was removed in 2018, providing additional capacity for the council to deliver new council homes.
- 1.7 This report sets out in Appendix 1 the proposed strategy for taking forward plans for new homes on council land funded either through the Housing Revenue Account or Opendoor Homes.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The proposed local development strategy sets out the approach that will provide Opendoor Homes with a sustainable future, by increasing the assets held by the organisation, as well as a clear programme for development of new homes over the next five years. In the longer term this will enable Opendoor Homes to build the capacity for developing more new homes.
- 2.2 The capacity of the Housing Revenue account to deliver new homes is limited, due to other investment required in council housing, including fire safety. Opendoor Homes provides capacity to deliver more new homes than would otherwise be possible.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The council could decide to work with other registered providers and developers in the borough to develop its sites, however this would not provide Opendoor Homes with a viable future. It has been demonstrated that Opendoor Homes is already providing good quality homes and value for money through an independent review.

4. POST DECISION IMPLEMENTATION

4.1 The council and Opendoor Homes will proceed with the plans outlined in appendix 1.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The strategy for development of housing on council land contributes to the council's priorities of ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents, and responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough by:

- increasing the supply of much-needed housing across a range of tenures;
- delivering new homes that people can afford;
- reducing homelessness and the use of temporary accommodation;
- ensuring high quality housing and services;
- investing in homes and communities for the long term; and
- reinvesting in further delivery of housing and in services for existing residents.

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

5.2.1 The building of 250 council homes will be funded through the Housing Revenue Account and is set out in more detail in the council's Housing Revenue Account Business Plan.

5.2.2 The existing programme being delivered by Opendoor Homes to deliver 340 new homes is being funded through a combination of a loan from the council and Right to Buy Receipts.

5.2.3 The transfer of acquisitions to Opendoor Homes and the purchase of 500 more acquisitions for use a temporary accommodation will be funded by loans from the council.

5.2.4 Opendoor Homes are developing new funding models for the delivery of mixed tenure homes, for example working with developers to secure capital funding externally.

5.3 Social Value

5.3.1 Having consideration to the Public Services (Social Value) Act 2012, there are no specific social value considerations arising from this strategy.

5.4 Legal and Constitutional References

5.4.1 Under Article 7 of the council's constitution, the Housing and Growth Committee has responsibility for:

- housing matters, including housing strategy, homelessness, social housing, and housing grants and commissioning of environmental health functions for private sector housing.
- regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy and business support and engagement.

5.4.2 The Council has legal power to dispose of land and buildings under section 123 Local Government Act 1972 and (in the case of housing land) section 32 of the Housing Act 1985 subject where applicable to the consent of the relevant Secretary of State.

5.5 Risk Management

5.5.1 There is a risk that Opendoor Homes will not have the capacity to deliver the new homes in this strategy. Opendoor Homes has already established an effective development team and will find it easier to recruit and retain staff in a highly competitive market with a clear strategy in place to increase their portfolio.

5.5.2 There is a risk that the quality and cost of new homes will not meet the council's requirements. The council recently commissioned an independent review of the development function by Municipal which looked at the quality of the homes being delivered, and the value for money these provided. The report concluded that the new homes delivered so far were being done at a lower average build cost than other local authorities, with positive resident feedback about the experience of living in their new homes.

5.5.3 There is a risk that the council will not have access to the homes owned by Opendoor Homes. The agreements that the council has with Opendoor Homes stipulate that the council has the right to nominate tenants to the properties in perpetuity.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which 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 and foster good relations between people from different groups.

5.6.2 The housing development strategy will make a significant contribution to the provision of additional high-quality affordable housing in the Borough, providing homes for those facing homelessness and on lower incomes.

5.6.2 Equalities Impact Assessments will be undertaken on individual schemes as they are brought forward.

5.6.3 The proposals in this report do not raise any negative impacts for equalities

and demonstrate that the Council has paid due regard to equalities as required by section 147 of the Equality Act 2010.

5.7 Corporate Parenting

5.7.1 Some of the new affordable homes to be provided will be suitable for care leavers.

5.8 Consultation and Engagement

5.8.1 Consultation and Engagement plans will be developed for sites that are deemed suitable for development and stakeholder engagement undertaken as the designs progress.

5.9 Insight

5.9.1 The council's Housing Strategy evidence base demonstrates the need for increasing the amount of affordable housing in the borough, including a Strategic Housing Needs Assessment which showed an annual requirement of 704 new affordable homes.

6. BACKGROUND PAPERS

6.1 Cabinet Resources Committee, 24 June 2013, 'Local Authority New Housing Programme'

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4>

6.2 Assets Regeneration and Growth Committee, 15 December 2014, Strategic Asset Management Plan

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>

6.3 Assets Regeneration and Growth Committee, 16 March 2015, Barnet Development Pipeline – Tranche 1

<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7887&Ver=4>

6.4 Council, 20 October 2015, Report of Policy and Resources Committee – The Barnet Group – Creation of new legal entity and subsidiary

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>

6.5 Assets Regeneration and Growth Committee, 24 July 2017, 2-10 Hermitage Lane, NW2

<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9337&Ver=4>

6.6 Assets Regeneration and Growth Committee, 17 September 2018, Mixed Tenure Housing Programme

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9764&Ver=4>

6.7 Assets Regeneration and Growth Committee, 25 March 2019, Development Pipeline, Establishing New Sites for consideration

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>

- 6.8 Assets Regeneration and Growth Committee, 16 September 2019, Housing Acquisitions Programme – Phase 4

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9929&Ver=4>

Appendix 1

Barnet Council and Barnet Homes - Strategy for development of housing on council land and acquiring new homes

1. Introduction

- 1.1 The council embarked on a programme of building new housing on its own land in 2015 in partnership with Barnet Homes.
- 1.2. Initially this involved building 43 new council homes for rent which were completed in 2017 and subsequently, following the establishment of Opendoor Homes, a registered provider owned by Barnet Homes, a further programme of 341 homes for affordable rent to be owned and managed by Opendoor Homes. This programme is now well underway, with 56 new homes already finished and the rest due to complete by early 2022.
- 1.3. In addition, we have established a programme of providing new extra care housing, with the first 53-unit scheme at Ansell Court having completed in January 2019, providing high-quality homes for older people, including those suffering from dementia. Two further extra care schemes are being progressed in Hendon and Burnt Oak, which will provide a further 125 homes in total.
- 1.4. We are now ready to embark on the next phase of our local development strategy, to make full use of the resources available to us for the delivery of new homes on our own land, and through other opportunities such as planning gain.
- 1.5. The number of new homes that can be delivered through the Housing Revenue Account (HRA) is limited by the commitments that the council has made to invest in fire safety and maintaining the council's housing stock, as well as statutory rent controls that apply to council rents.
- 1.6. Opendoor Homes now have an established track record of providing high-quality new homes by providing an opportunity to complement the council's HRA programme and provide more homes than would otherwise be possible, with a focus on mixed tenure and non-HRA sites.
- 1.7. Barnet Homes has established an effective development team, that has delivered new homes for Opendoor Homes and the council, and will continue to do so, along with management services for both organisations.

2. Strategic Context

- 2.1 This strategy supports the council's Corporate Plan 2019-24 and other council strategies including the Housing Strategy, Homelessness and Rough Sleeping Strategy, and Growth Strategy, whilst also aligning with the council's work to

revise its Local Plan for the borough. It is also aligned with The Barnet Group's Strategic Plan 2019-24 and Growth Strategy.

2.2 In delivering this strategy, we together aim to support the delivery of Barnet Council's Corporate Plan, and specifically the outcome to 'achieve a pleasant, well-maintained borough that we protect and invest in'. This strategy contributes to the council's priorities of ***ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents***, and ***responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough*** by:

- increasing the supply of much-needed housing across a range of tenures;
- delivering new homes that people can afford;
- reducing homelessness and the use of temporary accommodation;
- ensuring high-quality housing and services;
- investing in homes and communities for the long term; and
- reinvesting in further delivery of housing and in services for existing residents.

3. The Housing Revenue Account

3.1 The council's Housing Revenue Account 30-year business plan contains more information about the capacity of the HRA to deliver more new council homes. A programme is already underway to deliver 18 homes by adding an additional floor to flats in Burnt Oak, and a further 87 new homes which benefit from grant under the Greater London Authority's Building Council Homes for Londoners programme.

3.2 The Housing Revenue Account is also funding the delivery of our extra care housing programme, which comprises 183 dwellings.

3.3 Capacity has been identified to provide 250 new affordable homes for rent as well as to extend our existing programme of acquiring properties on the open market in London for use as council housing. In all we expect to purchase about 160 homes, which with the new homes we are building will increase the council housing portfolio by about 700 new homes for affordable rent over the next five years.

3.4 In addition to building and acquiring homes, the Housing Revenue Account also provides funding for our fire safety programme and maintenance of our existing stock, including the regeneration estates. In all the council is investing £52 million in improving fire safety and a further £36 million to ensure that homes on our regeneration estates at Grahame Park and Dollis Valley are maintained to a reasonable standard, including compliance with the Decent Homes standard for homes that are due to remain in management beyond 2024.

- 3.5 The Housing Revenue Account is further constrained by rent controls, which means that rent increases will be restricted to CPI + 1% until 2025.
- 3.6 Our HRA Business Plan demonstrates that the HRA cannot afford to support the delivery of any more homes over the next five years beyond those set out above, and it therefore makes sense to work with Opendoor Homes to provide a housing delivery programme that compliments the HRA programme set out in Table 1 below.

Table 1: HRA Delivery Programme

HRA Delivery programme to 2025	Total Homes
First tranche of new council homes completed in 2017	43
Ansell Court Extra Care Scheme completed in 2019	53
New council homes with GLA CHFL funding being progressed	87
2 Extra Care Housing Schemes being progressed	125
New council homes at Burnt Oak rooftop programme being progressed	18
Additional Capacity identified in HRA Business Plan	250
HRA Acquisitions programme agreed	82
Total new council homes	658

4. Opendoor Homes

- 4.1 Opendoor Homes is a housing association owned by the council's arms-length management organisation (ALMO) Barnet Homes, and received Registered Provider status from the Homes and Communities Agency in 2017. This provided an opportunity for the delivery of new affordable homes for rent on council housing land at a time that capacity for investment in the Housing Revenue Account was limited by a borrowing cap.
- 4.2 Opendoor Homes is now delivering a programme of 341 new affordable homes supported by a loan from the council along with land transferred at nil cost, and these are expected to complete by 2021.

Opendoor Homes Delivery Programme – December 2019			
Homes Completed	Homes on Site	Homes due to start on site	Total
56	229	56	341

- 4.3 The council recognises the potential of Opendoor Homes to provide additional capacity to deliver more new homes than can be achieved through the Housing Revenue Account alone and wishes to build on the initial investment it has made in the organisation. In particular, Opendoor Homes is suited to the delivery of mixed tenure housing, such as Hermitage Lane, where there is scope for

working closely with development partners to attract additional investment, or where GLA funding is available exclusively to the Registered Provider sector.

- 4.4 In order to realise its full potential and ensure longer term sustainability, the council will further help Opendoor Homes to build up a larger asset base in the following ways:
- The council has acquired 156 properties for use as affordable temporary accommodation, and will transfer ownership of these to Opendoor Homes
 - The council will provide a loan facility to Opendoor Homes to enable the housing association to purchase a further 500 properties for use as affordable temporary accommodation
 - The council will transfer¹ 950 council homes to Opendoor Homes as they become vacant over the next 4 years through a programme of *trickle transfer*. This will provide capacity within Opendoor Homes to build at least 40 affordable homes initially.
- 4.5 As well as putting Opendoor Homes on a more sustainable footing, the above proposals also provide financial benefits to the council as set out in our Medium-Term Financial Strategy which is summarised at **appendix 1**.
- 4.6 In addition to the above, the council has already agreed to Opendoor Homes working up plans for c250 new mixed tenure homes on council general fund sites and are exploring other opportunities for working together to deliver the council's housing objectives, for example whether there is scope for Opendoor Homes assisting the council with estate regeneration.
- 4.7 The council will continue to review its land holdings and expects that other opportunities will arise for further housing development either via the Housing Revenue Account, Opendoor Homes or other providers, as set out in the report to Assets Growth and Regeneration Committee in March 2019 - *Development Pipeline – Establishing new sites for consideration*².
- 4.8 This approach will see Opendoor Homes increase in size to more than 2000 homes within the next five years as set out in Table 2 below.

Table 2: Opendoor Homes - Proposed Growth	Total
Current Programme	341
Mixed tenure sites	250
Transfer Acquisitions	156
New Acquisitions	500
Trickle Transfer	950
New Homes from Trickle Transfer	40
Total	2237

¹ Subject to Secretary of State Consent

² <https://barnet.moderngov.co.uk/documents/s51715/Future%20Sites%20Pipeline.pdf>

- 4.9 As a result of this strategy and the support of Barnet Council, Opendoor Homes will become a mature and fully functioning private registered provider within the wider Barnet Council family. It will be the only Housing Association that has Barnet as its base. It will have access to GLA grant and an increasing property portfolio that will enable it to access third party lending to support further development.

5 Development Capacity

- 5.1 Barnet Homes has established an effective development team that is responsible for delivery of both the council house-building programme funded through the Housing Revenue Account and the programme being delivered by Opendoor Homes.
- 5.2 The council recently commissioned an independent review of the development function by Municipal which looked at the quality of the homes being delivered, and the value for money these provided. The report concluded that so far the new homes were being delivered at a lower average build cost than other local authorities, with positive resident feedback about the experience of living in their new homes.
- 5.3 As a start-up housing association with a strong social purpose, Opendoor Homes' independent Board has attracted individuals with a diverse range of skills and expertise in social housing, development, and finance to oversee the work of the Housing Association. Details of the board are set out in **appendix 2**.

6 Conclusion

- 6.1 This strategy will enable the council to deliver 1,700 new homes over the next five years including 1,100 on council land. This will be achieved by taking full advantage of our resources in the Housing Revenue Account and the additionality that having Opendoor Homes as part of the Barnet family provides.

Annex 1

Medium Term Financial Strategy benefits to the council of increasing Opendoor Homes' asset base

£'000	2020/21	2021/22	2022/23	2023/24	2024/25	Total
500 additional acquisitions of properties for use as affordable temporary accommodation by Opendoor Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by a premium of 1.24% interest on loans made by the council to Opendoor Homes.	-44	-121	-116	-147	-102	-529
Transfer of 156 properties acquired by Council for use as affordable temporary accommodation to Opendoor Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Opendoor Homes.	-172	-27	35	40	42	-83
Trickle transfer of 950 council homes to Opendoor Homes. Savings achieved as Opendoor Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	-300	-550	-500	-400	-150	-1900
Total	-516	-698	-581	-507	-210	-2,512

Annex 2

The Opendoor Homes Board

As a start-up housing association with a strong social purpose, Opendoor Homes' independent Board has attracted individuals with a diverse range of skills and experience in social housing, development, and finance.



Ursula
Bennion,
(Chair)

Jack Stephen

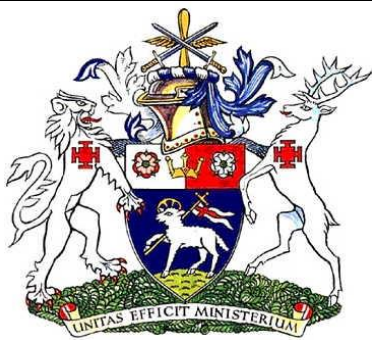
Marie Li Mow
Ching

Surjit Dhande

Jeremy Arnold

The Opendoor Homes Board is responsible for overseeing the strategic running of the company, ensuring that quality housing management and maintenance services are delivered, and that it remains viable and sustainable in the long term. The Board is central to the successful delivery of this strategy, as it holds Opendoor Homes to account, ensuring that it meets its legal and regulatory responsibilities, achieves its strategic aims, and fulfils its responsibilities to its residents.

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Housing and Growth Committee

27th January 2020 AGENDA ITEM 15

Title	Purchase of a long term empty property
Report of	Chairman of Housing and Growth Committee
Wards	West Hendon
Status	Public with accompanying exempt report
Urgent	No
Key	Yes
Enclosures	
Officer Contact Details	Belinda Livesey – Group Manager (Private Sector Housing) 0208 359 7438 belinda.livesey@barnet.gov.uk Clive Dinsey – Environmental Health Officer 020 8359 2494

Summary

Property A as identified in the linked exempt report was considered for compulsory purchase pursuant to a report to the Housing Committee on 21 June 2018.

One of the options approved by the Housing Committee was to authorise the Deputy Chief Executive to enter into negotiations for consensual purchase of the property at current market value or to enter into alternative dispute resolution with the owner.

The owner chose to negotiate and this report considers the outcome of those negotiations.

Officers Recommendations

That the Housing and Growth Committee do not authorise the purchase of property A identified in the linked exempt report due to a reduced budget approved for 2020/21 for compulsory purchase of long term empty properties. This budget needs to be prioritised for empty properties causing a more significant detrimental impact on the local community where the property owner is not locatable or able to bring the property back into residential use.

1. WHY THIS REPORT IS NEEDED

- 1.1 "Property A" as identified in the linked exempt report was considered for compulsory purchase pursuant to a report to the Housing Committee on 21 June 2018. It is thought to have been empty since 2005. On inspection the property was found to be in good order and repair with no significant or obvious defects.
- 1.2 One of the options approved by the Housing Committee was to authorise the Deputy Chief Executive to enter into negotiations for consensual purchase of the property at current market value or to enter into alternative dispute resolution with the owner. The owner chose to negotiate and this report considers the outcome of those negotiations and the Council's consideration of the appropriateness of this course of action given the Council's increasing financial constraints.

2 REASONS FOR RECOMMENDATIONS

- 2.1 Following the report recommending compulsory purchase of this property as per the report to the Housing Committee on 21 June 2018, the owner chose to exercise his right to negotiate the voluntary sale of the property to the Council. These negotiations have been on going.
- 2.2 At a time of reducing budgets the Council needs to prioritise resources to deal with the worst cases first and those where there is no owner available or capable of bringing the property back into residential use. Whilst the property has been empty for a long time it is not in a poor condition, it is secure and is not currently causing anti social behaviour issues or public health issues for the local community.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 If the property is purchased on a voluntary or non voluntary basis the council will be liable for Basic Loss Payment to the owner of over £70,000. As the budget for long term empty property CPOs is limited and is being reduced in 2020/21 this must be more targeted at the properties that are having the most detrimental impact on the local community as well as having been empty for a long time.

4 POST DECISION IMPLEMENTATION

- 4.1 If the Committee is minded to approve the recommendation the property owner will be advised that a CPO, voluntary or otherwise will now not be entered into and advised to make alternative arrangements to bring the property back into residential use.
- 4.2 The property will be monitored to ensure that it doesn't start causing more issues for the local community. If this starts to be the case the appropriate enforcement action will be taken.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2019-2024 is based on three main outcomes:

- A pleasant, well maintained borough that we can 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.

Each outcome has a set of key priorities underneath it. Of relevance to the fees considered in this report are:

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

5.1.3 Keeping well and promoting independence are part of the overarching vision detailed in the Health and Wellbeing Strategy. One of the key themes of the strategy is how we live and wellbeing in the community. Bringing empty properties back into residential use increases public perception that the local community is a safe environment.

5.1.4 As detailed in Barnet's Joint Strategic Needs Assessment Barnet was London's most populous borough in 2018 and its population is projected to continue to increase. The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation, so that over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households. As such it is key that the local authority is taking the appropriate action to ensure that empty properties are brought back into residential use.

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

5.2.1 Finance and Value for Money:

5.2.2 This course of action will leave the property empty which may cause future enforcement costs for the local authority. If the recommendation is taken then the council should incur no additional costs. However, costs associated with empty properties should be kept under review.

5.2.2 A claim may be received from the property owner in relation to costs incurred to date in relation to the voluntary CPO negotiations. There is no legal obligation to meet any such claim.

5.2.4 **Procurement:** At this time there are no procurement implications.

5.2.5 **Staffing:** With the property remaining empty it is likely to involve some level of Council staff involvement in the future due to the property conditions potentially deteriorating.

5.2.6 **Property:** At this time there are no property implications.

5.2.7 **IT:** At this time there are no IT implications.

5.2.8 **Sustainability:** Leaving a property empty in a borough with a shortage of housing is not an ideal solution to this issue.

5.3 Social Value

5.3.1 The Social Value considerations are that the area will not benefit from the sale and subsequent refurbishment of this property. It is likely to continue to lay empty and neighbours have, anecdotally, advised Officers they would prefer the house to be occupied. The resources can however be used for other properties that will provide more value for money due to their more significant impact on the local community due to for example significant disrepair, vermin, target for crime etc.

5.4 Legal and Constitutional References

5.4.1 Article 7 of the Council's Constitution, 'Committees, Forums, Working Groups and Partnerships' sets out the terms of reference of the Housing and Growth Committee including commissioning of environmental health functions for private sector housing and responsibility for housing grants. It also has responsibility for recommending for approval fees and charges for those areas under the remit of the committee.

5.4.2 The Council is not under any legal obligation to proceed with the consensual purchase of the property following negotiations with the owner.

5.5 Risk Management

5.5.1 There is a financial risk. The property owners may have incurred costs through the legal negotiations to date which they may seek to claim from LBB.

5.5.2 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.

5.5.3 If the purchase and subsequent sale of this property does not proceed, the property may continue to lay empty, may deteriorate and be the subject of neighbour complaints. This will be a drain on Council resources.

5.6 Equalities and Diversity

5.6.1 The Corporate Plan 2019-2024 contains a commitment to treating residents equally, with understanding and respect, with all having access to quality services. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 Section 149 of 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

5.6.3 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

5.6.4 The proposed refusal to purchase this property has been reviewed against the protected characteristics and it is considered that there will not be any specific adverse impact on any of the groups.

5.7 Corporate Parenting

5.7.1 The decision required by this report does not have a direct impact on looked after children and care leavers if they live in the private rented sector.

5.7.2 The property was considered for use by Barnet Homes, however, they were unable to reach agreement over the terms of a full repairing lease with the owner.

5.8 Consultation and Engagement

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

5.9 Insight

5.9.1 There is no Insight considerations for this report.

6 BACKGROUND PAPERS

6.1 [The report to the Housing Committee 21st June 2018](#)


6.2 [The minutes to the Housing Committee 21st June 2018](#)

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By virtue of paragraph(s) 6a, 6b of Part 1 of Schedule 12A
of the Local Government Act 1972.

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	<h2 style="text-align: center;">Housing and Growth Committee</h2> <p style="text-align: center;">27 January 2020</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Growth Strategy</p>
<p style="text-align: center;">Report of</p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix 1 – Growth Strategy Appendix 2 – Consultation Report Appendix 3 – Delivery Plan Appendix 4 – Summary of Equalities Impact Assessment Appendix 5 – Summary of Health Impact Assessment</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Stephen McDonald, Director of Growth Stephen.mcdonald@barnet.gov.uk</p> <p>Susan Curran, Head of Growth susan.curran@barnet.gov.uk</p> <p>Jamie Robinson, Head of Business, Employment and Skills jamie.robinson@barnet.gov.uk</p> <p>Adam Driscoll, Strategy Lead – Growth adam.driscoll@barnet.gov.uk</p>

Summary

The council has developed a Growth Strategy, see Appendix 1, to respond to economic, social and environmental trends anticipated to 2030. It responds to changes in the way people approach work and use our high streets, changes to business needs and skills required, together with the steps necessary to manage the impacts from both environmental and population changes.

The Growth Strategy focuses on the council’s roles in relation to growth, setting out three revised guiding principles. These will continue to inform our approach to growth through five key themes and 20 associated objectives, together with three broad areas of change across the borough and their various place-based regeneration projects and programmes. This overall approach met with broad support through the public consultation.

Public consultation on the Draft Growth Strategy took place following approval by Assets, Regeneration and Growth Committee on 13th June. Feedback received from residents and stakeholders is summarised in Appendix 2 and is responded to and reflected in the updated strategy and its accompanying delivery plan.

Housing and Growth Committee are asked to approve this final amended version of the Growth Strategy and note the consultation report findings that have informed those changes. The Committee are also asked to consider the proposed delivery plan and agree to its annual review and revision by the Committee going forwards.

Officer Recommendations

- 1. That the Housing and Growth Committee approves the revised Growth Strategy attached at Appendix 1.**
- 2. That Committee note the consultation report, attached as Appendix 2, which summarises feedback from residents and stakeholders in relation to the Draft Growth Strategy.**
- 3. That Committee approves the Delivery Plan and requests it is reviewed annually by this committee.**
- 4. That Authority is delegated to the Director for Growth to make any subsequent non-material changes to the Growth Strategy and its supporting documents.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 27th November 2017 Housing and Growth Committee (formerly known as Assets, Regeneration and Growth Committee – ARG) 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 a proposed structure of the strategy was approved.
- 1.3 Considerable work was undertaken to refine the themes and approach to growth more broadly, to incorporate replacement of the Entrepreneurial Barnet Strategy and rename it. The ‘Draft Growth Strategy’ was considered and approved for public consultation by the former Assets Regeneration and Growth Committee on 13 June 2019.
- 1.4 The Growth Strategy defines the Council’s approach to how we will build a Barnet fit for the future, where growth will benefit all residents. Two related strategic plans, for spatial development and transport, have been aligned with this strategy to ensure a joined-up approach to the Council’s planning for the future of the borough:
 - 1.4.1 Policy and Resources Committee approved the Draft Local Plan for consultation on 6th January 2020. Barnet has fully refreshed its Local Plan to address identified need for housing, as well as to address current challenges around town centres, transport, sustainability and wellbeing. The Local Plan provides the specific spatial framework and policies that will inform all future development proposals in the borough.
 - 1.4.2 Environment Committee on 20th January 2020 will have considered the Draft Long Term Transport Strategy and decided whether to approve this for public consultation.
- 1.5 This final draft of the Growth Strategy is being brought back to Housing and Growth Committee so that members can consider the revisions to the strategy alongside public and stakeholder feedback from a period of consultation between 1st July and 15th September 2019. The revised strategy is attached at Appendix 1, while the consultation report is attached at Appendix 2.
- 1.6 Lastly, this strategy is accompanied by a draft delivery plan, Appendix 3, to inform how the council proposes to take forward the implementation of the strategy. This will necessarily be updated annually, and the outcomes of the delivery programme will also be reported annually to the committee linked to the current Annual Regeneration Report.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The draft Growth Strategy has been updated to take account of responses to the public consultation that took place between July and September 2019. Responses were, on the whole, positive. However, amendment to the guiding principles and some of the detail of the proposed projects and outcomes were required, together with the compilation of a delivery plan to more explicitly set out proposed projects and programmes of work.

- 2.2 It is recommended that the revised strategy and its proposed delivery plan are approved by Housing and Growth Committee to enable the Council to commence work to broaden and strengthen the current regeneration programme in line with the strategy.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Housing and Growth Committee could decide not to approve the revised Growth Strategy, however responses received during the stakeholder and public consultation regarding the proposed Strategy have been positive and have enabled a general collective vision for growth in the borough to be discussed and agreed.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to approval by Housing and Growth Committee, the Growth Strategy will be published on the council's website alongside its accompanying documents: Consultation Report, Delivery Plan, Environmental Impact Assessment, Health Impact Assessment and a clear framework for monitoring that will be developed over time.
- 4.2 Regular progress against the Growth Strategy objectives and Delivery Plan will be monitored through the Barnet 2024 business planning process, including the Housing and Growth Committee Delivery Plan.
- 4.3 The Growth Strategy will be monitored and progress reported to the Housing and Growth Committee regularly, at least on an annual basis. The Committee will continue to oversee progress in delivering the Strategy, including setting and reviewing indicators for Growth during 2020.
- 4.4 Opportunities for joined-up reporting arrangements between the Growth Strategy, Local Plan and Long-Term Transport Strategy, will be explored. Data collection and reporting, especially in relation to external reporting processes, for example in relation to the London Plan, may be possible to align. Whatever is adopted, it is intended to put such joint arrangements into place during 2020 to ensure a consistent baseline year is used to assess the impact of all strategies / plans on growth and development in the borough.
- 4.5 The main occasions where the Committee will receive reports linked to the Growth Strategy will be:
1. Annual Growth and Regeneration Report
 2. Scheme-specific reports, usually monitoring progress or providing a project update (these will apply to specific regeneration projects, developments or growth areas)
 3. Individual scheme reviews and/or area-based impact assessments
 4. Project closure reports

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 most directly

delivers 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.

Barnet 2024 Outcome	Barnet 2024 priority	Where supported in the Growth Strategy
A pleasant, well maintained borough that we protect and invest in	Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	A growing borough A borough of thriving town centres themes.
	Keeping the borough moving, including improvements to roads and pavements.	A connected borough
	Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces	A great borough to live in and visit
	Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents.	A growing borough
	Investing in community facilities to support a growing population, such as schools and leisure centres.	A great borough to live in and visit
	Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	All themes
Our residents live happy, healthy, independent lives with the most vulnerable protected	Improving services for children and young people and ensuring the needs of children are considered in everything we do	All themes
	Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life	All themes
	Helping people into work and better paid employment	An entrepreneurial borough theme
	Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing.	A great place to live and visit theme
	Ensuring we have good schools and enough school places so all children access a great education	A great place to live and visit theme
Safe and strong communities where people get along well	Keeping Barnet safe	A great place to live and visit
	Tackling anti-social behaviour and environmental crime	All themes
	Celebrating our diverse and strong communities and taking a zero tolerance approach to hate crime	A great place to live and visit
	Ensuring we are a family friendly borough	All themes
	Focusing on the strengths of the community and what they can do to help themselves and each other	A great place to live and visit
	Supporting local businesses to thrive	An entrepreneurial borough

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

- Alignment with the Draft Local Plan 2021 - 2036
- Delivery of the new Housing Strategy 2019 - 2024.
- Alignment with the Long-Term Transport Strategy 2021 - 2041

- 5.1.3 In addition, the Strategy supports the delivery of a range of outcomes relating to 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, the Adult Social Care Market Position Statement, and the Children and Young People's Plan.
- 5.1.4 It actively responds to and provides tangible actions within the delivery plan that address all four current council priorities: 'Growing Well', 'Family Friendly', 'Promoting Healthy Lifestyles' and to be 'Well run and easy to deal with':
- It will enable Barnet to grow well through a comprehensive and sustainable approach to growth that focuses on housing, infrastructure and the local economy and provides clarity about the role of regeneration in addressing areas most in need of change.
 - It will support Barnet's ambitions to become London's most family friendly borough through focusing on social infrastructure needs such as for schools and childcare improvements, alongside investments in open spaces and opportunities for play.
 - It will promote healthy lifestyles through the creation of healthier and more resilient new neighbourhoods, providing investment in sports and leisure facilities to transform residents' relationship to parks and open spaces, as well as planning health facilities.
 - It will ensure Barnet is well run and easy to deal with through specifically seeking to ensure Council services are joined-up and support the needs of local businesses.

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

Finance and value for money

- 6.1.1 The report to Assets Regeneration and Growth Committee on 27 November 2017 and 14 June 2018 noted the requirement for a £50,000 budget for the Strategy. Following costs associated with evidence preparation and public consultation, a sufficient but small amount of the budget remains to enable the strategy to be finalised and published.
- 6.1.2 This budget was funded from Community Infrastructure Levy (CIL) administration income on the basis that the Growth Strategy will inform development opportunities that will generate future CIL income, therefore informing future work on the viability of such development. In addition, it clarifies proposals for infrastructure that needs to be provided, feeding preparation of a revised borough infrastructure delivery plan.
- 6.1.3 Outside of the agreed project budget, the cost of staff input into the production of the strategy has been met through core staffing expenditure. Although background work to consider future development opportunities, was funded through planning fee income as this was designed to also support preparation of a revised Local Plan.
- 6.1.4 The proposed Growth Strategy Delivery Plan focuses on programmes of work that need to be developed to ensure the Council fully responds to growth opportunities. It intentionally addresses the role of the Delivery Plan to inform day to day regeneration- and growth-related workstreams, so is oriented around council revenue expenditure.

- 6.1.5 Policy and Resources Committee on 6th January 2020 approved the Draft Council Budget for 2020/21 – 2024/25 which included reference in paragraph 1.4.19 to a commitment to invest in services and growth. The related table references a budget titled 'housing and growth committee' that provides £975,000 to support investing in growth, development and income generation in 20/21.
- 6.1.6 A future Infrastructure Delivery Plan will be prepared and published during 2020 to support the Regulation 19 stage of the Local Plan; this is where capital costs for infrastructure programmes will be considered, and it will inform future iterations of the Growth Strategy Delivery Plan and updates to the Council's capital programme.
- 6.1.7 The Growth Strategy supports and informs MTFs savings relating to growth in council tax income alongside other proposals within the MTFs relating to Housing and Growth Committee. As set out in the Strategy, one-off income is also generated from development that can fund both revenue projects and capital investment in infrastructure.

Procurement

- 6.1.8 Preparation of the strategy has fully complied with Contract Procedure Rules.
- 6.1.9 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

- 6.1.10 Resource requirements are considered as part of the Delivery Plan and changes to staffing arrangements for Growth and Development are expected as a result of the additional investment and programme requirements set out in the Growth Strategy and its delivery plan. These will be taken forwards separately under delegated powers.

IT and Sustainability

- 6.1.11 There are no anticipated implications in relation to IT or sustainability. Changes have been made to the Growth Strategy to provide stronger reference to sustainability.

6.2 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.

6.3 Legal and Constitutional References

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

6.4 Risk Management

5.5.1 As set out in the report to Assets Regeneration and Growth Committee on 27 November 2017 and 14 June 2018, the existing Regeneration Strategy was approved by Cabinet in 2011 setting out the existing regeneration programme, but without a new strategy there will be a lack of agreed direction for the council's role in growth and regeneration.

6.4.1 The Corporate Risk Register currently recognises several key risks associated with Growth and Development at the programme level:

- Firstly, whether public acceptance of a new housing target can be secured, which is demonstrated by feedback on the Draft Growth Strategy about overdevelopment and the need to push back against government housing targets. This has been mitigated through taking a balanced approach within the Draft Local Plan, and
- Secondly, whether general market uncertainty in the development sector will significantly delay or hinder the ability to take forward a wider growth programme.

6.4.2 There are no other specific risks associated with the adoption of the Growth Strategy nor the approval of the proposed delivery plan at a programme level. The Growth and Regeneration Operations Board will continue to monitor and report on project level risks and ensure these are raised with the relevant council committee in a timely manner.

6.4.3 In preparing the Growth Strategy Delivery Plan it became apparent that it would not be possible to deliver on the ambitions of the strategy unless the expanded remit of the service was matched with a budget to support investment in growth and regeneration. This is noted and highlighted in 5.2.5 above.

6.4.4 As the Growth Strategy Delivery Plan is taken forward, risks associated with individual projects will be reviewed to ensure that individual project-level risks are not combining to introduce new programme-level risks for the council that are not being appropriately mitigated and managed. This process will be managed through the corporate risk register and any risks that need to be considered by this committee will be reported to when the implementation of this strategy is first reviewed.

6.5 Equalities and Diversity

6.5.1 The 2010 Equality Act outlines the public-sector equalities duty requiring 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

6.5.2 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

6.5.3 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.

6.5.4 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.

6.5.5 A full 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, relating to protected characteristics such as disability and race that are disproportionately greater amongst residents of existing social housing within regeneration estates, the HIA highlights potential negative short-term impacts relating to construction would disproportionately affect these communities and therefore steps to minimise such impacts must be taken on a project by project basis.

6.5.6 In general, the approach taken in the strategy has deliberately sought to account for demographic shifts. This change has most significantly affected the strategy in relation to the disproportionate increase in the 65+ age group which will more greatly affect the centre and east of the borough. The objectives and priorities set out in the strategy have therefore sought to ensure suitable housing including extra care provision is made available for older people, but importantly also improvements to transport accessibility, an enhanced leisure offer, a strengthened role for and range of services within town centres, together with investment in the quality of open spaces to get people outdoors.

6.5.7 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)

6.5.8 The entrepreneurial borough theme, with its objectives around employment and training support, specifically seeks to address the needs of many of these groups of people and maximise the impact of growth for this section of Barnet's population. The council will ensure potential benefits from growth are targeted towards communities with higher incidence of need and this is expressly committed to in the first guiding principle. In so doing the council will ensure that people with a protected characteristic are supported.

6.5.9 The prevalence of these additional protected characteristics is unsurprisingly higher in areas with greater levels of deprivation. Parts of the west of the borough, particularly

around Burnt Oak, together with specific areas of Underhill and Finchley (near the A406) are therefore priority locations for growth projects to be used to unlock economic and social opportunities that will promote healthier, more resilient and cohesive communities.

- 6.5.10 Improvements to the broader environmental context benefit older and younger people disproportionately; likewise, these five groups should equally experience a focused net beneficial impact from improved transport accessibility and connectivity, healthier streets and high streets, as well as enhancements to social infrastructure and open spaces.
- 6.5.11 A summary version of the Equalities Impact Assessment is attached to this report at Appendix 4.

Health Impact Assessment

- 6.5.12 A 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.
- 6.5.13 The 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.
- 6.5.14 The 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, however, be some negative health impact in the short to medium term relating to disruption to travel networks alongside noise & air pollution associated with construction activities. In addition, the impact upon social networks where existing tenants need to be relocated may have some longer-term impacts for specific individuals or families if appropriate project-level measures to mitigate such issues are given insufficient attention.
- 6.5.15 The greatest concern is where multiple long-term programmes of construction activity intersect with disadvantaged and vulnerable populations. Here, effective scheme design and tenant relocation 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.
- 6.5.16 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 for a large proportion of residents across the borough, provided that accessibility and connectivity limitations can be overcome.
- 6.5.17 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 within this area.

6.5.18 A summary version of the HIA is attached at Appendix 5.

6.6 Corporate Parenting

6.6.1 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.

6.6.2 In addition, through the procurement processes for largescale projects the Council will take forwards when delivering the Growth Strategy; there will be opportunities to introduce social value outcomes and spin-off benefits that present opportunities for residents that could be targeted towards meeting the Council's corporate parenting role.

6.7 Consultation and Engagement

6.7.1 Public consultation on the draft Growth Strategy ran from 2 July until 15 September 2019, although a handful of responses from stakeholders were accepted after the deadline.

6.7.2 Consultation consisted of an online survey and supporting documents on the 'Engage Barnet' consultation portal, which allowed residents to view and comment on the draft strategy. In addition, written letters and emails were accepted together with comments from residents that attended the various consultation events.

6.7.3 The consultation was widely promoted through Barnet First, the council's website and the council's Twitter, and Facebook accounts.

6.7.4 103 responses were received to the consultation via the online survey on engage.barnet.gov.uk, with overall general support for the strategy, these responses are summarised below:

- Overall, the draft Growth Strategy 2020-2030 was supported by respondents, with 54% of respondents agreeing with the aims and objectives of the strategy to some extent, in contrast to 15% of respondents disagreeing.
- The guiding principles outlined within the strategy were also strongly supported by respondents, and 61% of respondents confirmed their agreement with the principles.
- The council's approach to growth was outlined, which was strongly supported by respondents with all five strategic themes receiving support from respondents; with the Connected Borough theme recognised as most important across the borough.
- While all 21 objectives were supported by respondents to some extent, the 'Establish Brent Cross as a destination' was not considered as important by respondents and therefore was integrated into the wider objective associated with the visitor economy.
- The draft Growth Strategy identified a number of boroughwide infrastructure priorities, tying the five strategic themes to the 'spatial approach'. Overall these priorities were

supported by respondents, who identified the connected borough related priorities as of greater importance: new and improved rail services and capacity; improving east-west transport; healthier streets; and tackling poor air quality / noise hotspots.

- Respondents also responded to emerging principles for housing growth across the borough, respondents most strongly asserted that new homes should be built in areas with good public transport, and no new homes should be built in protected open space such as green built and nature reserves.
- Respondents were asked to rank the most important strategic theme for each spatial area proposed within the draft growth strategy. As noted previously the connected borough theme was identified as the most important across all three spatial areas, but interestingly the growing borough theme was completely split being identified as the most and least important priority in all three areas of the borough to some extent or other. It is thought this may reflect the difference between respondents indicating a view that housing affordability is most important, versus respondents indicating that the overall housing target and proposal to increase housing supply went too far.
- Alongside the questions outlined above, respondents also had the opportunity to provide qualitative comments on the draft Growth Strategy 2020-2030. Comments from Engage Barnet are summarised in the consultation report, and most frequent responses broadly cover five main categories.
 - **Environment / Sustainability** – respondents asserted that the draft Growth Strategy required greater and more explicit emphasis on a range of environmental issues including climate change, energy efficient housing, preservation of green belt / metropolitan open land, as well as a stronger shift away from the dominance of the car to public and other active forms of transportation.
 - **Infrastructure provision** – respondents asserted that the draft Growth Strategy required greater emphasis and clarity about the nature of the appropriate physical and social infrastructure required and the importance of its timely delivery to accommodate future growth; this is addressed through the attached delivery plan.
 - **Affordable Housing** – respondents asserted that the draft Growth Strategy required greater emphasis on the delivery of affordable housing in the borough. Amendments to the text of the strategy alongside the delivery plan frame have addressed this. In addition, the forward programme for future affordable housing delivery has been revised and is updated in a parallel report.
 - **Heritage** – respondents asserted that the draft Growth Strategy required greater emphasis on protecting Barnet's heritage. The risk of losing green belt, together with concerns about overdevelopment affecting the character of town centres were relevant related concerns. This is now more clearly referenced in the strategy and is more broadly addressed through the new Local Plan.
 - **Overdevelopment** – many respondents, most of whom were connected to a 228-signature petition (two letters from local resident's associations), were concerned about the density and height of housing within the A5 Corridor leading to overdevelopment and a disproportionate burden on the West of the Borough. Almost all are residents of West Hendon. The petition may, in part, have resulted from the timing of the growth strategy public consultation coinciding with a public

consultation on the planning application for the Sainsburys site in The Hyde. Although in a more general sense, there were other comments on the strategy that also noted concern about disproportionate development in the West and the pressure of government housing targets driving inappropriate development.

- 6.7.5 In addition to the online survey presentations were made to the Children and Young People's Partnership Board, the Health and Well Being Board, the Fit and Active Barnet Partnership Board the Hendon Residents Forum, the Chipping Barnet Residents Forum, the Finchley and Golders Green Residents Forum and the Local Planning Authority's Developer Forum. Four resident and stakeholder drop-in sessions were held in public venues across the borough, including in Colindale, Finchley Central and Chipping Barnet to make the public consultation accessible to people both geographically and from all backgrounds and circumstances.
- 6.7.6 In total, 40 responses were received from a range of stakeholders, including residents' associations, developers, Transport for London, The Greater London Authority, Historic England and the Home Builders Federation.
- 6.7.7 The draft Growth Strategy has been updated to take account of the consultation responses, and the main changes can be summarised as follows:
- The context of growth in Barnet has been more clearly set out and the relationship between housing delivery, transport and other infrastructure has been strengthened. In particular, the extent to which development supports and is intricately tied up with the delivery of infrastructure is now more explicit.
 - Additional council strategies and plans have been added to reflect where there are growth-related connections that were not previously noted.
 - Concerns about insufficient focus on the heritage and character of the borough have been addressed through explicit reference to the Council's Local Plan as the place where policy in these matters is considered. In addition, there is further mention of the role of heritage in relation to town centre identity as well as the visitor economy.
 - Concerns about a lack of reference to the environment and climate change have been addressed with more explicit reference to the Council's Air Quality Management Plan, recognition of the national target for carbon neutrality by 2050, and commitment to sustainable development being taken forward as the basis of the Local Plan.
 - The three guiding principles have been revised in response to broad consultation feedback that greater and more explicit emphasis was required to reflect messages about: the need for development to be sustainable, support for health and wellbeing as a driver of council activities, stronger focus on securing resilience and community cohesion. They now focus the council's role around 'shaping healthy, resilient and cohesive communities'; 'using sustainable development to increase housing supply, invest in the local economy and deliver infrastructure'; and to 'ensure growth brings the greatest possible benefits to existing and new residents'.
 - The five themes and the three areas have been broadly kept the same except for the incorporation of the Brent Cross destination objective into the wider visitor economy objective, together with minor amendments and clarifications to the supporting text.

- The Council's Local Plan has published a housing target of 46,000 homes by 2036, equating to just over 30,000 homes during the lifetime of the Growth Strategy (rather than the 45,000-home target suggested in the Draft Growth Strategy). Paragraphs 1.4-1.7 of the Policy and Resources Committee Report on 6th January 2020 explain how this Local Plan target was set; determined with due consideration of resident's concerns about the government's standard methodology target and its unconstrained approach to growth in a London Borough with many constraints upon growth.
- The final section of the report has been revised to set out that the strategy will be delivered in accordance with the proposed Delivery Plan, including clarification that the method for monitoring and measuring the impact of the strategy will be brought together with the monitoring of the Local Plan and Long-Term Transport Strategy.
- The Delivery Plan includes various projects and programmes that more explicitly address comments and feedback from the consultation, for example reference to a review of building heights along the A5 Corridor to ensure future proposals consider the appropriate scale for development along the A5 corridor as a whole.

6.7.8 Detail of the consultation process and feedback provided is attached at Appendix 2. Consultation information and materials is provided on the council's consultation hub: <https://engage.barnet.gov.uk/growth-strategy>

6.8 Insight

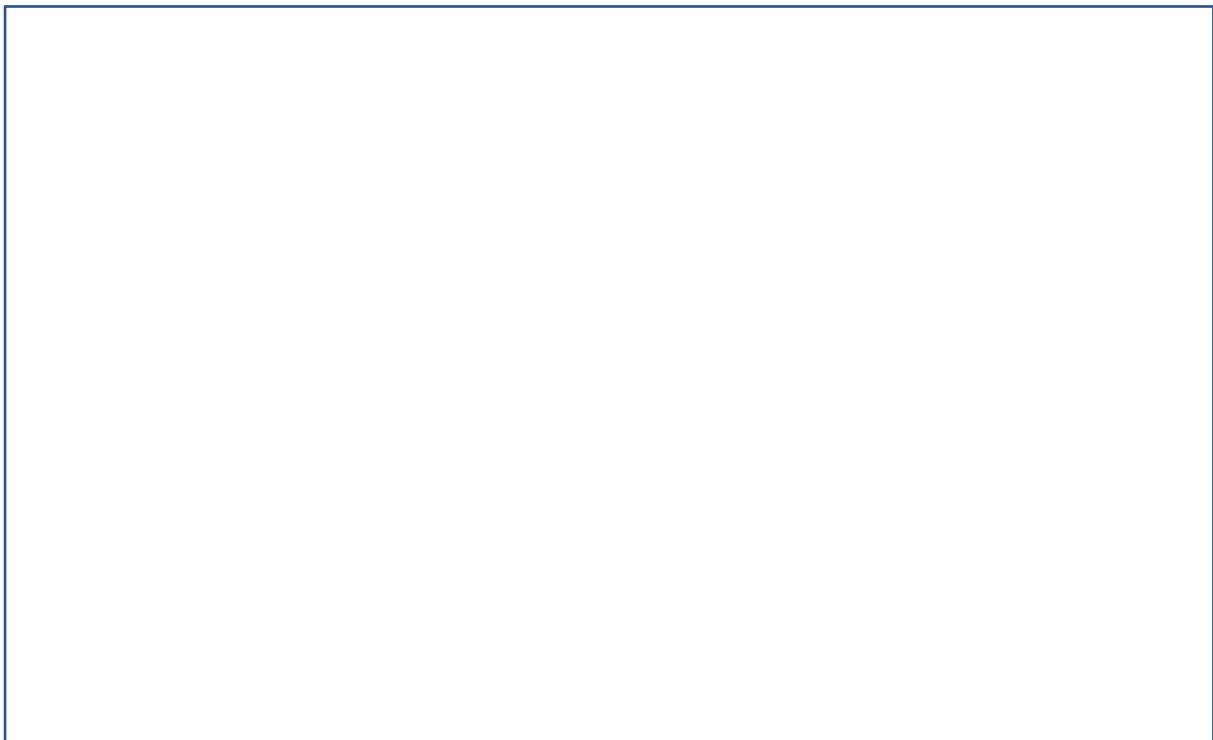
6.8.1 The Growth Strategy has been informed by an evidence base that was published on Barnet's consultation hub as a supporting document to the consultation. The full evidence base and accompanying impact assessments will be published on the council's website and Open Barnet subsequent to the adoption of the strategy.

7 BACKGROUND PAPERS

- 7.1 Assets Regeneration and Growth (ARG) Committee has been retitled Housing and Growth (H&G) Committee following its merger with Housing Committee. All former papers of ARG can be located on the council website in the H&G Committee history.
- 7.2 Assets, Regeneration and Growth Committee, 27 November 2017, Regeneration Strategy, <https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>
- 7.3 Assets, Regeneration and Growth Committee, 14 June 2018, Regeneration Strategy, <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9480&Ver=4>
- 7.4 Assets, Regeneration and Growth Committee, 13 June 2019, Growth Strategy, <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9928&Ver=4>
- 7.5 Policy and Resources Committee, 6th January 2020, Barnet's Local Plan Preferred Approach (Regulation 18 Stage) <https://barnet.moderngov.co.uk/documents/s56947/Reg%2018%20PR%20Committee%20Report2.pdf>



Barnet Growth Strategy 2020 – 2030

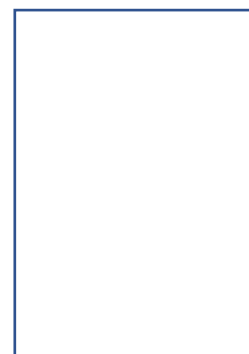


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Foreword



Barnet is one of London's biggest boroughs, home to a diverse population of almost 400,000 people. The number of residents has increased by over 27,000 in the past five years, among the fastest rates of growth in the capital. By 2030, the population is projected to increase to 450,000. The borough has adapted well to growth and the council is doing its part to maintain the flow of new housing.

In places like Brent Cross, Colindale and West Hendon, the council is leading complex, long-term regeneration programmes to deliver significant new housing. Regeneration of our estates is improving the quality of homes and creating places for residents that integrate better with surrounding areas. Residents of Stonegrove and Dollis Valley are enjoying the benefits of improved housing, public realm, and community facilities. Partnerships with the private sector have played a key role in the completion of over 11,000 homes between 2011 and 2016.

Growth supports our Corporate Plan objectives by delivering new funding and infrastructure. In the past five years, Barnet received almost £90m in development contributions, enabling the council to further enhance the borough and support residents to live happy, healthy and independent lives. Improvements to infrastructure are being delivered. For example, developments in Mill Hill and Colindale have contributed over £70m of investment towards the cost of four new schools, a new Youth Zone, transformation of the Silk Stream and other parks in Colindale, alongside public transport enhancements.

The council's planned approach to growth provides the opportunity to focus most additional homes into town centres and main road corridors. These are places where development can not only be accommodated more sustainably, but where it will bring greater benefit to communities by helping the council to strengthen the local economy. Focusing development in this way will help protect Barnet's Green Belt and the suburban character of our residential streets, while also diversifying the role of town centres as hubs for a wide range of local community needs.

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

Councillor Daniel Thomas

Leader of the Council

Executive summary

The Growth Strategy responds to expected economic, social and environmental trends to 2030, including a significantly growing and aging local population, changes in the employment market and how we work, how we use our high streets, as well as environmental concerns. It recognises that more people will be working flexibly, and many will live in town centres with easier access to transport, shops, services, and leisure facilities.

The Strategy seeks to offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and wellbeing of Barnet’s residents whilst responding to future challenges such as changes in demography and the need to care for our environment.

It supports other council strategies including the corporate plan ‘Barnet 2024’ and delivery of the Housing Strategy, whilst also aligning with forthcoming work to revise our Local Plan and prepare a Transport Strategy for the borough. The strategy sets out to address three key principles:

1. Shape changes to places to secure healthy, resilient and cohesive communities; including focusing resources on the people and places identified as most in need of support and investment.
2. Ensure sustainable development increases housing supply, invests in our local economy, and delivers infrastructure to address the needs of a changing population; including homes people can afford.
3. Capitalise on development to ensure the benefits of growth are maximised for our residents; while helping the council to meet its savings targets.

Future growth, to meet the borough housing target of 46,000 homes by 2036, equating to over 30,000 homes by 2030; this needs a wider focus beyond existing Opportunity Areas and housing estates. This strategy takes a more borough-wide approach to growth that maximises the potential of existing opportunity areas and acknowledges new and emerging opportunities around the diversification and intensification of town centres. It sets the council’s priorities for regeneration and development, whilst clarifying its role in relation to business, employment and skills activities.

The aim of this strategy is to make Barnet a great place to live, work, do business and visit. Chapter 2 sets out how this will be achieved through five themes and their key objectives:

A growing borough

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

A connected borough

<i>Enable new and enhanced public transport connections</i>	work with partners to improve orbital connectivity and interchange between rail lines, reducing congestion on roads and rail and improving accessibility.
<i>Deliver healthier street design to support all forms of travel</i>	responding to demographic and cultural changes to enhance travel choices, promote active travel and improve safety.
<i>Deliver a cleaner, greener and more pleasant borough</i>	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.
<i>Implement state-of-the-art digital infrastructure</i>	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.

An entrepreneurial borough

<i>Ensure the council delivers its services in a way that supports businesses</i>	so that business-focused services are delivered in a streamlined way.
<i>Identify and support growing business sectors across the borough</i>	provide targeted support for existing and new business 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.
<i>Create job and skills development opportunities for local people</i>	with partners identify and support those furthest from employment to find work. Leverage growth and development to create job opportunities and skills development for local people, particularly people from marginalised communities and young people not in education, employment or training.
<i>Support the local economy, inc. promotion of local supply chains</i>	promote local supply chain opportunities through development and across public sector partners

A borough of thriving town centres

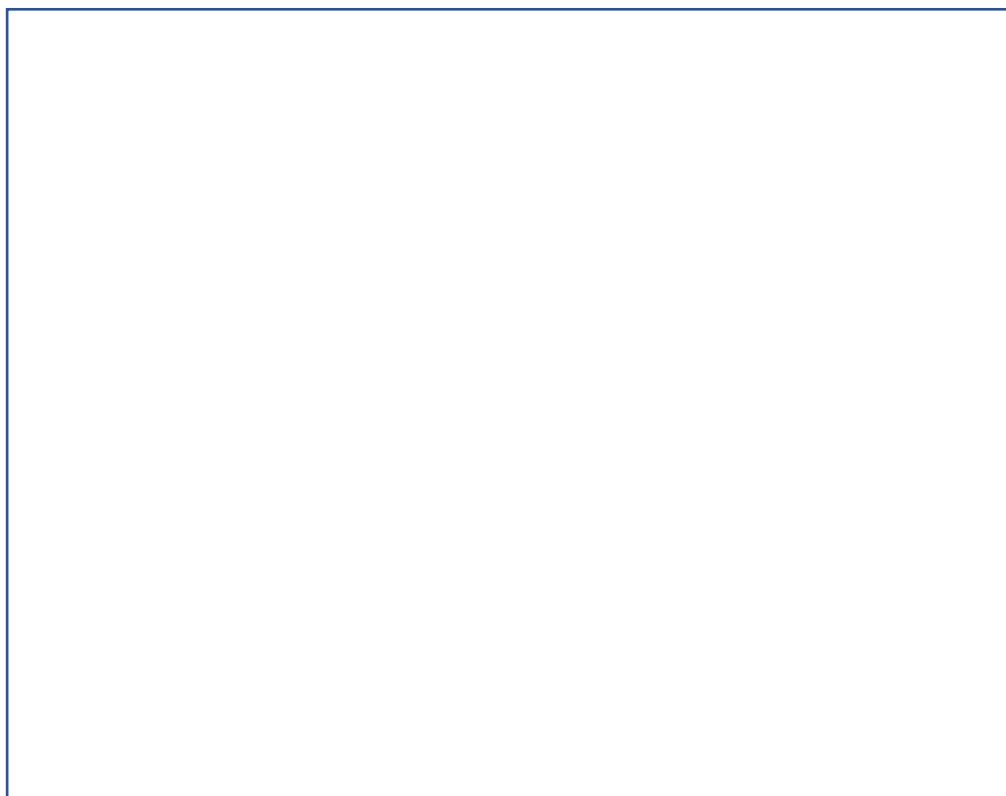
<i>Support the strengthened identity and diversification of town centres</i>	Engage with and support businesses and property owners to deliver an improved mix of town centre uses, including homes, workspace, leisure and community facilities. Work with Town Teams to promote and celebrate the characteristics of the borough's town centres.
<i>Support joined-up service delivery across the council for healthier high streets.</i>	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; ensuring we plan our high streets around health and wellbeing.
<i>Deliver high quality workspace</i>	Leverage council assets and development sites to support delivery of high quality workspace that targets strategically important sectors for the borough – both new and existing businesses.
<i>Build on existing strengths to create a thriving evening economy</i>	Maximise the creative potential from growing the leisure offer and evening economy to enhance the range and quality of local food and drink, heritage, culture and arts on offer.

A great borough to live in and visit

<i>Deliver social infrastructure to support growth</i>	Ensuring that schools and leisure, health and community facilities are delivered to support areas of growth and regeneration.
<i>Get the best out of the borough's green assets</i>	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.
<i>Grow the visitor economy</i>	Encouraging, supporting and promoting Barnet's leisure and hospitality sector to deliver a great experience for visitors as well as residents, including strengthening Brent Cross as a regional or national destination.
<i>Provide a broader canvas for creative industries</i>	Closer engagement with creative sectors, alongside support for new local leisure and cultural destinations.

To ensure the objectives are delivered in an appropriate and acceptable way, we have developed a character-led spatial approach that splits the borough into three areas: west, centre and east. Key diagrams and priority interventions for each individual area are set out in Chapter 4. At a boroughwide scale, we have also identified the critical importance of specific strategic transport investments to unlock growth. The spatial approach map highlights two proposed new rail lines (Crossrail 2 and West London Orbital), two potential strategic orbital connections addressing poor rail interconnections, and two strategic radial road corridors that require a more comprehensive 'healthy streets' approach. The timing and delivery of these and further improvements will be critical to unlocking the scale of growth that is envisioned by both government and the Mayor of London.

To deliver the objectives, the Council recognises it must work in partnership with local communities and respond to growth in a way that will support resilient communities; by enabling representation, facilitating dialogue, and reaching out to the borough's communities to secure resident involvement. People of all ages and backgrounds who live and work in Barnet will be engaged throughout regeneration projects through collaborative processes as they hold local knowledge that can improve the vision and design of schemes. A delivery plan accompanies this strategy to set out a more detailed list of indicative projects and their timeframes that will be reviewed annually; these are based on the priorities for each spatial area that are set out in the strategy. The delivery plan will be reviewed and updated annually, and will be accompanied by a monitoring framework to measure outcomes.



West

This area is characterised by an increasingly urban feel that will be supported by improved public transport. It will provide the majority of Barnet’s growth opportunities; representing nearly 2/3 of planned housing delivery. The A5 road corridor, in particular, is a key connection linking the growth areas of Edgware, Burnt Oak/Colindale, West Hendon, Brent Cross and Cricklewood. The place-making role will be critical, including provision of necessary infrastructure to support growth. The area is also home to many key destinations including Brent Cross Shopping Centre, Middlesex University, and the RAF Museum; growth plans will support further investment of these destinations and more broadly encourage investment in leisure provision across this part of the borough.

Centre

This area is characterised by protected green space that forms a key part of Barnet’s suburban identity. A very low proportion of housing growth will be delivered here, except around the Mill Hill East growth area. The area provides a strategic leisure and wellbeing function, and is home to wellbeing destinations like Copthall Sports Hub and Barnet Hospital, but the limited transport connectivity needs to be addressed to improve access. In the long-term the area provides an opportunity to become a regional park.

East

This area is characterised by a network of historic and major thoroughfares connecting local town centres and parks. Growth will be focused in areas of good transport accessibility to deliver a little over 1/3 of homes, with the A1000 / A598 road corridor providing a key connection linking main town centres with the potential for homes. The A406 corridor also presents an opportunity for transport-led regeneration. More broadly growth-related activities will seek to enhance local town centres as destinations that are home to offices, café/restaurant culture, independent shops, and that celebrate local arts and culture alongside providing leisure destinations.

Introduction

Where we've come from

By 2030 London's population will have reached 10 million and Barnet will have grown to become home to over 450,000 people. Household numbers are rising for a variety of reasons: children are growing up and starting their own families; older residents are living longer and staying independent in their homes; qualities such as good educational facilities and extensive open spaces continue to attract new residents; and central London is becoming increasingly unaffordable.

The council is doing its part to maintain the delivery of new housing. There have been 11,390 net completions since 2011, representing an 8% increase in the total housing stock. Housing delivery has broadly risen on an annual basis, in 2017/18 resulting in Barnet delivering the highest number of new homes in London, equating to one in thirteen of London's newly built homes. In Barnet, the council can demonstrate it has approved an average of 4,295 homes per annum over the last three years, compared to an annual target of 2,349 homes set in the 2017 London Plan.

Edgware Green: *Regeneration of Stonegrove and Spur Road set a quality standard for mixed-tenure housing; including winning design awards for its purpose-built community facility 'One Stonegrove'*

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 Brent Cross, Colindale and Mill Hill East, alongside placing a strong emphasis on estate regeneration to deliver renewal on our largest housing estates. Barnet's regeneration schemes have secured nearly 3,500 new homes to date, alongside improved community facilities and better-quality open spaces. Notably, May 2018 marked the completion of Stonegrove and Spur Road regeneration, delivering 999 homes. On smaller sites, housing development has been delivered by private developers and The Barnet Group who are bringing forward housing on smaller sites owned by the council.

Every year the council publishes its Annual Regeneration Report which 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 throughout the lifetime of projects
- (ii) The need for active partnerships with developers and landowners to facilitate timely scheme delivery.
- (iii) A role in actively steering regeneration in areas with complex land ownership patterns, such as town centres, including the use of available powers where required.
- (iv) Strong council leadership to ensure a coordinated, design led approach to development.
- (v) External funding is often required to unlock key barriers to delivery.

Delivering housing to meet the needs of our population

We recognise that the affordability of housing is a key challenge with the average property in Barnet costing over 15 times median household income in 2018-19. Rents have also increased. Increased housing development will help to stop this getting worse by ensuring a steady supply of new homes to meet demand and facilitating the delivery of affordable units to rent and buy.

Growth supports the council’s ambition to remain a family-friendly borough. The council has previously identified the need for two-thirds of homes to be family sized, including existing stock. A policy-led approach to growth supports the council to better encourage larger units from developers predisposed towards delivering schemes with more smaller homes.

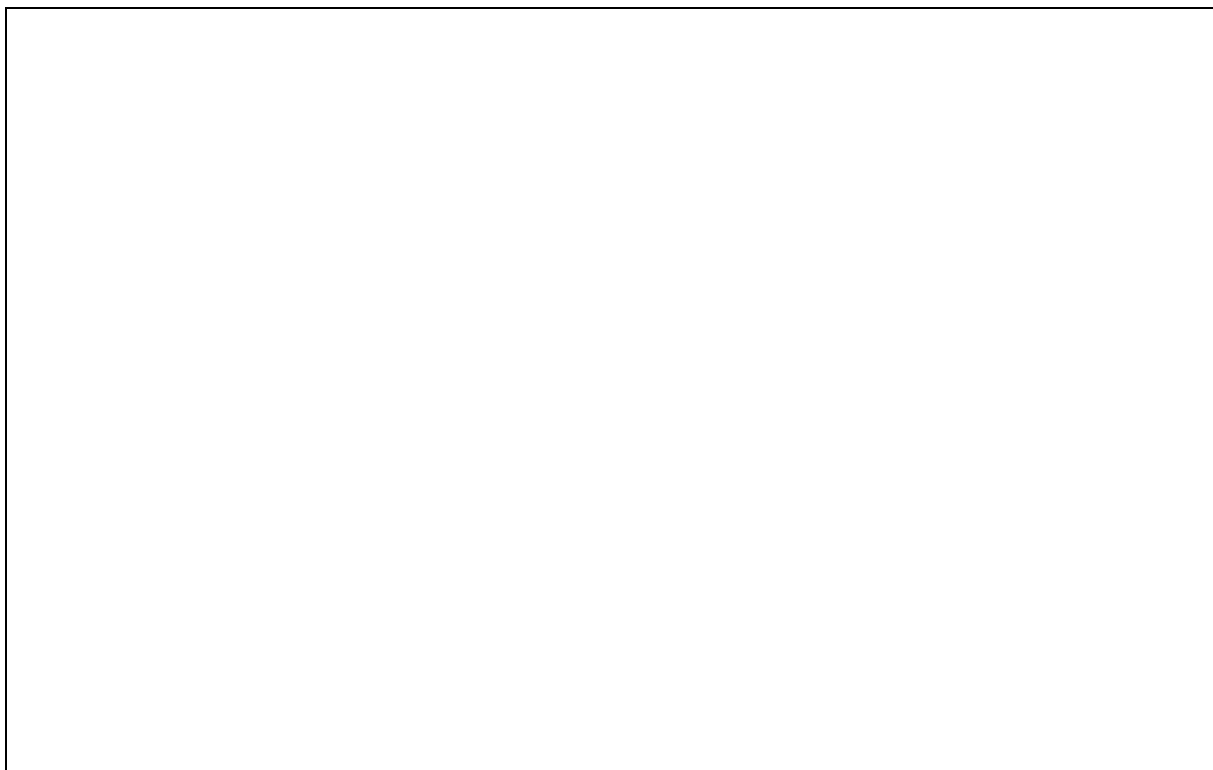
The borough’s aging population stands to benefit from growth. As people lead longer and healthier lives, the 65+ population will increase significantly during the lifetime of this strategy. While some existing homes can be adapted, there is a huge opportunity – and a challenge – for housing growth to improve the overall stock of accommodation for older and more vulnerable people, and in so doing revitalise communities whilst addressing mobility and isolation challenges.

Growth is not just about housing

The Growth Strategy recognises that future growth will take a wider focus beyond current Opportunity Areas and the regeneration of large estates. The next decade will see a more borough-wide approach as existing regeneration schemes continue to deliver, but we broaden our horizons to take advantage of emerging opportunities, particularly in relation to the diversification and intensification of Barnet’s town centres, alongside the delivery of physical and social infrastructure to support growth.

This Growth Strategy therefore 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 use our high streets, our changing population, and increasing 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; while 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.

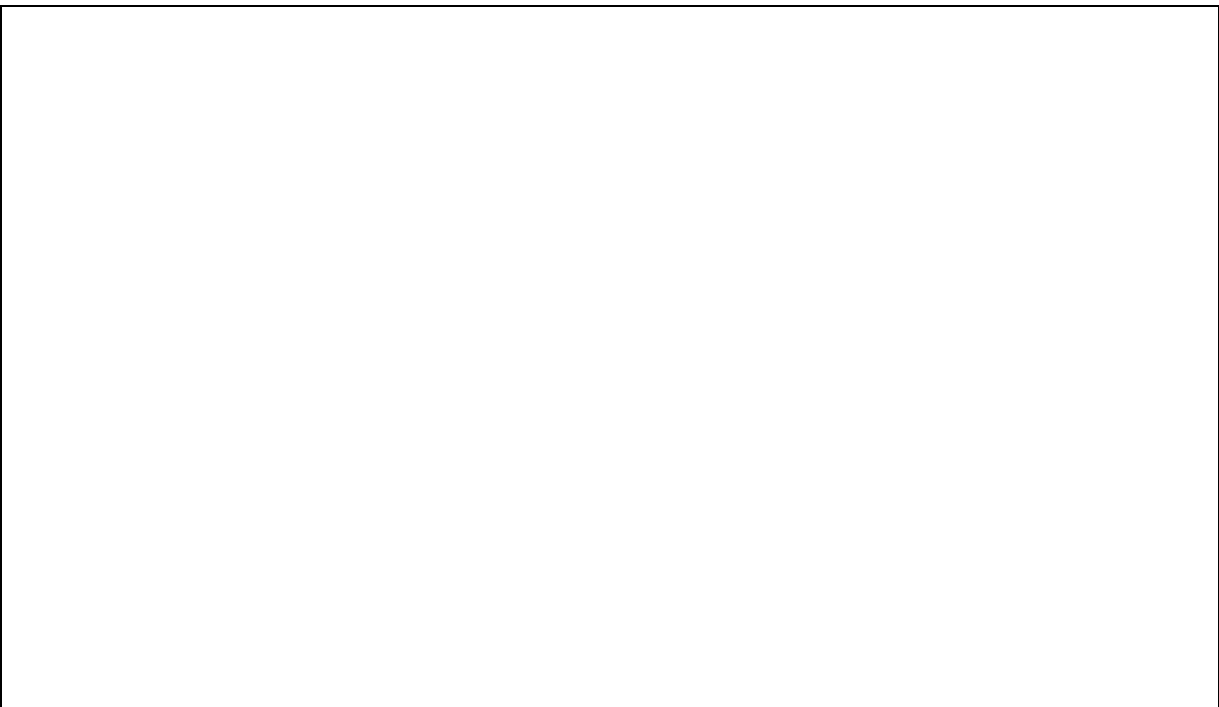
Without a planned approach to growth there would still be significant development in the borough, but it would be unmanaged at a local level. The result would be to slowly erode the character of our residential and suburban streets in a more random manner. It could also mean that we do not maximise the opportunity to secure wider improvements, such as enhanced public realm and strategic transport improvements. It would reduce the total financial benefit to the council, making it harder to fund services and to deliver new infrastructure, required to support our changing community.

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, particularly in those areas requiring intervention. We will ensure 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.

We want to make Barnet a cleaner, greener and more pleasant place for people to live, work and visit. This growth strategy sets out various targets and areas of focus that will deliver an environmentally responsible approach to growth. Our Local Plan includes guidance on Sustainable Design and Construction and Green Infrastructure that will be updated to ensure a best practice approach. Our Air Quality Management Plan already sets out the areas of poor air quality and the actions required to address this. Furthermore, the council has acknowledged the national commitment to reach net zero carbon emissions by 2050. The Local Plan will ensure a joined-up approach to this policy and we will ensure that developments coming forward are sustainable.

We also need to manage growth to conserve and celebrate Barnet's rich heritage. Heritage assets and areas of special character will continue to be protected and enhanced, whilst areas of new growth and development will see high quality design and quality new public spaces to further enhance the borough as a place for people to live in, work and visit. Beyond celebrating and championing Barnet’s heritage through this growth strategy; matters of conservation, design and heritage will primarily be addressed through Local Plan policies.



Managed growth will be important in part because income generated by the public sector from development can help to enhance infrastructure. The new Infrastructure Delivery Plan, to accompany the Local Plan, will provide the tool for determining the required infrastructure to support growth, and this will be accompanied by consideration of the funding tools necessary to deliver infrastructure.

Significantly, to continue to deliver an increased number of new homes, and to create many new jobs over the lifetime of this strategy, will require additional areas for growth to be identified; to provide a long-term supply of site opportunities. New growth will therefore be focused on town centres and areas where transport improvements are planned. Work has already commenced on a new railway station at Brent Cross West to facilitate significant housing growth and commercial development. Plans for a West London Orbital line and Crossrail 2 could equally unlock housing and employment opportunities. The council will seek to further explore other transport-led opportunities to deliver growth with key partners such as TfL, especially through orbital transport improvements.

Supporting delivery of Corporate priorities

Barnet 2024, the council's current 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 change across the area; ensuring that we plan future growth by bringing together regeneration, employment and enterprise ambitions into a single revised strategy. In addition, the Growth Strategy also seeks to provide a broad strategic direction for development and growth in a similar way that replaces the Sustainable Communities Strategy adopted in 2010.

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 growth¹.
- b) Delivery of the Housing Strategy 2019-2024, to support the council to meet its objective of delivering more homes that people can afford to buy and rent.
- c) Work on a new Long-Term Transport Strategy (2021-2041), to ensure that planning for future housing and transport needs are delivered in a joined-up way.

¹ 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 the delivery of development and regeneration.

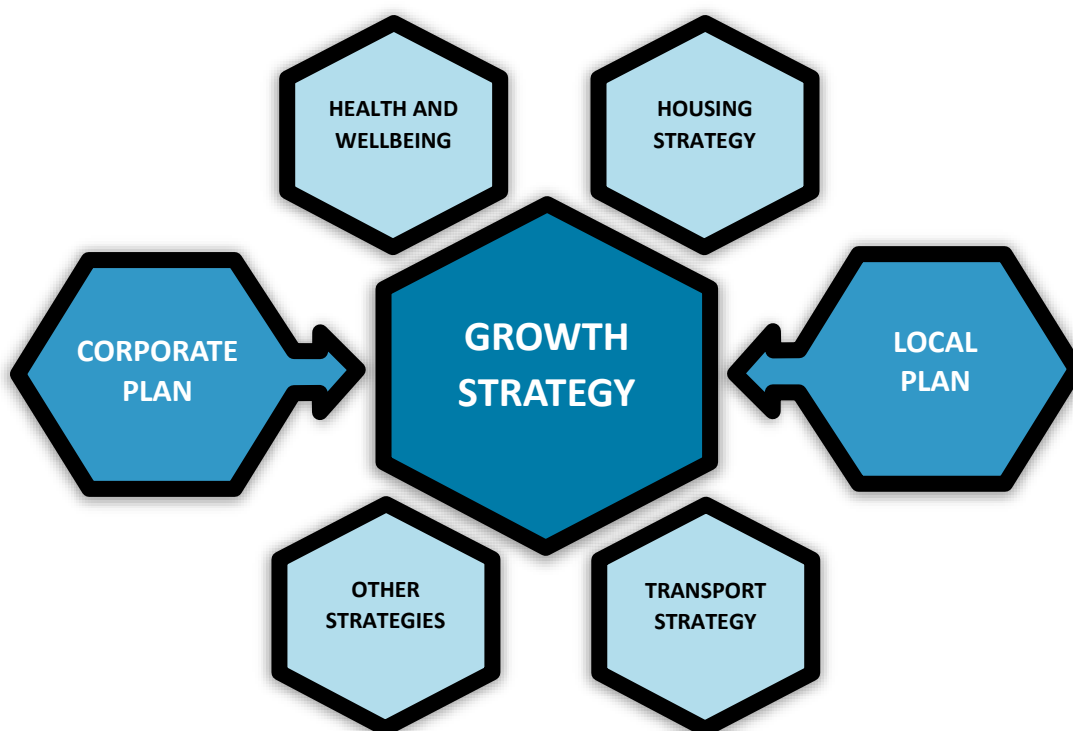


Figure 1 - Relationship of the Growth Strategy to other council strategies

The Strategy will also support the delivery of outcomes from other adopted council strategies, including but not limited to: 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, the Adult Social Care Market Position Statement, and the Children and Young People’s Plan. It will support Barnet’s ambitions to become London’s most family friendly borough, as well as to improve healthy life expectancy through the creation of new healthier and more resilient neighbourhoods.

It is noted that these strategies together highlight several cross-cutting priorities. The Growth Strategy will therefore need to holistically consider the way housing, jobs, recreation and underlying infrastructure can create strong and healthy communities. It must also ensure that development helps to improve health and wellbeing, supports the resilience of individuals and families, and more broadly helps to create safe and cohesive communities; this has informed our approach to growth.

Our approach to growth in Barnet

Guiding principles for growth

The strategic context for growth, as well as the lessons learned from development and regeneration, have all informed our broad approach to growth to ensure we create a Barnet fit for the future.

The council recognises that to deliver growth and development in a joined-up way it will require some cross-cutting guiding principles to define the roles of the council in relation to growth and what the council is seeking to achieve.

The Growth Strategy seeks to set out the council's role through three guiding principles:

1. Shape changes to places to secure healthy, resilient and cohesive communities; including focusing resources on the people and places identified as most in need of support and investment.
2. Ensure sustainable development increases housing supply, invests in our local economy, and delivers infrastructure to address the needs of a changing population; including homes people can afford.
3. Capitalise on development to ensure the benefits of growth are maximised for our residents; while helping the council to meet its savings targets.

Key Themes

With the guiding principles in mind, and recognising the role of this strategy to bring together the ways that growth, development and the built environment will inform and respond to 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, this 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 2020 and 2030. These themes will be delivered through a series of 20 objectives addressing the key challenges and workstreams required.

A growing borough



The most populous London borough with a projected rise to **406,600** in 2020, **429,400** by 2025 and **449,000** by 2030. In October 2019, there were 152,622 households in the borough.



By 2030 the borough will see a:

- 1% increase in the number of young people aged 0-19 to 103,000
- 5% increase in working population aged 20-64 to 261,000
- 29% increase in older 65+ demographic to 87,600



By **2036**, around **46,000** more homes are required; meaning approximately **30,000** homes by **2030**. However, there is an affordability challenge as the average house price is 15 x the median income



43% of existing housing stock is flats or maisonettes, which will exceed 50% before 2030. This proportion is growing as **90%** of new housing stock is flats



Corporate Plan targets 50% recycling of all waste - this is currently around 33%, with the lowest rates in blocks of flats



Life expectancy of 83 in the borough, exceeding the national average. There is a 10% variation between Garden Suburb and Burnt Oak Wards

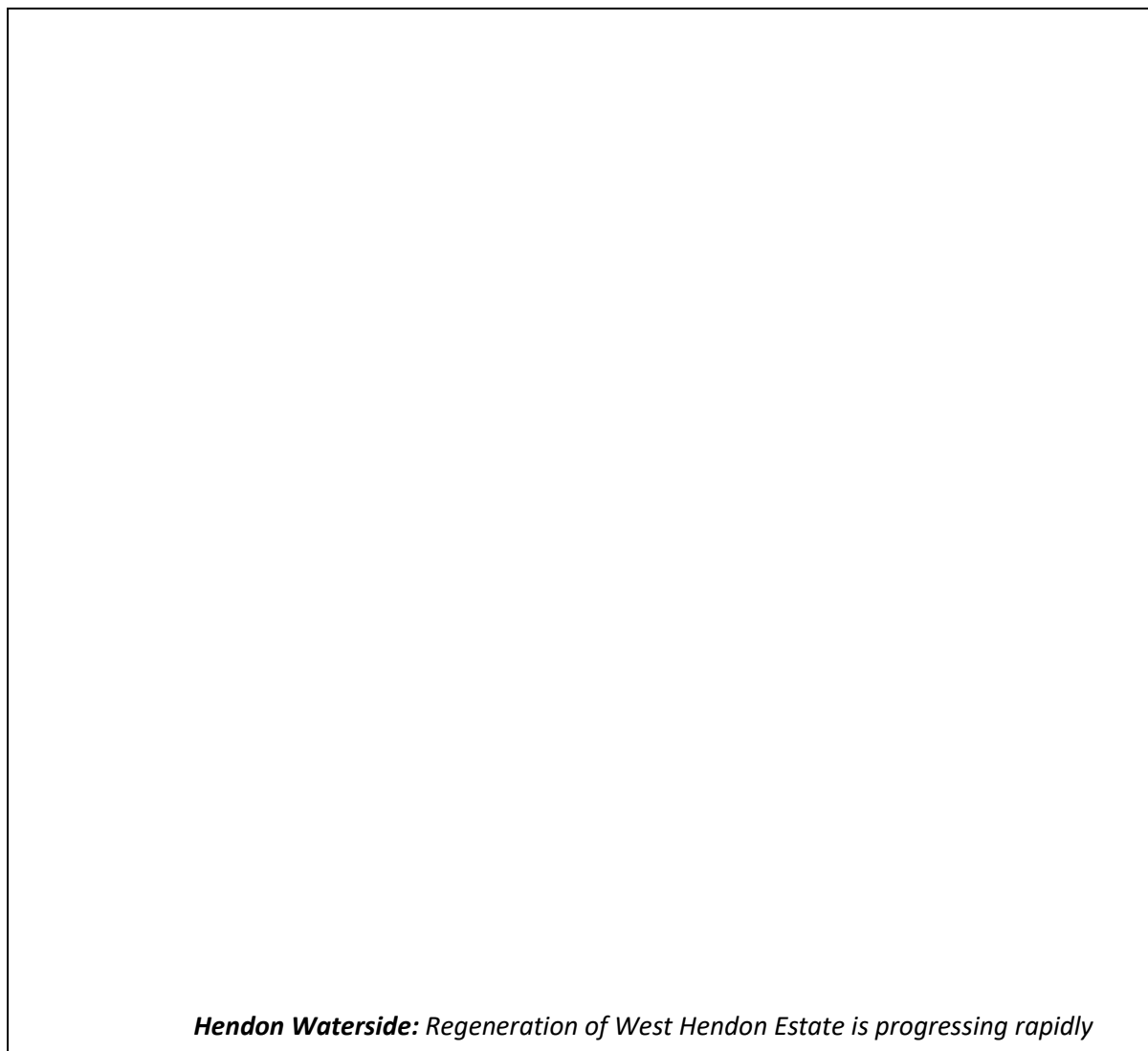
Our objectives for delivering a growing borough are:

- **Increase the supply of housing to meet local needs** – 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. Barnet’s Local Plan has proposed 46,000 homes by 2036, meaning over 30,000 homes by 2030.

Large-scale development is already underway in Barnet’s main growth areas of Brent Cross, Colindale and Mill Hill East. 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 and Upper and Lower Fosters. 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.

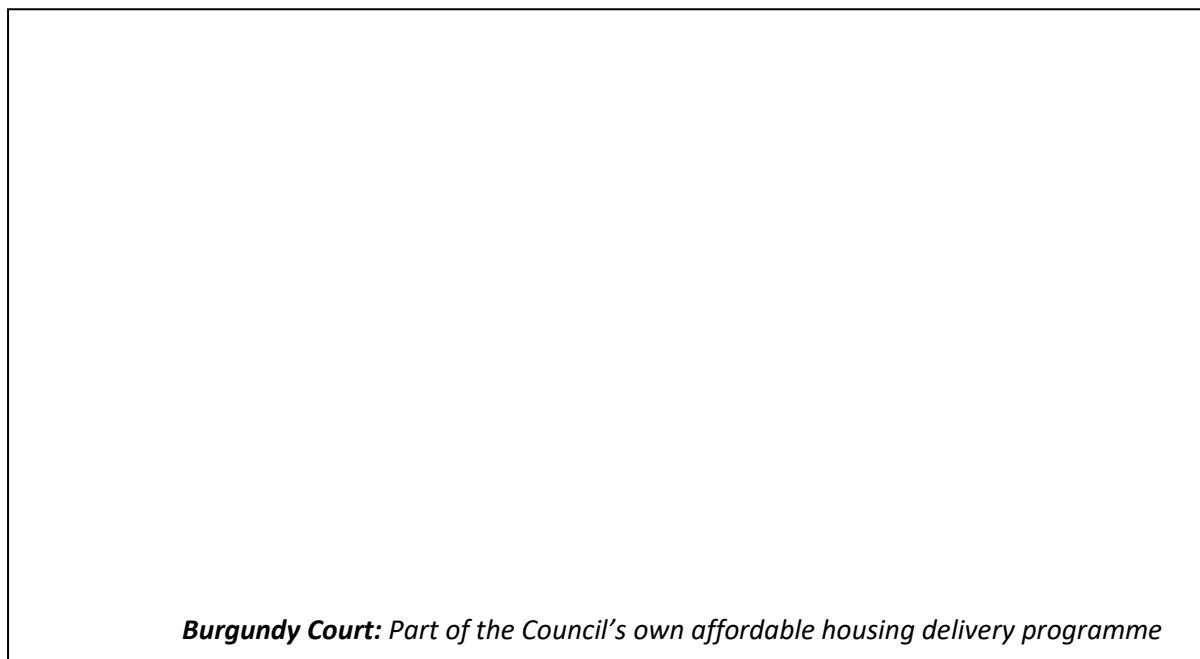


To increase the housing supply to meet the needs of a growing population and to deliver more homes that people can afford, we have also explored the potential for new growth opportunities in areas with good public transport connections; with the focus on town centres and major road corridors, such as 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. In common with the rest of London, Barnet has seen significant increases in housing costs. Since 2014, the average house price in Barnet has increased from £391,000 to £545,000 and is now more than 15 times the borough median household income of £36,000. Private sector rents have also increased. The council recognises that this is a big issue and as set out in the council's Corporate Plan 2024 and reiterated in the Housing Strategy 2019-2024, we are committed to providing decent quality housing that buyers and renters can afford, prioritising Barnet residents.

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.



Burgundy Court: Part of the Council’s own affordable housing delivery programme

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 over 800 units of

affordable housing by 2024. We will also continue to work collaboratively with public and private sector developers to provide support for mixed-tenure private developments, and encourage development by our housing association partners, such as Notting Hill Genesis at Grahame Park.

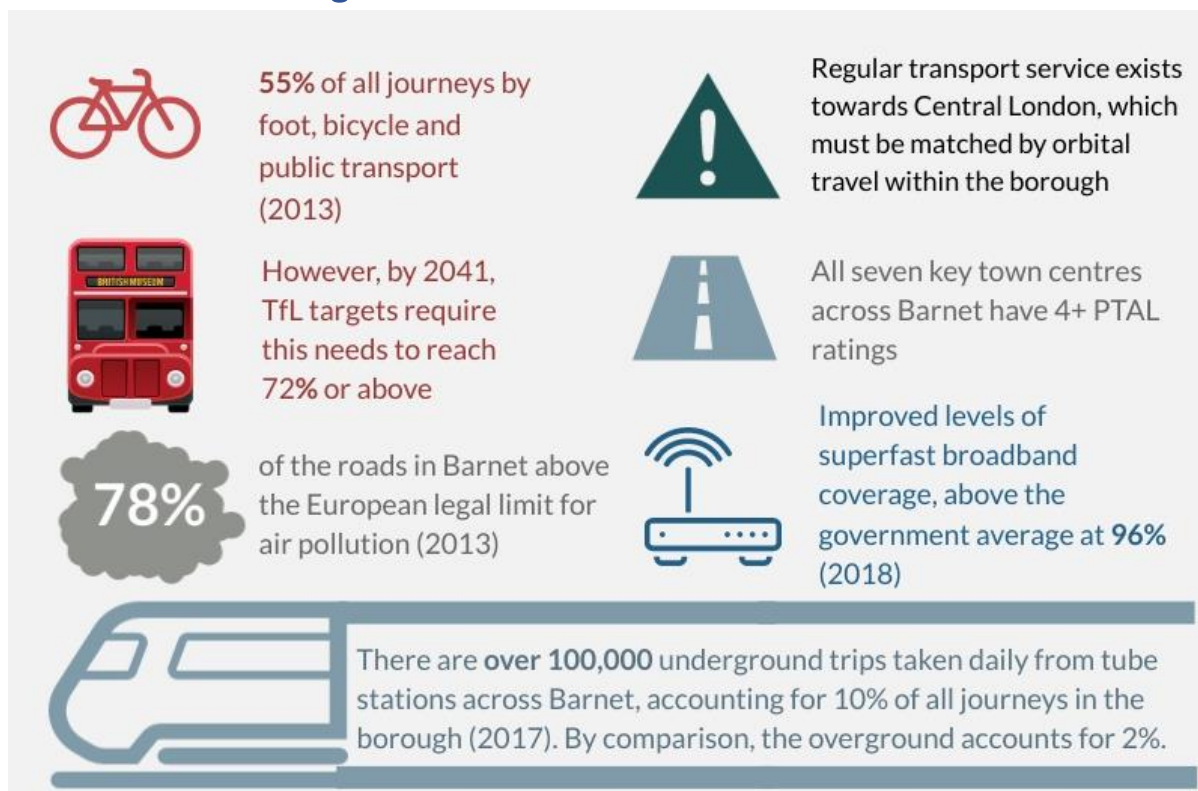
In addition to housing development, the council has for a number of years been successfully buying properties to help increase affordable housing supply. These acquired properties have been let out to households that are most in housing need at affordable rents. The council also operates an additional licensing scheme for Houses in Multiple Occupation (HMOs) to help improve standards in the private rented sector. We now have over 1000 privately rented properties licensed in Barnet.

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 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



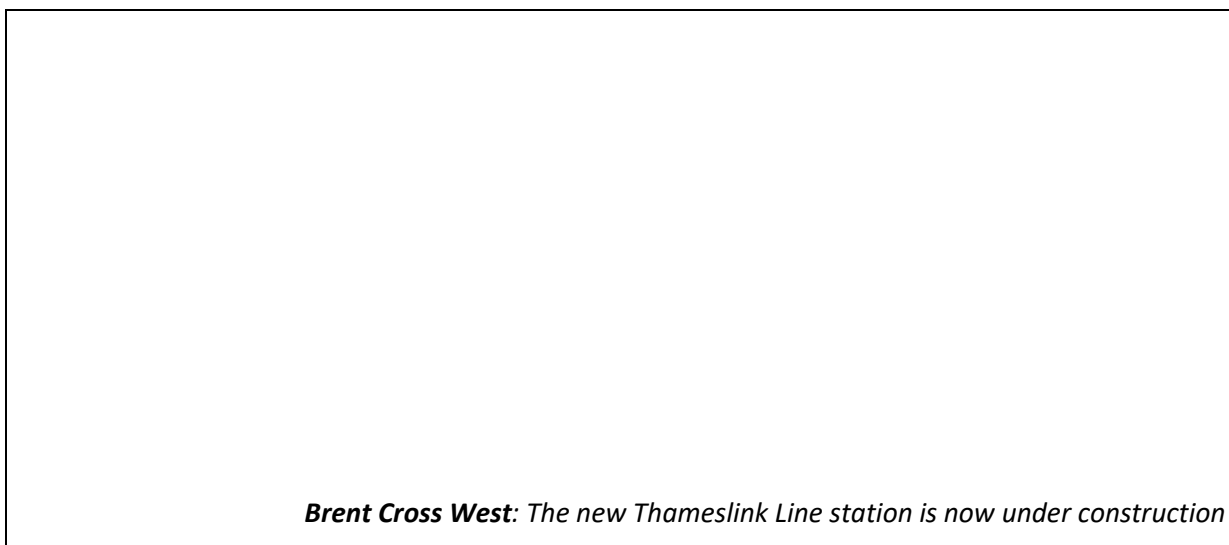
Our objectives for delivering a connected borough are:

- **Enable new and enhanced public transport connections** – work with partners to improve orbital connectivity and interchange between rail lines, reducing congestion on roads and rail and improving accessibility.
- **Deliver healthier street design to support all forms of travel** – responding to demographic and cultural changes to enhance travel choices, promote active travel and improve safety.
- **Deliver 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.
- **Implement 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.² 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. Yet key local connectivity challenges and a current high level of dependence on private vehicles need to be addressed. In addition, existing and future planned development has highlighted the variation in the quality and availability of methods for active travel between different parts of the borough.

The council’s new Long-Term Transport Strategy sets out five key objectives including transport to keep the borough moving, accessible transport, prioritisation for active travel and improving air quality, alongside a safe network. The fifth objective provides alignment with the growth strategy to ensure transport contributes to the creation of better places to live and work, allows local businesses to thrive, and is flexible and adaptable to future opportunities from technology and change. This strategy identifies the current transport-related challenges in the borough and proposes a number of schemes that could help to address those challenges including a shift away from the dominance of private cars.



Brent Cross West: The new Thameslink Line station is now under construction

At a regional scale, the delivery of Crossrail 2 to New Southgate and the West London Orbital to Brent Cross West, 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 building a new Thameslink station at Brent Cross West, has been working with TfL to expand capacity at Colindale Underground Station, and has sought to secure improvements to accessibility and interchange more broadly; but further transport projects and opportunities for connectivity improvements need to be clarified, including the need to address increasing constraints around the capacity of radial transport routes.

² 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 also need 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 need to be addressed to ensure improved transport choice. However, the use of PTALs alone is recognised to provide just a limited guide to transport accessibility, and more attention to the quality of connections offered by the existing transport network will need to be reflected. In some other locations additional transport improvements may still be required for growth, 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 active travel (walking, cycling, and public transport use) where possible. Achieving a healthier and more sustainable pattern of growth in Barnet is a shared goal, and ways of reducing the overall dominance of the private car is a key platform of the Long Term Transport Strategy. 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 further encouraging the use of more sustainable modes of travel including 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

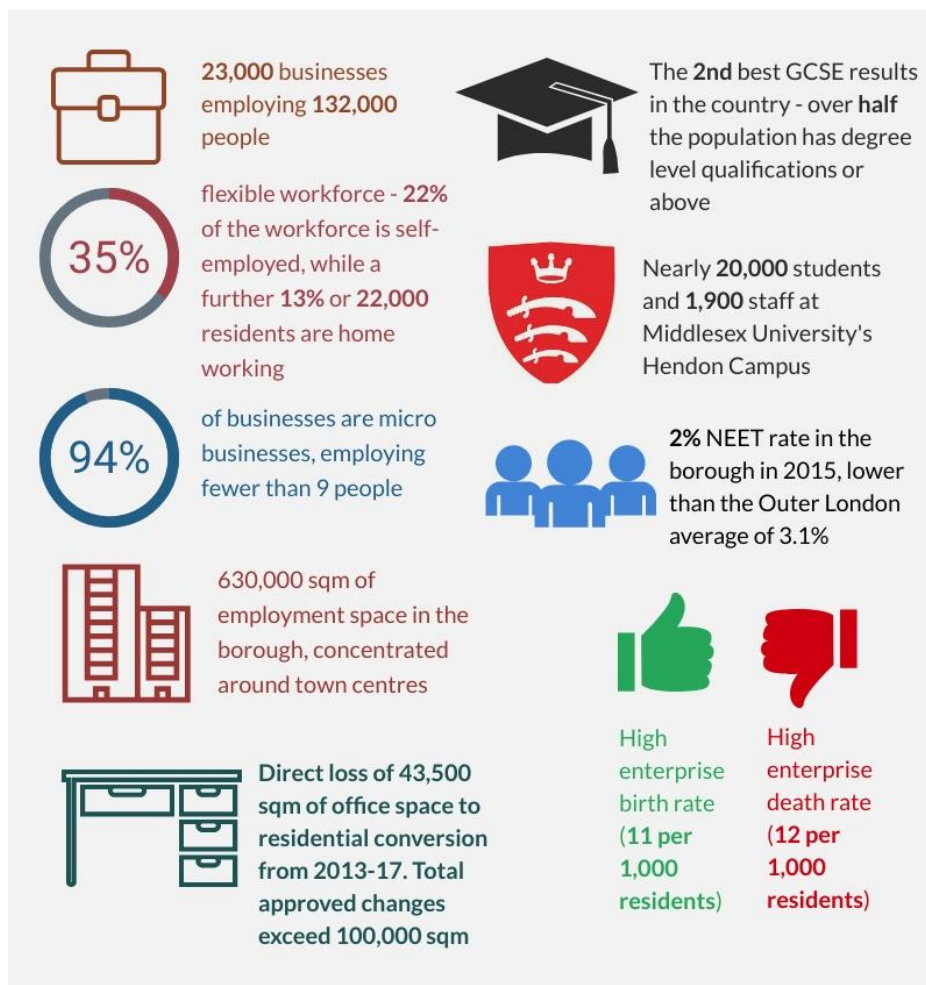
Successful growth is also reliant on access to high quality digital infrastructure to ensure Barnet's homes and workspaces keep pace with the changing economy. The council will secure timely roll-out of ultra-fast broadband to support the growing number of people working from home, businesses across 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 data/information assets in the borough as well as the early roll out of 5G.

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. The council are open to exploring new business models between the public and private sector as current arrangements between local authorities, mobile companies and end users may not effectively support long term investment into 5G as services will require new business and governance models to support the early stages of development. To maximise effectiveness in this area, the Council will seek to work closely with the West London Alliance.

***Laying the foundations for
a smarter future:***

*Modern transport,
upgraded utilities and
services and 5G technology*

An entrepreneurial borough



Our objectives for delivering an entrepreneurial borough are:

- **Ensure the council delivers its services in a way that supports businesses** – so that business-focused services are delivered in a streamlined way.
- **Identify and support growing 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 and skills development opportunities for local people** – with partners identify and support those furthest from employment to find work. Leverage growth and development to create job opportunities and skills development for local people, particularly people from marginalised communities and young people not in education, employment or training.
- **Support the local economy including promotion of local supply chains** - 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.

Pop-up business school – This event for budding entrepreneurs was held at Brent Cross

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.

Sector	Number of Businesses	Relative concentration of the sector	Number of jobs	% of total borough employment
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

	<p>30 town centres - the most of any London borough</p>		<p>Challenging retail picture nationally and Barnet retail vacancy rates of 12% (2017)</p>
	<p>The greatest volume of retail floorspace in outer London</p>		<p>44% of residents are concerned about rubbish and litter</p>
	<p>353,360 sqm of independent retailer floorspace (2017)</p>		<p>Barnet has very limited studio space provision, compared to neighbouring boroughs</p>
	<p>270 licensed cafes and restaurants in 2017 - 30% increase since 2001</p>		<p>The evening economy has grown by 8% since 2012, and Whetstone is a recognised example</p>

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

- **Support the strengthened identity and diversification of town centres** – Engage with and support businesses and property owners to deliver an improved mix of town centre uses, including homes, workspace, leisure and community facilities. Work with Town Teams to promote and celebrate the characteristics of the borough’s town centres.
- **Joined-up service delivery for healthier 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; ensuring we plan our high streets around health and wellbeing.
- **Deliver high quality workspace** - Leverage council assets and development sites to support delivery of high quality workspace that targets strategically important sectors for the borough – both new and existing businesses.
- **Build on existing strengths to create a thriving evening economy** – Maximise the creative potential from growing the leisure offer and evening economy to enhance the range and quality of local food and drink, heritage, culture and arts on offer.

Diversification and enhancement of 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 evening economy. The evening economy in Barnet has grown in recent years but at slower rate than in similar boroughs. The council will 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.

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.

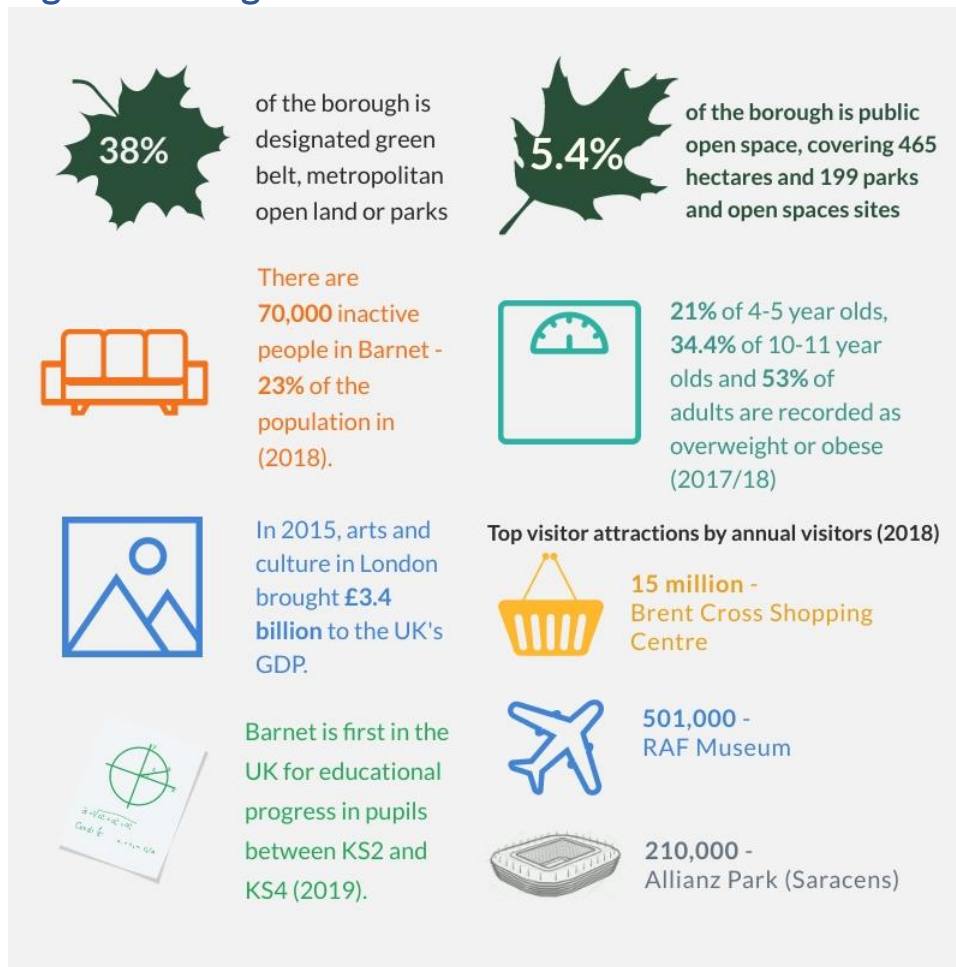
Employment in Town Centres

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.

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:

- **Deliver social infrastructure to support growth** - Ensuring that schools and leisure, health and community facilities are delivered to support areas of growth and regeneration.
- **Get 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.
- **Grow the visitor economy** – Encouraging, supporting and promoting Barnet's leisure and hospitality sector to deliver a great experience for visitors as well as residents, including strengthening Brent Cross as a regional or national destination.
- **Provide a broader canvas for creative industries** – Closer engagement with creative sectors, alongside support for new local leisure and cultural destinations.

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 more effectively deliver the guiding principles for growth.

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 benefit of physical activity and the contribution it makes to improving our physical and mental health is recognised; with current low levels of physical activity and a need to sustain existing levels of participation a priority. Furthermore, to mitigate for an increasing proportion of flatted development locally, the council is therefore seeking to improve the quality of open spaces and local leisure facilities to become the leading Outer London Borough for participatory sport and active recreation. 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 with destination facilities to replace Finchley Lido and Hendon Leisure Centre, alongside brand-new leisure provision to address the shortfall in access to indoor sports facilities in the north west of the borough. Our parks in Colindale and Brent Cross will also benefit in the short term from investments in Silk Stream Park and other open spaces across Colindale, together with additions to Claremont Open Space. This is the starting point for a strategic approach to open space improvements that will provide an enhanced future offer through further masterplans for sport, recreation and open space improvements. To deliver priorities and address demand, the Councils Playing Pitch Strategy and Indoor Sport and Recreation Study have identified key growth locations as areas for focused investment during the lifetime of the growth strategy. More broadly the council is seeking to ensure its parks and other public spaces are accessible and better connected. Collectively an enhanced offer in town centres and parks,

including meanwhile spaces for more temporary pop-up events, will ensure public spaces become more animated and reinforce neighbourhood distinctiveness to engage local communities.

Delivering our Parks and Open Spaces Strategy - Silk Stream Valley Park

Through our Parks and Open Spaces Strategy, Barnet committed to becoming one of the greenest boroughs in London; work is progressing to deliver on the aspirations of this strategy. Current regeneration progress includes ongoing work to deliver a £7m transformation of the new Silk Stream Valley Park in Burnt Oak / Colindale. Growth and development is a key source of funding for the Council to be able to invest in upgrading parks.

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 Health 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.



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 regional or 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.

Our new approach to the visitor economy will begin with preparation of a new multi-faceted visitor strategy aimed at clarifying how best Barnet can become a destination for visitors from other parts of London and beyond. The strategy will consider the location and strength of existing assets, their current offer and potential for a stronger profile or development of a hub of services and attractions. Special focus will be given to the night-time economy to consider locations with a burgeoning evening economy and how the offer can be further defined, enhanced and promoted. Another area of focus will be the long-term plan for making better use of green spaces at the heart of the borough.

Closer engagement with culture, heritage and the arts will see improved engagement with galleries, venues and performance spaces, including an equivalent resource to Arts Depot to address the needs of the west of the borough. Alongside the new approach to the visitor economy will be a more active role in helping to foster creative industries at a more grass roots level. This includes spin-off potential opportunities from creative industries in surrounding areas, such as the film and TV studios in neighbouring Borehamwood, alongside wider creative industries across London. The borough seeks to secure renewed interest as a destination for creatives to locate and set up business. Opportunities for new affordable workspace and locations for pop-up businesses will be important building blocks to provide an easier ladder for start-ups and scaling-up of businesses.

Spatial approach

The way the themes and objectives are delivered will differ across the borough according to the nature of each area, which we call our 'spatial approach'. The Growth Strategy has been developed to ensure that the delivery of regeneration and development responds to and fits with its local context. We have developed a character-led spatial approach that splits the borough into three areas: west of the borough, a central area at the heart of the borough, and the east of the borough. This chapter sets out the key diagrams and priority interventions for the borough and each individual area. The forthcoming delivery plan will set out more detail of the projects relating to the identified priorities.

The council will provide protection and enhancement of Barnet's Green Belt to enable residents and visitors to further enjoy our beautiful open spaces as they become more accessible to use by the community. This means development will be focused on brownfield land within growth areas, town centres and main thoroughfares, with smaller scale and less dense developments supported in more suburban locations where suitable sites become available. Through this spatial approach, it will be possible to explore the development of a regional park within the borough as a long-term social and environmental legacy for London. This will be one of several new and enhanced visitor destinations within the borough to boost the local economy that will be explored in detail in the coming years.

At a boroughwide scale, we have identified critical infrastructure investments required to support growth in the borough. Our spatial approach map highlights specific strategic transport investments required to unlock growth; including proposed new rail lines (Crossrail 2 and West London Orbital), potential strategic orbital connections, alongside a number of strategic road corridors requiring a 'healthy streets' approach or measures by partner organisations (TfL and the Highways Agency) to tackle air quality issues. The timing and delivery of these and further transport improvements will be critical to unlocking the scale of growth that is envisioned by both government and the Mayor of London, and to explore opportunities and objectives outlined within the five themes.

Our boroughwide infrastructure priorities for delivering growth are:

- *Improved rail services to address capacity issues* - including capacity improvements on the northern line, proposed new rail lines to unlock growth (including West London Orbital and Crossrail 2), alongside accessibility improvements at individual stations.
- *New strategic orbital public transport connections* – new fast public transport connections between key nodes are required to address (i) poor transport access to Copthall, and (ii) poor interconnection between radial rail lines.
- *New strategic corridors that meet ‘healthy streets’ standards* – initially focused on the two strategic radial road corridors (A1000/A598 and A5), to provide safer and healthier connections for all transport modes through the borough and between our town centres.
- *Seek solutions to address the worst air quality hotspots / corridors* – Work with partners to identify ways to tackle air quality issues along the worst offending road corridors.
- *To address congestion by reducing dependence on car ownership* – with policies to reduce dependence on cars, but ensure sufficient flexibility for when residents and visitors can only use a car. In terms of road space, the relative prioritisation between modes of travel will be rebalanced to create safer and healthier streets.
- *Visitor destinations* – we will begin with a study to explore the potential for leisure, cultural and recreational destinations, and the steps towards and roles required of the council to facilitate them.
- *Regional park* – we will begin with a study to explore the potential for designating a regional park within the borough and the steps required to work towards that aim.

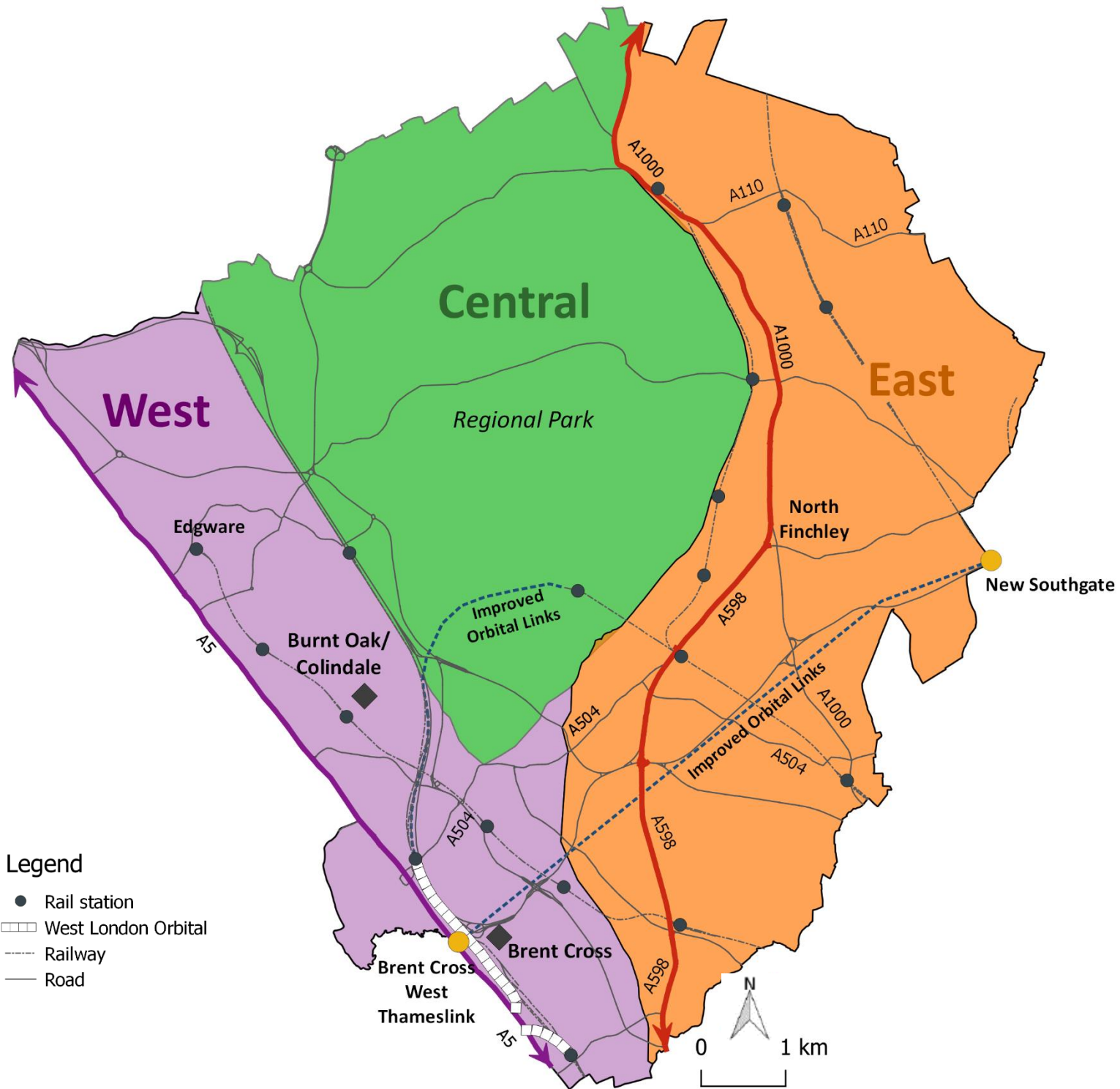
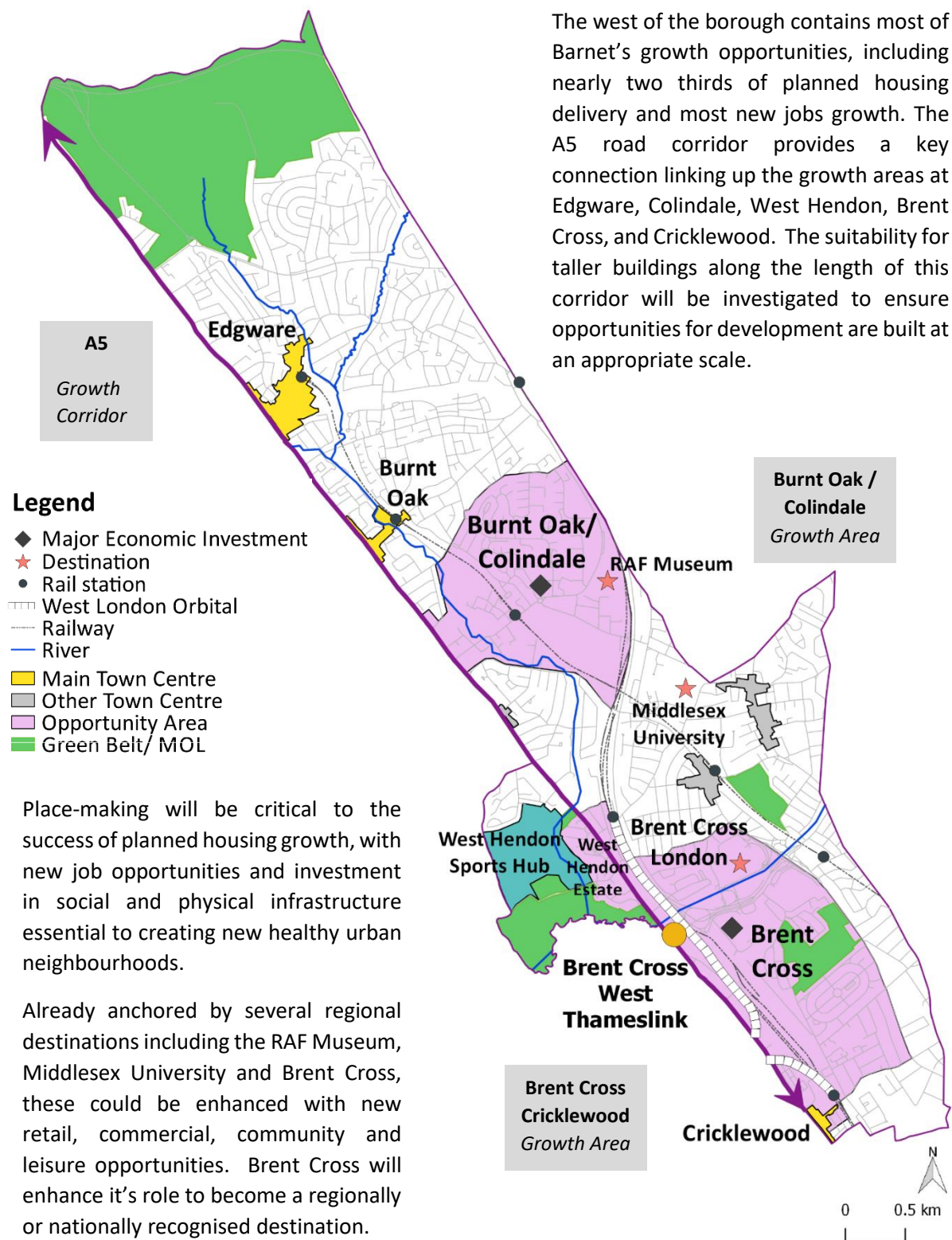


Figure 4 – Spatial Approach

West of the borough



The west of the borough contains most of Barnet’s growth opportunities, including 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 ensure opportunities for development are built at an appropriate scale.

Place-making will be critical to the success of planned housing growth, with new job opportunities and investment in social and physical 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 will enhance it’s role to become a regionally or nationally recognised destination.

Strengths, weaknesses, opportunities and threats

<p>Strengths</p> <ul style="list-style-type: none"> • Delivery of New Homes - To date over 5,000 new homes have been delivered in West Hendon and at Colindale. Further growth is planned at Brent Cross and Colindale • Good radial connections — Northern Line and Thameslink connecting Barnet to central London • Visitor Economy - Brent Cross London, Middlesex University and the RAF Museum draw visitors into the borough • Retail Growth - Retail strength at Brent Cross London and growth in retail floorspace in Cricklewood town centre • Employment Space - Strong concentration of employment space and concentration of storage and distribution spaces next to the M1. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Arts and Culture - Currently limited role for creative industries in the West including a poor arts and culture offering • Orbital Transport - Limited orbital routes to the rest of the borough and neighbours. Also, areas of growth with very low PTALs • Deprivation - 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 • Place-making along the A5 -Challenges arise in securing joined-up placemaking efforts in relation to development along the A5 as it is the boundary between several London Boroughs.
<p>Opportunities</p> <ul style="list-style-type: none"> • Growth- Potential for growth and mixed-use development along A5 and A41 corridors that create places for living, employment, leisure and social interaction. • Night-time economy - Night tube provides opportunity for enhanced night time economy • Town Centre intensification —Further potential for intensification in Edgware and Cricklewood • Workspace - The west of the borough offers a suitable location for new affordable workspace and spaces for creative industries • Healthy Travel — New pedestrian and cycling route along Silk Stream, West London Orbital rail could collectively help address traffic congestion and air quality issues • The Welsh Harp SSSI - offers a unique opportunity for leisure, health and well-being 	<p>Threats</p> <ul style="list-style-type: none"> • Public transport — the scale of growth and availability of public transport options may affect capacity on the Northern Line • Employment space — Residential development without mixed uses risks further loss of employment sites. Existing low and decreasing employment level in Cricklewood • Change in the retail sector—Uncertainty in the retail market has delayed the ability to progress Brent Cross North.

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 opening of the new 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.

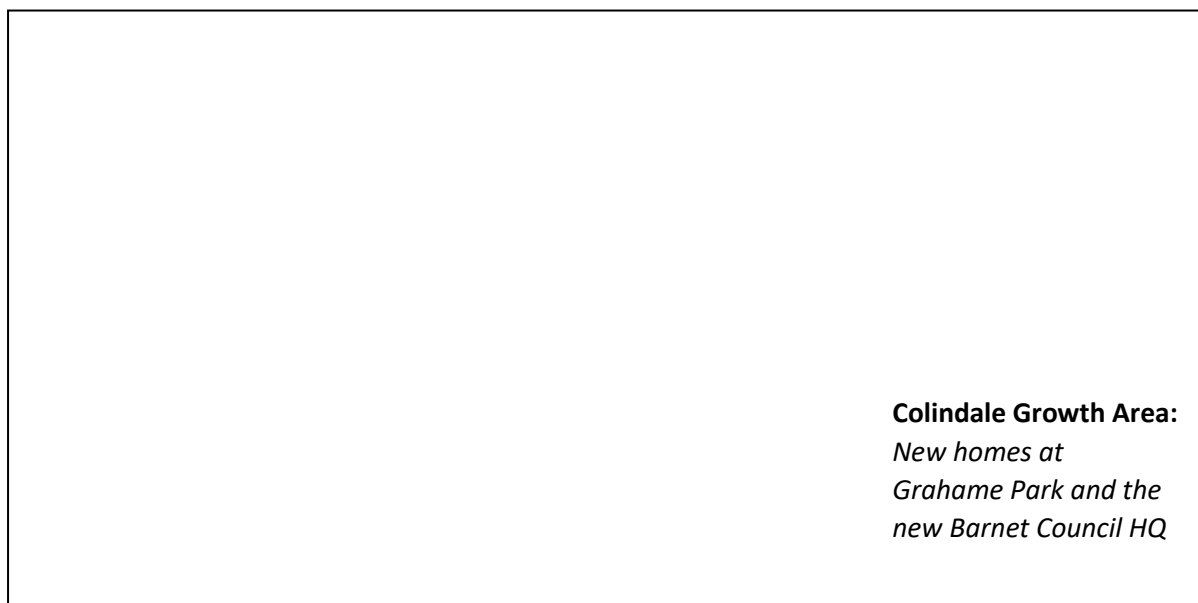
Transformation of **Edgware** town centre will see the opportunity to plan for over 5,000 new homes, alongside local business growth, and a re-balancing of uses including a growing leisure sector. The economic boost will build on the strength as one of Barnet’s best-connected areas; strengthening place-identity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

Edgware: *We will deliver regeneration across the town centre to revitalise the high street*

The **Burnt Oak and Colindale Opportunity Area** will be extended to increase delivery to at least 12,500 homes, including further estate regeneration 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.

The economy of Colindale will benefit from the area 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 also be important, including to unlock the potential for over 1,000 homes around the town centre.

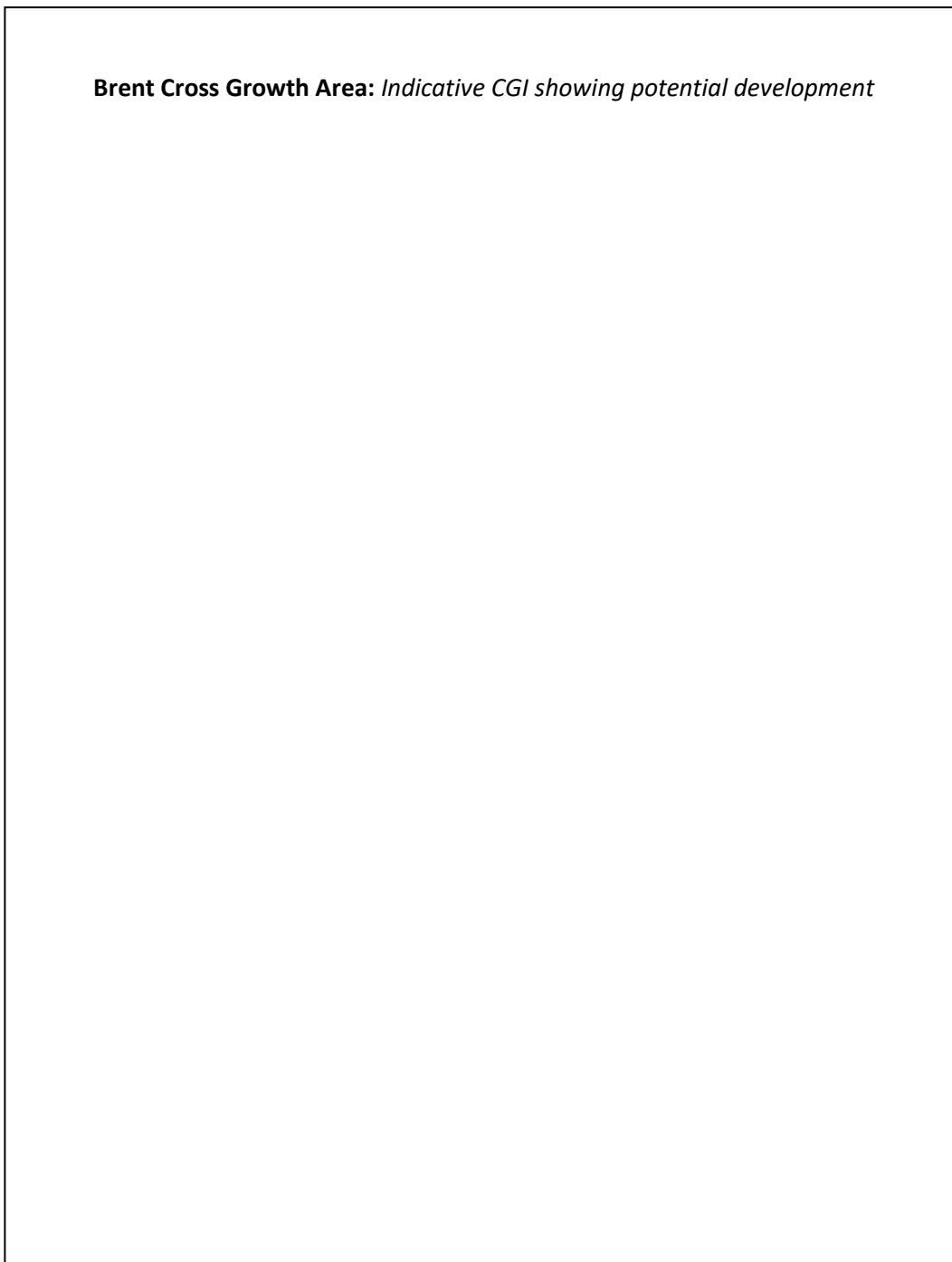


Emerging opportunities near **The Hyde** industrial estate point to an expansion of the **West Hendon** regeneration area to create a new urban quarter with over 3,000 homes. The area will benefit from investment in the West London Orbital Line, alongside bus connections and streetscape improvements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



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 centre of the new metropolitan town centre will be **Brent Cross South** that will secure more than 6,700 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 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.

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.

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

All

A5 Corridor study – work with neighbouring boroughs to review required improvements to transport infrastructure, building heights and design and opportunities for animation and development

Support delivery of *West London Orbital railway*

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 Town Centre* and deliver site opportunities.

Continue coordination of development across *Colindale* including working with Notting Hill Genesis and The Barnet Group 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 current housing opportunities around *The Hyde* industrial estate between the Silk Stream and A5 by expanding the *West Hendon* regeneration area into a wider new urban quarter.

South

Deliver comprehensive regeneration at *Brent Cross* including:

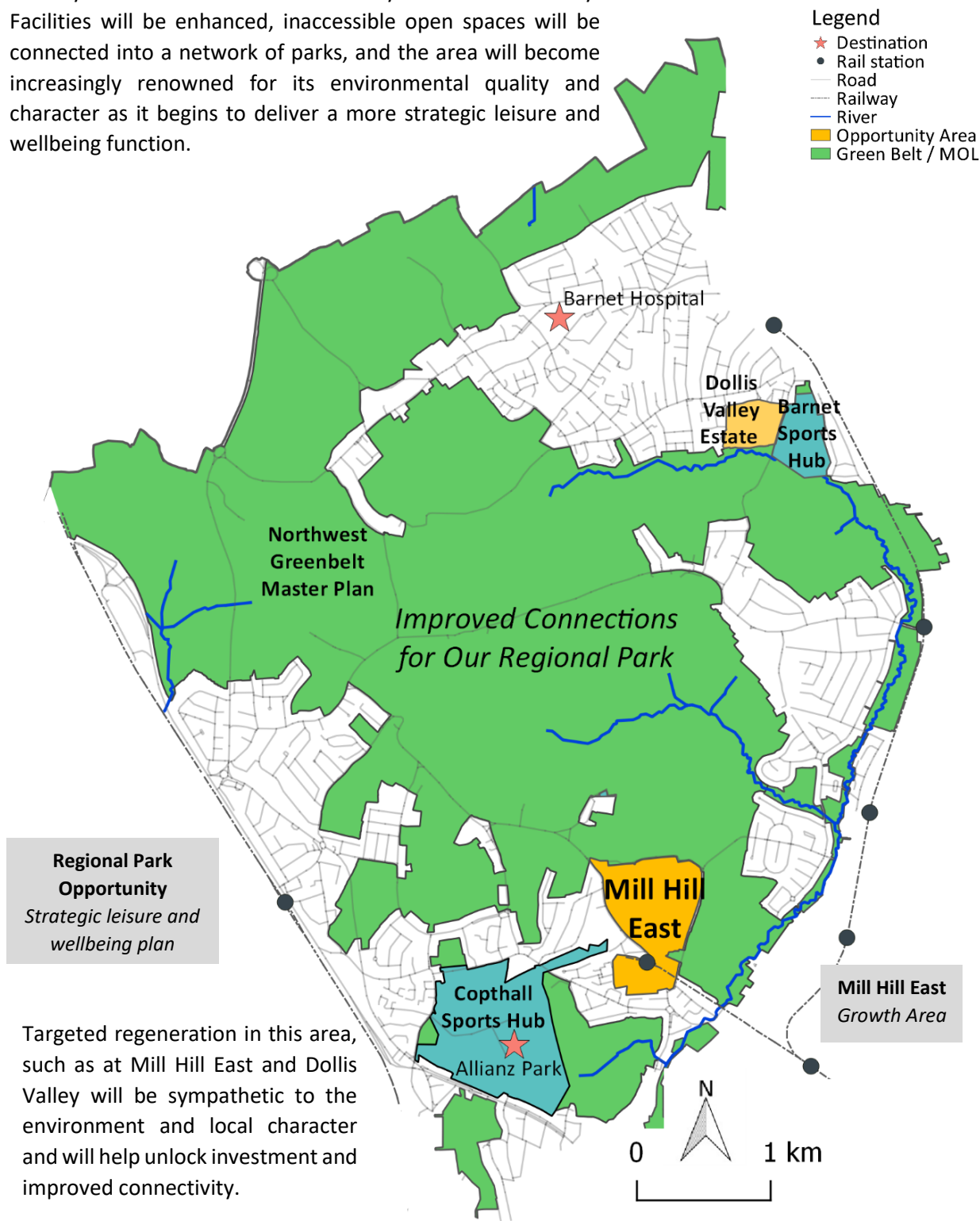
- new Brent Cross West Thameslink Station
- Commencement of construction work at Brent Cross South
- Work with Hammerson and Aberdeen Standard to bring forward Brent Cross North
- Work with LB Brent to plan development at Brent Cross West and sites near the M1.

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 evening 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.



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 and improved connectivity.

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

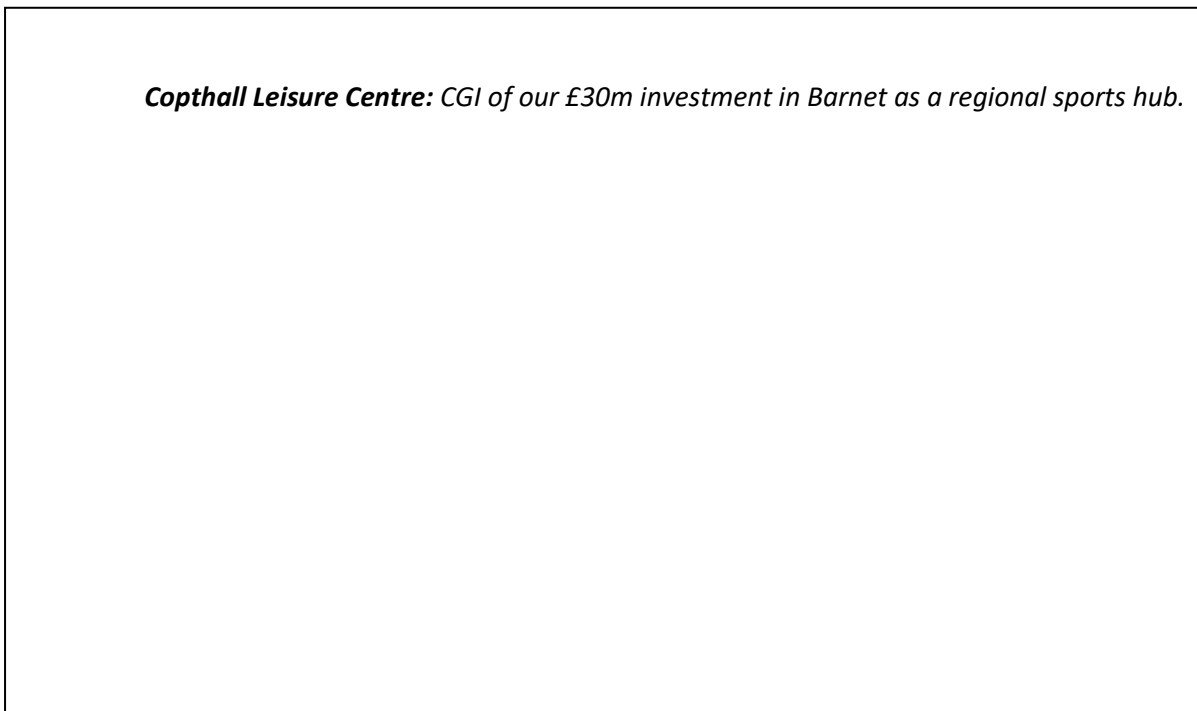
A regional park at the centre of our borough

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.

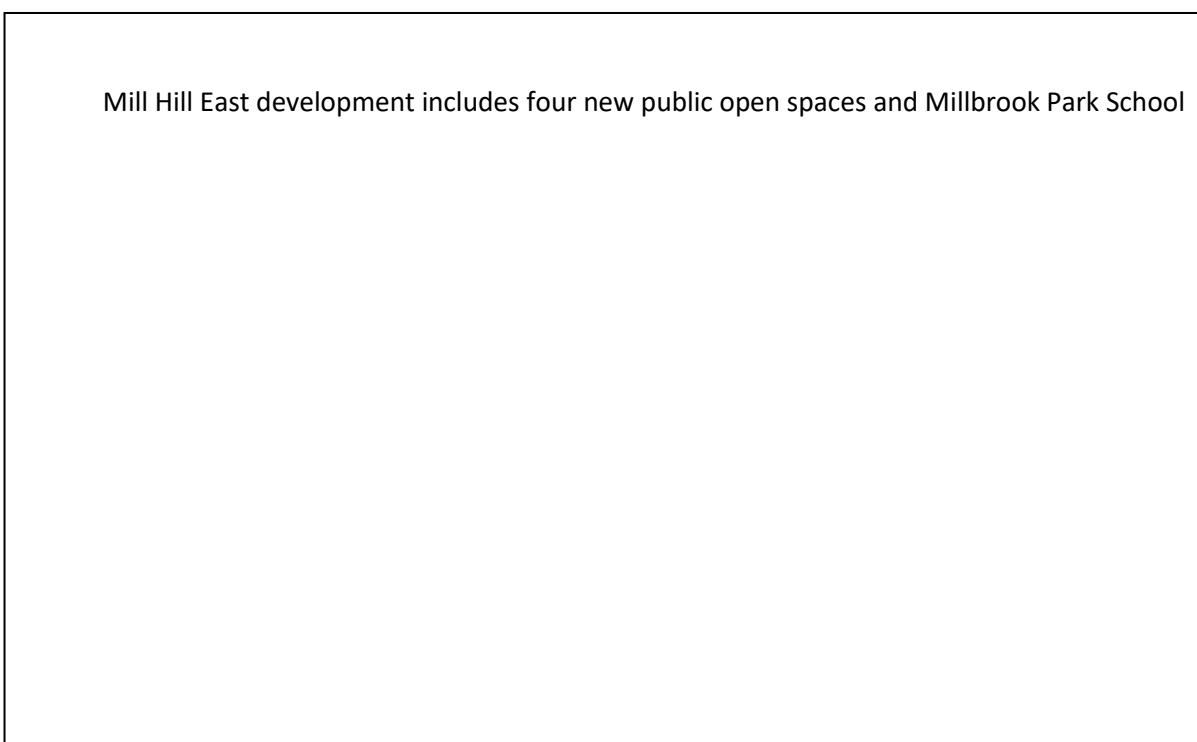
Regional Park Opportunity: *Barnet's green heart presents a long-term opportunity to promote the leisure and recreation, as well as health and wellbeing agenda.*

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.



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 being proposed.

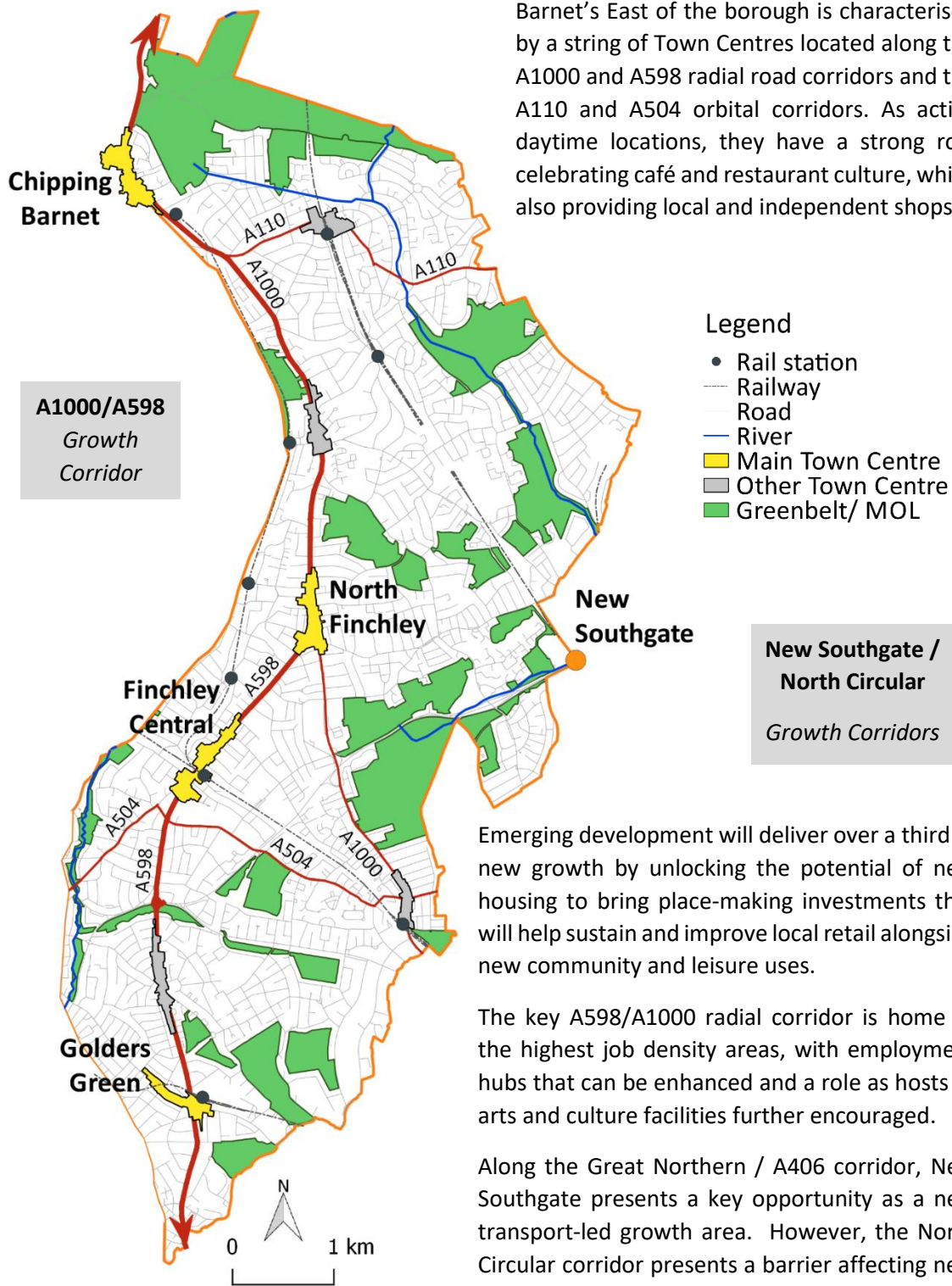


The Dollis Valley river corridor arcs across the top and eastern edge of the area, ending at the Welsh Harp. The semi-rural protected open spaces of the **Upper Dollis Brook** offer an opportunity for improved open spaces, enhanced biodiversity and a new approach to management as a destination conservation 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.

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* (see also *boroughwide priorities*).
- 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 already in place to support identity, improve public realm and guide development in North Finchley, Finchley Central and Golders Green, and investments in Chipping Barnet and Finchley Central, we want to work in partnership to enable successful town centres and high quality suburban neighbourhoods.

Strengths, weaknesses, opportunities and threats

<p>Strengths</p> <ul style="list-style-type: none"> • Employment - 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. • Local Offer - Town Centre strategies are in place to support identity, improve public realm and guide development in North Finchley, Finchley Central and Golders Green. • Town Centre Investment – Grants for Town Centres are already supporting Chipping Barnet and Finchley Central. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Air Quality - Air quality along key road corridors is poor and opportunities to improve this are being explored. • Town Centre - A number of 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.
<p>Opportunities</p> <ul style="list-style-type: none"> • New Southgate - 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. • North Finchley - Plans for curation of the town centre and an increase in housing in North Finchley are underway. • Office Space - 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. 	<p>Threats</p> <ul style="list-style-type: none"> • Employment floorspace- Some town centres have seen declines in employment floorspace over the past five years such as Finchley Central • Retail Sector - The retail sector faces many challenges, from increasing costs to the increase in internet shopping • Traditional Town Centres- Some traditional larger town centres, such as Chipping Barnet, have seen a decline in employment • Cultural Offer - 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.

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.

Town Centre Regeneration: Indicative CGI concept image only (*courtesy of U+I Plc*)

North Finchley has the potential to be upgraded to a ‘Major Town Centre’, but there are a number of challenges that will need to be tackled, including the length of the high street and diversification of the offer provided, the fragmented state of ownership prevents more comprehensive investment and renewal, whilst poor quality public realm and traffic dominance create an unwelcoming environment. It exemplifies the challenges common 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 also provide key locations for leisure and employment that either could be built upon as local destinations with improved public transport 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 unlock investment for Golders Green town centre to enable the improvements identified within the adopted strategy to be delivered.

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 can only secure sustainable growth with the delivery of Crossrail 2 and/or other radial and orbital transport investments, together with 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.

North Circular Road at New Southgate:

Transport investments that improve connectivity and remove barriers will be critical to maximising the potential of growth near New Southgate, with issues of air quality and noise needing to be addressed where areas adjacent to the North Circular Road are unlocked.

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:
 - 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 evening and cultural offer.
 - Consider the potential for a framework for 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*.

Our approach to delivery

This section sets out the key tools and mechanisms to be put in place to ensure growth is delivered in accordance with the three guiding principles of place-shaping to secure healthy, resilient and cohesive communities, sustainable development that delivers housing, the economy and infrastructure, and maximising the benefit to our residents. It begins with a recognition that the means are as important as the ends in relation to development and regeneration. Therefore, the role of involving communities in the changes they will experience is a critical starting point for delivery. Then secondly, we consider the programme and its resourcing, together with the outcomes and the mechanism for reporting.

Consultation and engagement

Of critical importance throughout delivery will be the ability for the Council to ensure residents and communities are fully engaged and brought along with proposals throughout the lifetime of projects from planning through delivery. This growth strategy also includes a guide to expectations around consultation and engagement, in relation to the delivery of regeneration schemes and projects; this is designed to supplement the 'Statement of Community Involvement' accompanying the Local Plan.

In the 2018 action plan for the 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.

Delivering Growth

The impact of this Growth Strategy will be measured by its ability to bring together the council and partners to collectively tackle complex local problems and development programmes to provide tangible outcomes that benefit our residents. In some cases, this may require a more place shaping and encouragement role, in other cases it may require leadership either to directly unlock outcomes or to support new and existing partners to take forward projects and programmes. In some cases, it will involve the council directly engaging in the delivery of outcomes. This section considers the programming of delivery, together with the measurement of outcomes and reporting mechanisms.

Growth Strategy Delivery Plan

The Growth Strategy is accompanied by a Delivery Plan, *see Appendix 1*, which sets out the high-level programmes of work that will be delivered during the lifetime of this strategy. This living document has been structured to reflect the five themes of the Growth Strategy and their objectives, together with the spatial approach to growth to ensure key projects and programmes are understood in more detail. It will be updated annually to reflect the current programme of work, together with any amendments to that programme, where required to respond to changes in circumstances. The Delivery Plan also recognises that additional resources will be needed to meet the objectives of the strategy.

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 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. Monitoring and reporting on the outcomes of this strategy will be required on an annual basis.

Indicators for measuring the outcomes of the Growth Strategy must be established so that a clear baseline position can be established and therefore the change in measured outcomes can be tested at suitable intervals over the lifetime of the Strategy. At the draft stage a series of potential indicators were shared, these have been carried forwards in Appendix 2, however it is intended that Appendix 2 will be replaced during 2020 with a comprehensive and transparent programme of measurements to ensure a joined up approach between the Growth Strategy, Local Plan and Transport Strategy.

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Growth Strategy 2030

Appendix 2: Consultation Report

**Relating to Barnet's Draft Growth
Strategy (published June 2019)**

**Public Consultation:
July 2019 – September 2019**

Growth Strategy 2030

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1. Consultation – Key messages

- The draft Growth Strategy 2020-2030 was supported by respondents, with 54% of respondents agreeing with the aims and objectives of the strategy to some extent, in contrast to 15% of respondents disagreeing.
- The guiding principles outlined within the strategy were also strongly supported by respondents, and 61% of respondents confirmed their agreement with the principles.
- The council's approach to growth was outlined, which was strongly supported by respondents with all five strategic themes receiving support from respondents
- The Connected Borough theme was recognised to be the most important theme across all parts of the borough.
- While all 21 objectives were supported by respondents to some extent, the 'Establish Brent Cross as a destination' was not considered as important by respondents
- It is recommended that this objective is either dropped entirely or treated as a part of a wider objective, such as the visitor economy objective.
- The draft Growth Strategy identified boroughwide infrastructure priorities, tying the five strategic themes to the 'spatial approach'. Overall these priorities were supported by respondents, who identified the connected borough related priorities as of greatest importance:
 - new and improved rail services and capacity;
 - improving east-west transport;
 - healthier streets; and
 - tackling poor air quality / noise hotspots.
- Respondents also responded to emerging principles for housing growth across the borough, respondents most strongly asserted that new homes should be built in areas with good public transport, and no new homes should be built in protected open space such as green built and nature reserves.
- Respondents were asked to rank the most important strategic theme for each spatial area proposed within the draft growth strategy. As noted previously the connected borough theme was identified as the most important across all three spatial areas, but interestingly the growing borough theme was completely split being identified as the most and least important priority in all three areas of the borough to some extent or other. It is thought this may reflect the difference between respondents indicating a view that housing affordability is most important, versus respondents indicating that the overall housing target and proposal to increase housing supply went too far.
- Alongside the questions outlined above, respondents also had the opportunity to provide qualitative comments on the draft Growth Strategy 2030. Full comments from Engage Barnet are available in Appendix A to the consultation report (available via the weblink), however we have summarised the five most frequent responses into five main categories.
- **Environment / Sustainability** – respondents asserted that the draft Growth Strategy required greater emphasis on a range of environmental issues including climate change, energy

Growth Strategy 2030

efficient housing, preservation of green belt / metropolitan open land, as well as a stronger shift away from the dominance of the car to public and other active forms of transportation.

- **Infrastructure provision** – respondents asserted that the draft Growth Strategy required greater emphasis and clarity about timely delivery of appropriate physical and social infrastructure to accommodate future growth.
- **Affordable Housing** – respondents asserted that the draft Growth Strategy required greater emphasis on the delivery of affordable housing in the borough.
- **Heritage** – respondents asserted that the draft Growth Strategy required greater emphasis on protecting Barnet’s heritage. The risk of losing green belt, together with concerns about overdevelopment affecting the character of town centres were relevant related concerns.
- **Overdevelopment** – many respondents, most of whom were connected to a 228-signature petition, were concerned about the density and height of housing within the A5 Corridor leading to overdevelopment and a disproportionate burden on the West of the Borough. Almost all of these signatures were from residents living in West Hendon. The petition may in part have been caused by the timing of the growth strategy public consultation coinciding with public consultation on a planning application for the Sainsburys site in The Hyde. Yet more generally there were consistent comments about disproportionate development in the West and the pressure of housing targets driving an inappropriate scale of development.
- A series of letters with more specific and occasionally technical feedback on the strategy were received from stakeholders, a summary of these responses is set out in section 4. Various amendments have been made to the strategy in response, where the proposed changes were viewed as relevant, appropriate and would not be in conflict with key messages or wider aims and objectives associated with the growth strategy.

2. Consultation Method and Approach

As is usual practice, the drafting of a new Strategy has been subject to a formal public consultation. This report sets out the full findings from the council's consultation. The findings were due to be considered by Assets, Regeneration and Growth Committee on 26 November 2019, but due to the UK General Election were deferred until the Committee in January 2020 when the decision on adoption of the strategy will be taken.

2.1 Technical details and method

In summary, the consultation was administered as follows:

- The Consultation was open for ten weeks; 2 July 2019 until 15 September 2019.
- The consultation was published on Engage Barnet <http://engage.barnet.gov.uk> together with a draft strategy and summary.
- Evidence informing the strategy was also published on Engage Barnet.
- Respondent's views were gathered via an online survey. Paper copies and an easy read version of the consultation were also made available on request.
- Statutory bodies and key stakeholders were contacted directly by the Council, including The Greater London Authority, Transport for London, Neighbouring Boroughs, the West London Alliance.
- All interested parties and formal stakeholders recorded within the Council's 'Forward Planning' database were notified of the public consultation.
- Display boards were produced to provide a simple summary of the key messages of the consultation based on the executive summary and these were displayed in the reception of our Colindale Office during the consultation and used at events.

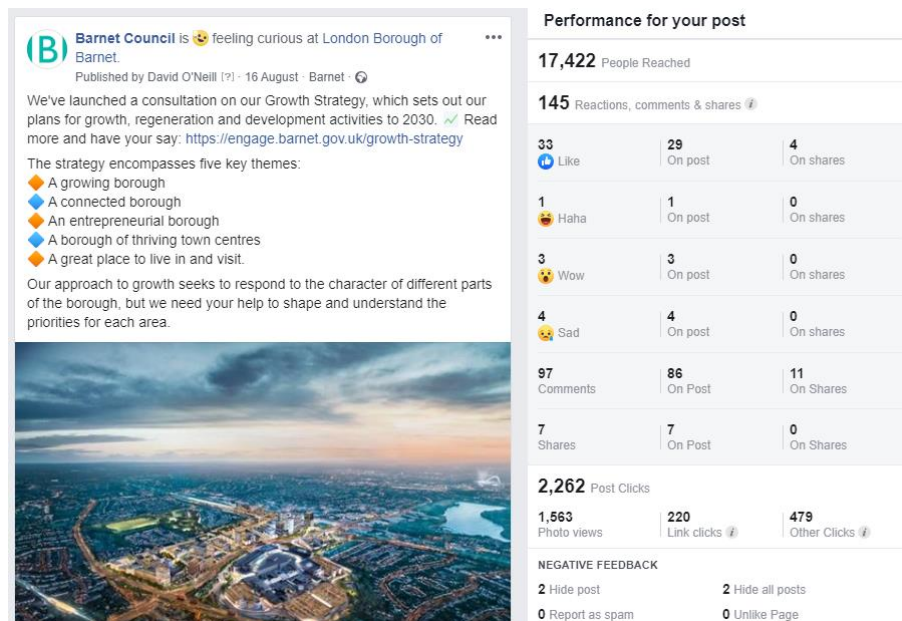


Growth Strategy 2030

- To improve access and understanding during the public consultation, the team attended five stakeholder events targeting different groups. The three dedicated consultation events took place in public venues across the borough with one event held within each parliamentary constituency (events were held in Colindale, North Finchley and Chipping Barnet). The fourth event was attendance at the Grahame Park Summer Festival to ensure that feedback was secured from residents living within a regeneration estate and therefore already experiencing development. The fifth consultation event was attendance at a forum for local developers.
- All the events were held in the format of a drop-in session that enabled people to ask questions on a 1:1 or small group basis; focusing on topics of interest to them.
- Alongside the consultation boards, the strategy was explained in simple terms to residents through the Barnet First publication, the Council's magazine disseminated to 147,000 homes across the borough.
- Awareness of the consultation was promoted to residents and council staff through various electronic channels including emails and social media.

2.2 Social Media

A key part of the consultation involved social media, which enabled the council to reach residents who may not use the traditional channels of Engage Barnet.



2.3 Response to the consultation

A total of 142 questionnaires and responses were submitted. There were 103 responses by the general public, interested groups and statutory bodies through Engage Barnet, together with 39 responses received via email or letter from partners or formal stakeholders, including external developers and formal boards within the council (e.g. Health and Wellbeing Board).

2.4 General public and stakeholder response and profile from questionnaire

Of the 103 public questionnaires responses that were received all responses were through online questionnaire, no paper questionnaires were returned. The Figure below shows the profile of those who responded.

Figure 1.1: Respondent sample profile (Below)

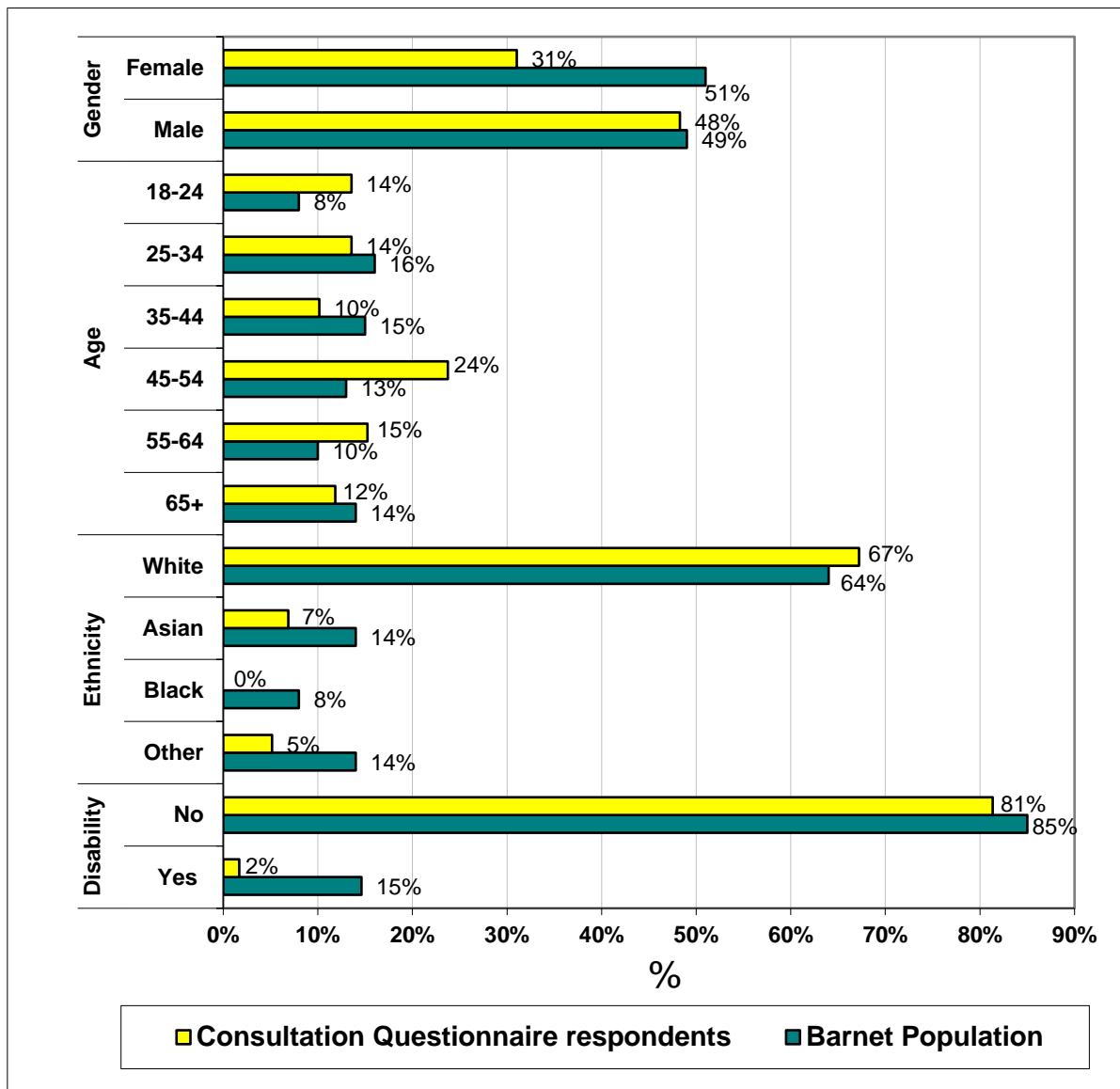
Stakeholder	Number	%
A Barnet resident	46	44.66%
A person who works within Barnet	8	7.77%
A Barnet business	2	1.94%
A public sector organisation and representatives	3	2.91%
A Voluntary/community organisation	6	5.83%
Other	6	5.83%
Prefer not to say	0	0%
Not answered	32	31.07%
Total	103	100%

Most respondents to the consultation were residents of Barnet - 46 %, although 32 out of the 103 respondents (31%) chose not to answer this question. It is expected that respondents who represented a business or organisation (11 responses) are unlikely to have completed other demographic-related questions, explaining why there is a higher number of people choosing not to answer several of the demographic questions.

Figure 1.2 shows the demographic profile of those who responded to consultation (questionnaire) compared with demographics for the population of Barnet. Those responding to the consultation generally follow Barnet's population profile in terms of age; but in terms of gender and ethnicity there was under representation of female respondents, those identifying as of a Black and Minority Ethnic group, and people identifying themselves as having a disability.

Growth Strategy 2030

Figure 1.2: General public consultation sample profile – key demographics (Below)



2.5 Protected Characteristics

The council is required by the Equality Act 2010, to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people of different groups. Protected characteristics identified are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us to comply with the duty under the Equality Act 2010 we invited respondents of the public consultation to provide equalities monitoring data. We explained that collecting this information will help us to understand the needs of our different communities and that personal information provided will be treated in strictest confidence and stored securely in accordance with our responsibilities under the Data Protection Act 1998.

Growth Strategy 2030

Figure 1.3: Protected characteristic sample profile (Below)

Protected Characteristic –Faith	Number	%	Barnet population %
Atheist/no religion	26	25.24%	20%
Buddhist	0	0%	1%
Christian	11	10.67%	39%
Hindu	2	1.94%	5%
Jewish	3	2.91%	23%
Muslim	1	0.97%	8%
Sikh	1	0.97%	5%
prefer not to say	12	11.65%	N/A
Other Faith	0	0%	3.2%
Not answered	47	45.63%	N/A
Total	103	0%	N/A

In terms of faith, those who identified as an atheist or having no religion comprised the greatest number of respondents (26), accounting for 25.24% of all respondents. The largest faith group recorded amongst respondents was Christianity (11), who represented 10.67% of all respondents. However, all faith groups were significantly under-represented in contrast to the Barnet population, with almost half of respondents (45.63%) electing to skip the question altogether.

2.6 Specific public and stakeholder response and profile from questionnaire

As part of the public consultation for the Growth Strategy 2030 we also invited respondents to comment on their living and working status, particularly whether they lived or worked in a regeneration area or town centre. This is significant when identifying trends on the five strategic themes, particularly the growing borough and borough of thriving town centres, and the spatial approach to growth. Combining the responses in figures 1.4 and 1.5 relating to living/working in a regeneration area and/or a town centre means that we can say with some certainty that about 45% of respondents to the consultation have a directly relevant interest in those areas of the borough where growth is proposed.

Figure 1.4 Respondents who live or work in a regeneration area (Below)

Stakeholder	Number	%
Yes	16	15.53%
No	35	33.98%
Not sure / prefer not to say	21	20.39%
Not answered	31	30.01%
Total	103	100%

Of the 103 respondents on 'engage.barnet', 16 respondents (15.53%) identified as living or working in a regeneration area inside the borough. By contrast, 35 (33.98%) respondents identified as not living or working in a regeneration area, while 21 (20.39%) were not sure or preferred not to say.

Growth Strategy 2030

Figure 1.5 Respondents who live or work in a town centre (Below)

Stakeholder	Number	%
Yes	31	30.01%
No	34	33.01%
Not sure / prefer not to say	7	6.80%
Not answered	31	30.01%
Total	103	100%

Similarly, of the 103 respondents on 'engage.barnet', 31 respondents (30%) identified as living or working in a town centre within the borough. By contrast, 34 (33%) respondents identified as not living or working in a town centre, whilst 7 (6.8%) meetings were not sure or preferred not to say.

Figure 1.6 Employment status of respondents (Below)

Are you currently employed, self-employed, retired or otherwise not in paid work?	Number	%
An employee in a full time job (31 hours or more per week)	32	31.07%
An employee in a part time job (less than 31 hours per week)	4	3.88%
Self-employed (full or part-time)	5	4.85%
On a Government supported training programme (e.g. Modern Apprenticeship)	0	0%
In full-time education at school, college or university	1	0.97%
Unemployed and available for work	1	0.97%
Permanently sick or disabled	0	0%
Wholly retired from work	11	10.68%
Looking after the home	1	0.97%
Other (please specify)	5	4.85%
Not answered	43	41.75%
Total	103	100%

The employment status of respondents is also shown above. Overall, there is a good balance of different employment status. 36 (34.95%) respondents identified as an employee in a full time or part time job, while a further 5 (4.85%) identified as being self-employed. Furthermore, 11 respondents (10.68%) identified as being wholly retired, with 1 in full time education at school, college, or university and a further 1 unemployed and available for work. 43 (41%) respondents preferred not to answer the question.

Growth Strategy 2030

Figure 1.7 Household tenure of respondents (Below)

Does your household own or rent your accommodation?	Number	%
Owned with a mortgage or loan	19	18.45%
Owned outright	21	20.39%
Other owned	2	1.94%
Rented from council	1	0.97%
Rented from a housing association or another registered social landlord	1	0.97%
Rented from a private landlord	12	11.65%
Other rented or living here rent free	0	0%
Part-rent and part-mortgage	0	0%
Don't know	2	1.94%
Not answered	45	43.69%
Total	103	100%

We invited respondents to comment on their household status. Overall, there was a balance of housing tenures, with 21 (20.39%) outright owning their accommodation, and 19 (18.45%) owning their accommodation with a mortgage or loan. Similarly, in accordance with the growth of the private rented sector outlined within the Housing strategy, 12 respondents (11.65%) rented from a private sector landlord.

Figure 1.8 Stakeholder profile of primary and secondary methods of transportation for daily commute / activities (Below)

What are your primary and secondary methods of transportation for your daily commute / activities?	Primary	Secondary
Bicycle	3	5
Bus	12	9
Car (as a driver or passenger)	14	9
Foot	12	14
Motorcycle (as a driver or passenger)	1	1
Train	9	2
Underground	21	9
Other (please specify)	1	1

Growth Strategy 2030

Not sure / prefer not to say	1	1
Not answered	57	57
Total	103	103

Inviting respondents to comment on their primary and secondary methods of transportation relating to their daily commute / activities provided helpful confidence that proposals reached a diverse audience. This question directly relates to the connected borough theme, and forms part of the council's approach to better understand the needs of our residents in different parts of the borough. The most common primary method of transportation is public transport including underground (21), train (9) and bus (12) providing overall score of 42 for primary method of transport three times greater than the number of drivers/passengers in a car, however this was still less than the number of respondents choosing not to answer the question.

2.7 Interpretation of the results

In terms of the results of the questionnaire it is important to note that:

- The public consultation was not fully representative of the overall population of Barnet but does provide information from a range of people with different backgrounds and circumstances.
- Feedback provided should be treated with a note of caution as a guide to general opinion, because the profile of responses do not match the overall demographic profile of Barnet's population.
- The responses although not representative of the borough's population, do provide an important indication of where there may be a strength of feeling in relation to growth in Barnet.
- Where percentages do not add up to 100, this may be due to rounding, or the question being multi-coded. All open-ended questions that invited respondents to provide written comments have been multi-coded and therefore will add up to more than 100 per cent.
- Open-ended responses to the consultation have been classified based on the main themes arising from the comment, so that they can be summarised.

2.8 Calculating and reporting on results

The results for each question are based on "valid responses", i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question.

3. Engage Barnet Survey Findings

The Consultation opened with the following summary of the strategy:

This Growth Strategy responds to a range of economic, social and environmental trends, 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 use 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. In accordance with this approach, our questionnaire focused upon the following areas

- The guiding principles for the Growth Strategy setting out the council's roles in shaping growth to 2030.
- The evidence base that shaped the Growth Strategy and the five themes.
- The spatial approach to growth divided into a west, centre, and east, in addition to a borough-wide and area based list of infrastructure priorities.

3.1 Summary findings

- Overall, the Draft Growth Strategy 2030 was supported by respondents, with 54% of respondents agreeing with the aims and objectives of the strategy to some extent, in contrast to 15% of respondents disagreeing.
- The guiding principles outlined within the strategy were also strongly supported by respondents, and 61% of respondents confirmed their agreement with the principles.
- The detail of the Draft Growth Strategy outlining the council's approach to growth was strongly supported by respondents with all five strategic themes receiving support from respondents; the Connected Borough theme was recognised to be the most important.
- While all objectives were supported by respondents to some extent, the 'Establish Brent Cross as a destination' objective received relatively less support.
- Respondents were also invited to offer their views on the proposed boroughwide infrastructure priorities and principles for housing growth and these all tended to be supported, with a few mainly linked to transport options supported to a greater extent.

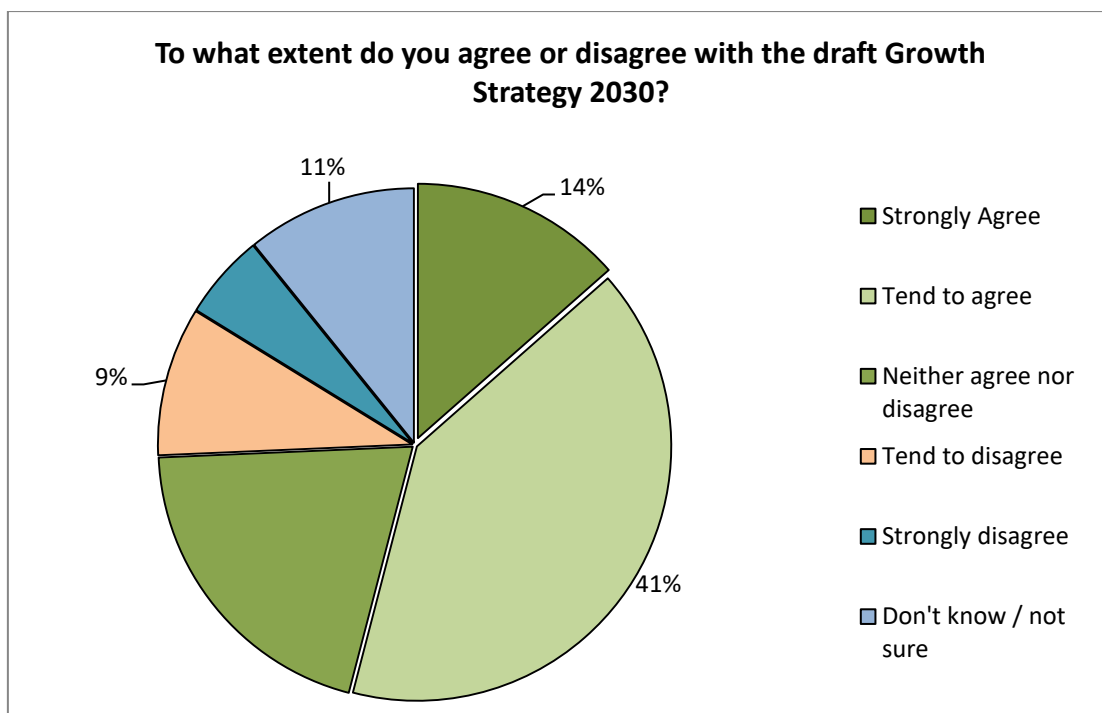
3.2 Do respondents agree or disagree with the Growth Strategy 2030?

At the end of the questionnaire, we invited respondents to offer their opinions on the Draft Growth Strategy overall. The Draft Growth Strategy was widely supported by respondents, with 40 respondents (54.05%) agreeing with the aims and objectives of the strategy to some extent, in contrast to 11 respondents (14.87%) disagreeing with the Draft Growth Strategy 2030.

Figure 2.1: Table quantifying the extent to which respondents agreed or disagreed with the draft Growth Strategy 2030 (Below)

To what extent do you agree or disagree with the draft Growth Strategy 2030?		
	%	Number
Strongly Agree	13.51%	10
Tend to agree	40.54%	30
Neither agree nor disagree	20.27%	15
Tend to disagree	9.46%	7
Strongly disagree	5.41%	4
Don't know / not sure	10.81%	8
Total	100%	74

Figure 2.2: Graph illustrating the extent to which respondents agreed or disagreed with the draft Growth Strategy 2030 (Below)



Views expressed on the Growth Strategy 2030 as a whole

We provided space for respondents to give their views on the Growth Strategy, and to identify any alternative suggestions about growth and development in the borough more broadly. Comments touched upon several themes, evidenced in Appendix A, but two areas of feedback were particularly prevalent.

Firstly, the Draft Growth Strategy should place greater emphasis upon environmental change, particularly considering greater water usage, carbon reduction, issues relating to pollution, and a lack of orbital public transport affecting sustainable travel choices.

Secondly, respondents felt that infrastructure needs relating to housing growth required greater emphasis in relation to schools, healthcare, and parking provision.

3.3 Our Guiding Principles

The Growth Strategy 2030 sets out three guiding principles relating to the council's role in delivering growth:

1. It should seek to shape the changes to local places across the borough; including focusing resources on providing support to the places most in need of investment.
2. There is a need to increase housing supply and deliver associated infrastructure for our growing population; including ensuring delivery of homes that people can afford.
3. It should capitalise on demand for development, and ensure the benefits of growth are maximised for residents; including helping the council to meet savings targets.

To what extent do respondents agree or disagree with the Guiding Principles we've set out within the Growth Strategy 2030?

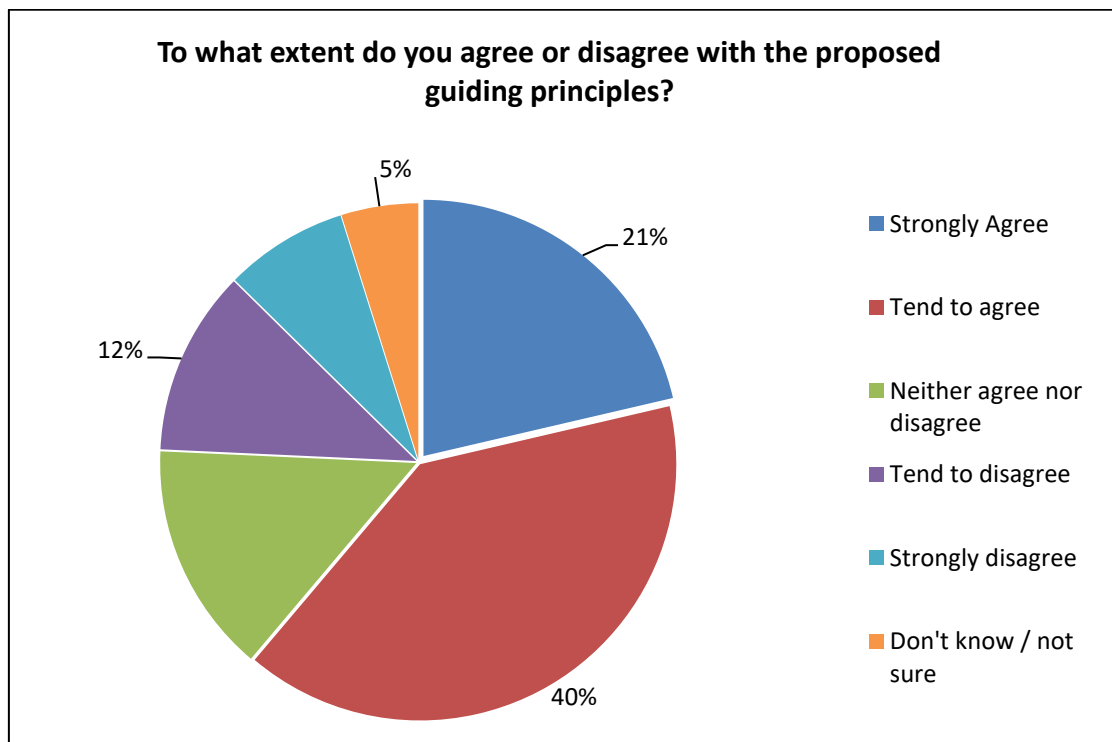
We invited respondents to provide their views on the guiding principles we've developed. Overall, these were well supported by respondents, with 63 respondents (61.27%) agreeing with the proposed guiding principles to some extent. By contrast, 20 respondents (19.42%) disagreed with the proposed guiding principles.

Growth Strategy 2030

Figure 2.3: Table quantifying the extent to which respondents agreed or disagreed with the proposed guiding principles (Below)

To what extent do you agree or disagree with the proposed guiding principles?		
	%	Number
Strongly Agree	21.36%	22
Tend to agree	39.81%	41
Neither agree nor disagree	14.56%	15
Tend to disagree	11.65%	12
Strongly disagree	7.77%	8
Don't know / not sure	4.85%	5
Total	100%	103

Figure 2.4: Graph illustrating the extent to which respondents agreed or disagreed with the proposed guiding principles (Below)



Views on the guiding principles of the Growth Strategy 2030

We asked respondents for their views on the guiding principles underpinning the draft Growth Strategy, and to identify any alternative principles that should be used when assessing the council's role in shaping growth. While comments touched upon a number of additional principles, evidenced in Appendix A, four main themes were noted that related to both the guiding principles, but equally could have applied to the themes:

Principally, comments recommended the Draft Growth Strategy placed a greater emphasis upon housing delivery, to ensure the council would provide affordable housing (making it available for those who cannot currently afford their flats, and to enable young people to stay in the area). An example of this was the comment 'the housing should be affordable.

A further issue raised related to housing for the elderly and the designs for the housing being appropriate for all ages, especially with the number of elderly in the population in Barnet set to rise. The consultation flagged a need for clearer description surrounding the councils provision for the elderly; 'it would be useful to have more information on the impacts of the older generation in Barnet'. Considering the need for housing for all people flagged concern over the housing needs of homeless people and how they are being met.

The third theme addressed housing being delivered across more of the borough. The need for delivery across the borough was frequently commented upon, with key areas of concern including protection for the heritage of the borough, the concentration of homes to be built in parts of the west of the borough, and the overall number of homes proposed to be built; where it was suggested that the council ignore the housing target set by the Government.

Lastly, comments identified the importance of infrastructure being in place to support housing growth, including sufficient parking provision, both in new developments and in town centres, coupled with provision in healthcare, education and local places for young people.

3.4 Our approach to growth in Barnet

With the key principles in mind, and recognising the role of this strategy to bring together the ways that growth, development and the built environment will inform and respond to other council strategies, the overarching ambition of the Growth Strategy is to make Barnet a great place to live, work, do business and visit. In doing so, this 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.

To what extent do respondents agree or disagree with the five strategic themes?

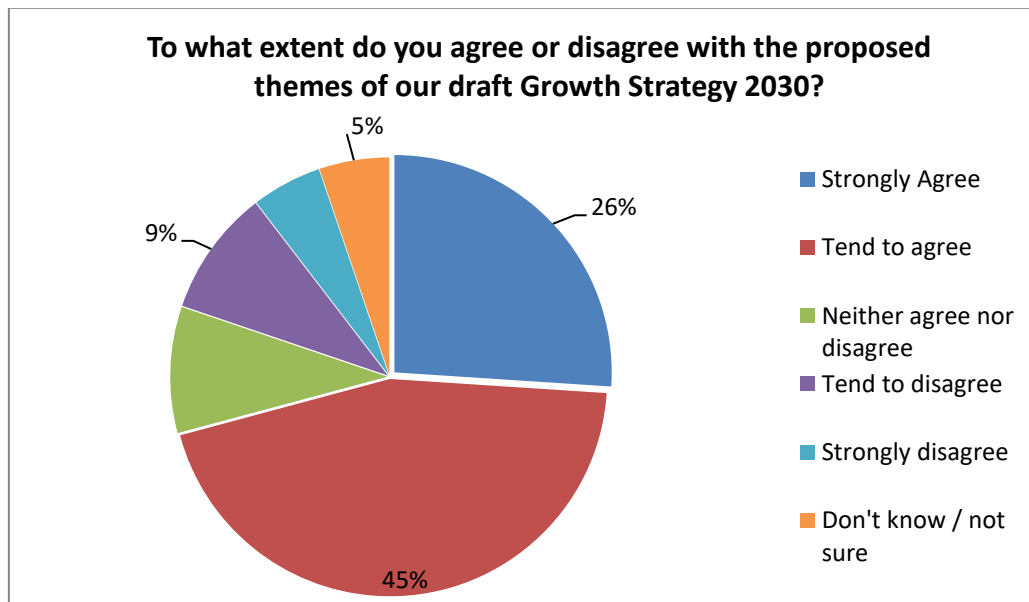
Growth Strategy 2030

We invited respondents to provide their views on the five strategic themes for growth we've developed, which outlines our approach to growth in Barnet until 2030. Overall, these are strongly supported by respondents, with 68 respondents (70.84%) agreeing with the five proposed strategic themes for growth to some extent. By contrast, 14 respondents (14.59%) disagreed with the five strategic themes to some extent.

Figure 2.5: Table quantifying the extent to which respondents agreed or disagreed with the proposed themes of our draft Growth Strategy 2030 (below)

To what extent do you agree or disagree with the proposed themes of our draft Growth Strategy 2030?		
	%	Number
Strongly Agree	26.04%	25
Tend to agree	44.79%	43
Neither agree nor disagree	9.38%	9
Tend to disagree	9.38%	9
Strongly disagree	5.21%	5
Don't know / not sure	5.21%	5
Total	100%	96

Figure 2.6: Graph showing the extent to which respondents agreed or disagreed with the proposed themes of our draft Growth Strategy 2030 (Below)



Views on the five proposed strategic themes for growth principles of the Growth Strategy 2030

We also asked respondents for their views on the proposed strategic themes underpinning the draft Growth Strategy, to help identify any alternative strategic themes or amendments that should be considered when looking at how the Council will seek to deliver growth. Whilst comments touched upon a few additional strategic themes, evidenced in Appendix A, three topics that were particularly prevalent in response to this question.

Firstly, comments recommended that the Draft Growth Strategy should place greater emphasis on improved transport connections, supporting orbital links between the East and West of the borough, for example *“we need more transport links (i.e. buses) across the borough – it is currently hard to travel from one side of the borough to the other”*. Further comments shared that better orbital transport links could be supported by enhancements to parking provision, alongside active forms of travel, including cycleways and walking paths.

Secondly, as per the feedback on the guiding principles, a plethora of environmental issues were raised, such as that the council needs to have a stronger role in tackling environmental issues, namely street litter, preservation of the green belt, and adaptation to climate change. The latter of these was raised in several ways; primarily around the encouragement of public transport and walking, as well as provision for electric cars. But also in relation to green spaces with comments like *“we would welcome the introduction of ‘clean, green growth’ as an additional theme”* to showcase the value and importance of protecting Barnet’s parks.

A third theme focused upon preservation of town centres, ensuring that business growth across the borough would be supported appropriately to address the high enterprise death rate amongst local businesses. This was strongest in relation to the idea that the Council should ensure town centres are equipped with both an evening and daytime economy. One example comment is *“we are particularly supportive of regenerating and revitalising the borough’s town centres, and the role that cultural facilities such as theatres can play in driving footfall and supporting and attracting surrounding businesses”*.

3.5 A Growing Borough

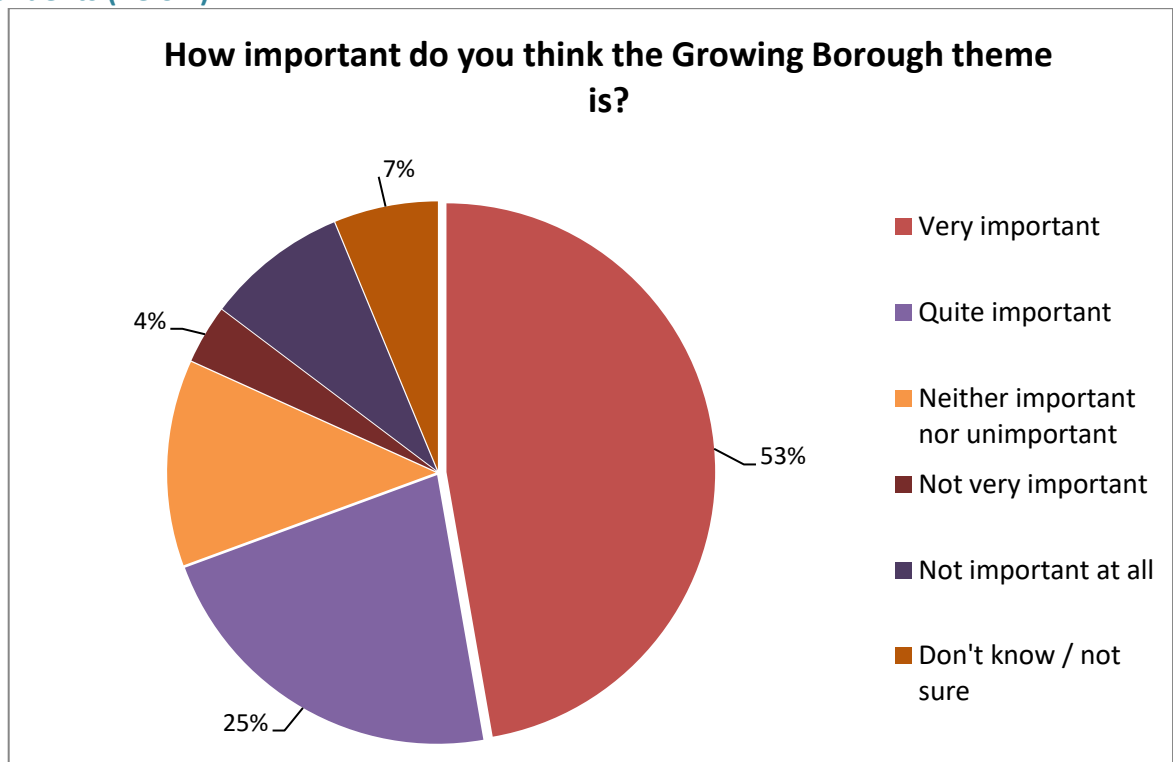
To accommodate our growing population, the borough will need to increase the supply of housing. The Growth Strategy focuses on the council’s role in driving growth as well as ensuring resources are focused on areas requiring intervention to ensure growth is delivered and that the greatest possible benefits to existing and new residents are secured.

To increase the housing supply and deliver more homes people can afford, the council intends to identify more sites for housing of all tenures, including more homes across existing regeneration areas and in town centres, intensification of housing estates where appropriate, and delivering opportunities for affordable homes and build to rent housing.

We invited respondents to provide their views on the four objectives that comprise the Growing Borough theme. Overall, all four of these objectives are strongly supported, and, on

average, 53% of respondents felt that the objectives underlying Growing Borough theme were very important, with a further 25% of respondents asserting that the objectives were quite important. By contrast, only 14% of respondents felt that the objectives underlying the Growing Borough theme are not very important or not at all important. Increasing the number of affordable homes and supporting a growing population in terms of their housing needs were the most strongly supported objectives, securing support from 84% and 81% of respondents respectively.

Figure 2.7: Graph illustrating the importance placed to the Growing Borough theme by respondents (Below)



Increase the supply of housing

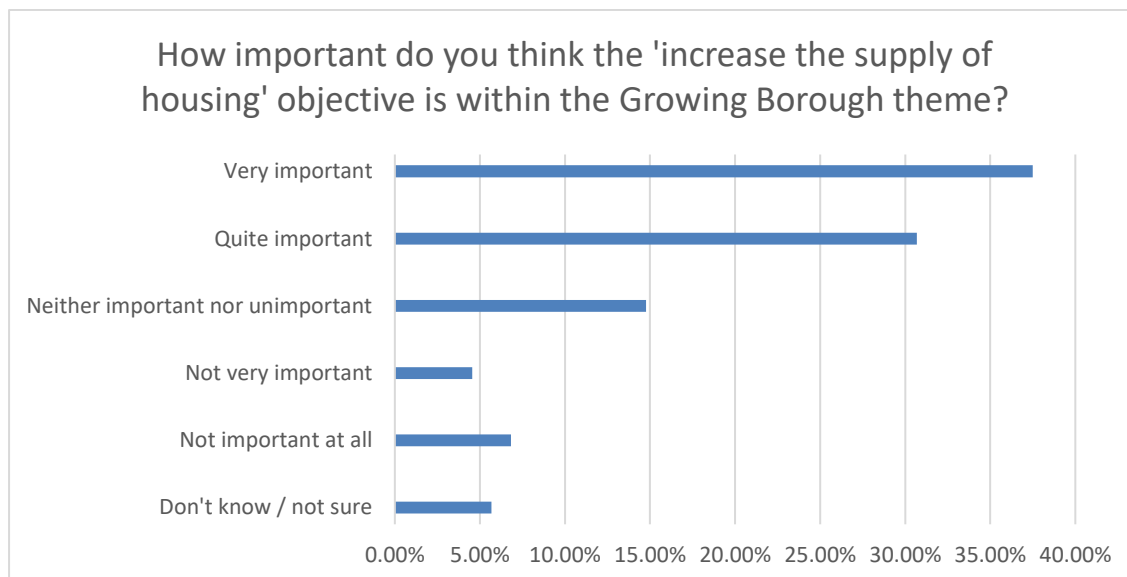
We invited respondents to provide their views on the 'increase the supply of housing' objective within the Growing Borough theme. The objective specifically sets out to 'Increase the supply of housing – with the delivery of most new homes to be in areas with better transport connections such as our town centres'. Overall, the objective received strong support from respondents, with 60 (68.18%) respondents rating an increase in the supply of housing as important to some extent, in contrast to 10 (11.37%) respondents who answered that the objective was not important.

Growth Strategy 2030

Figure 2.8: Table quantifying the extent to which respondents placed importance upon the 'increase the supply of housing' objective (Below)

How important do you think the 'increase the supply of housing' objective is?		
	%	Number
Very important	37.50%	33
Quite important	30.68%	27
Neither important nor unimportant	14.77%	13
Not very important	4.55%	4
Not important at all	6.82%	6
Don't know / not sure	5.68%	5
Total	100%	88

Figure 2.9: Graph illustrating the extent to which respondents placed importance upon the 'increase the supply of housing' objective (Below)



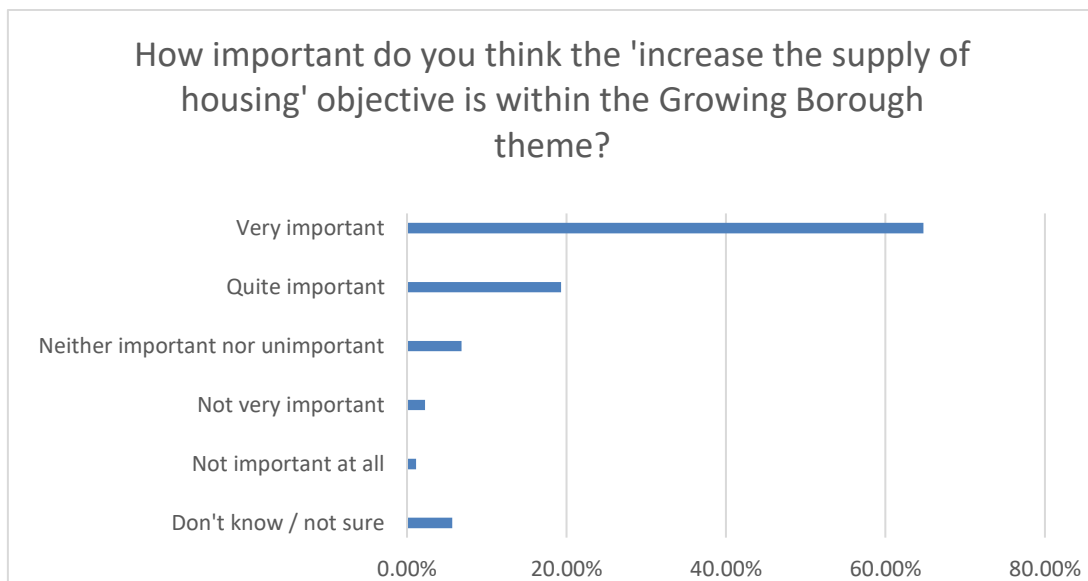
Deliver more homes that people can afford

We invited respondents to provide their views on the 'deliver more homes that people can afford' objective within the Growing Borough theme. The objective specifically sets out to deliver more homes that people can afford – Including direct delivery of new affordable homes on council land and through our planning system. Overall, the objective received strong support from respondents, with 74 (84.09%) respondents rating an increase in the delivery of more affordable homes as important to some extent, in contrast to 3 (3.41%) respondents who answered that the objective was not important.

Figure 2.10: Table quantifying the extent to which respondents placed importance upon the 'deliver more homes that people can afford' objective (Below)

How important do you think the 'deliver more homes that people can afford' objective is?		
	%	Number
Very important	64.77%	57
Quite important	19.32%	17
Neither important nor unimportant	6.82%	6
Not very important	2.27%	2
Not important at all	1.14%	1
Don't know / not sure	5.68%	5
Total	100%	88

Figure 2.11: Graph illustrating the extent to which respondents placed importance upon the 'deliver more homes that people can afford' objective (Below)



Support a growing older population in terms of their housing needs

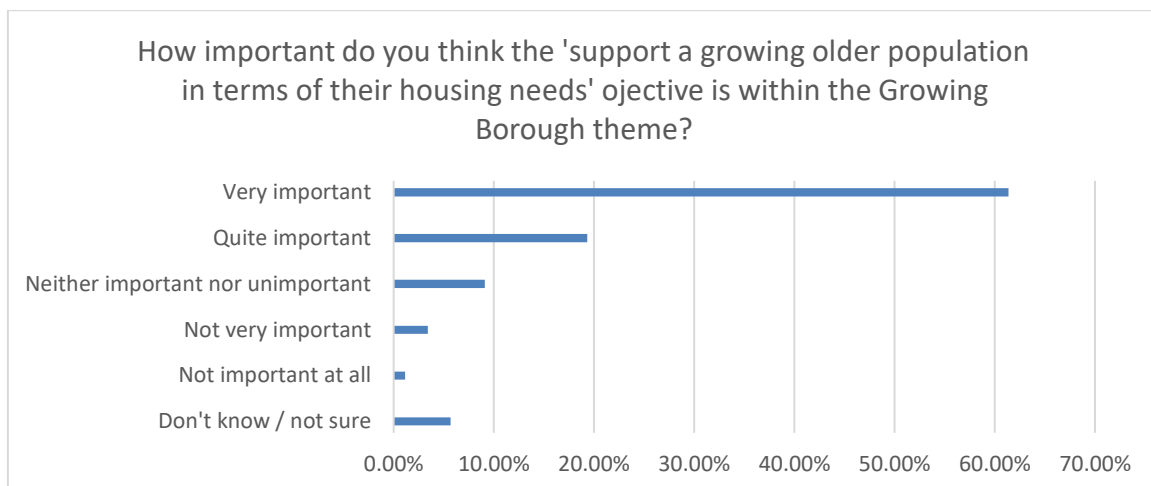
We invited respondents to provide their views on the 'support a growing older population in terms of their housing needs' objective within the Growing Borough theme. The objective specifically sets out the need to support our growing older population, by engaging with the market and supporting it to meet the needs of older people, including directly delivering new specialist housing that will enable people to live as independently as possible. Overall, the objective received strong support from respondents, with 71 (80.68%) respondents rating an increase in support for a growing older population in terms of their housing needs as important to some extent, in contrast to 4 (4.55%) respondents who answered that the objective was not important.

Growth Strategy 2030

Figure 2.12: Table quantifying the extent to which respondents placed importance upon the ‘support a growing older population in terms of their housing needs’ objective (Below)

How important do you think the ‘support a growing older population in terms of their housing needs’ objective is?		
	%	Number
Very important	61.36%	54
Quite important	19.32%	17
Neither important nor unimportant	9.09%	8
Not very important	3.41%	3
Not important at all	1.14%	1
Don't know / not sure	5.68%	5
Total	100%	88

Figure 2.13: Graph illustrating the extent to which respondents placed importance upon the ‘support a growing older population in terms of their housing needs’ objective (Below)



Deliver homes on public sector land

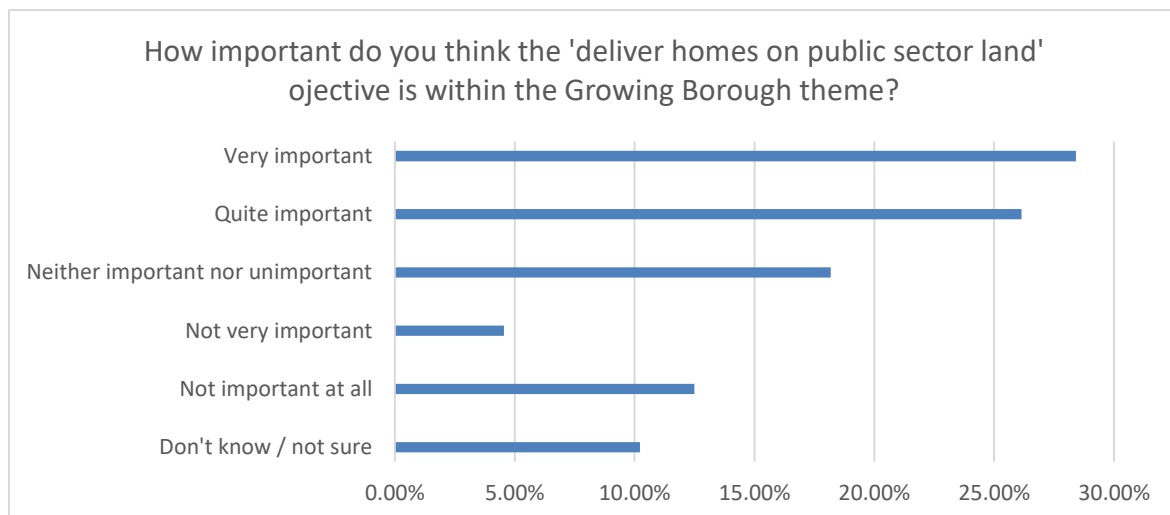
We invited respondents to provide their views on the ‘deliver homes on public sector land’ objective within the Growing Borough theme. The objective specifically sets out the need to deliver homes on public sector land, by working with our public-sector partners. Overall, the objective received support from respondents, with 28 (54.55%) respondents rating an increase in the delivery of homes on public sector land as important to some extent, in contrast to 15 (17.05%) respondents who answered that the objective was not important. 16 respondents also rated the objective as neither important nor unimportant.

Growth Strategy 2030

Figure 2.14: Table quantifying the extent to which respondents placed importance upon the 'deliver homes on public sector land' objective (Below)

How important do you think the 'deliver homes on public sector land' objective is?		
	%	Number
Very important	28.41%	25
Quite important	26.14%	23
Neither important nor unimportant	18.18%	16
Not very important	4.55%	4
Not important at all	12.50%	11
Don't know / not sure	10.23%	9
Total	100%	88

Figure 2.15: Graph illustrating the extent to which respondents placed importance upon the 'deliver homes on public sector land' objective (Below)



Views on the Growing Borough theme

We asked respondents for their views on the Growing Borough theme, to identify any comments on the objectives, any additional objectives relating to the theme, and the biggest challenge relating to this theme. Comments touched upon a myriad of additional objectives and challenges, evidenced in Appendix A, however affordable housing was the most salient issue raised, *“we believe affordability of housing should be treated as a priority”*. Indeed, this went further, with several respondents saying that housing needs to be affordable and multi-generational, with provision for older and younger generations; *“the nature of the supply of housing units needs to match the nature of the population - older people want flats and bungalows... families tend to want houses with gardens”*.

Respondents further commented that it should be possible to build housing that younger generations can afford, homes for families, and avoid destroying the character of the Borough, whilst keeping environmental issues at the forefront of plans; from including it in building work to looking at pollution.

Tensions between environmental emphasis and the demand for more parking provision, for example parking spaces within new builds, was visible. Although consensus was clear around the need to improve public transport hand in hand with increasing green initiatives; for example to help reduce air pollution respondents suggested *“[it’s] very important for buses to become electric instead of diesel”* and *“a green transport strategy [is required] including cycle lanes, electric charging points for cars and bikes, proper secure bike storage everywhere, [and] car sharing options”*.

Lastly, emphasis was placed on protecting businesses and developing them across Barnet, not just in the West. Further concern was also shared about the need to introduce more apprenticeships in the borough.

3.6 A Connected Borough

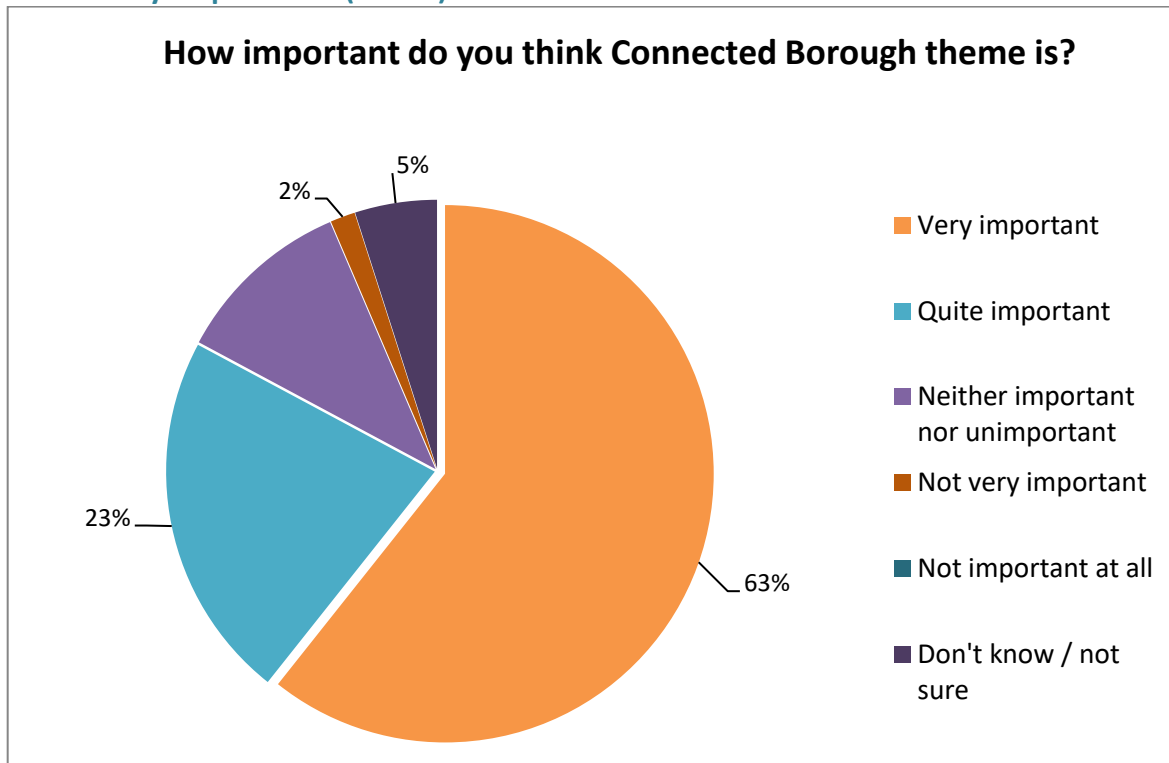
We need to keep Barnet moving, but London’s transport networks are congested, and future housing growth will not be possible without increases in capacity. Barnet is already building a new Thameslink station at Brent Cross West, and working to expand capacity at Colindale Underground Station. However, further accessibility and interchange improvements across the borough need to be sought, and particularly investment in ways to address public transport across the borough between rail lines and also to Cophall.

Healthier and more sustainable growth in Barnet is a shared goal. To deliver this will require investment in healthier streets design and the need to further explore how to reduce the dominance of the car relative to other modes of transport as roads must work for all users and ways of travelling and as the places where people live. In addition, we also view successful growth as reliant on access to high quality digital infrastructure that will ensure Barnet’s homes and workspaces keep pace with the changing economy.

We invited respondents to provide their views on the four objectives that comprise the Connected Borough theme. Overall, these objectives are strongly supported, and, on average, 63% of respondents felt that the objectives underlying the Connected Borough theme were very important, with a further 23% of respondents asserting that the objectives were quite important. By contrast, only 2% of respondents felt that the objectives underlying the Connected Borough theme were not very important or not at all important.

Individually, all four objectives were supported by our respondents, with enabling new and enhanced public transport connections and delivering a cleaner, greener, and more pleasant borough the most well supported objectives, which secured support from 86.91% and 85.72% of respondents respectively.

Figure 2.16: Graph illustrating the importance placed to the Connected Borough theme by respondents (Below)



Enable new and enhanced public transport connections

We invited respondents to provide their views on the ‘enable new and enhanced public transport connections’ objective within the Connected Borough theme. The objective specifically sets out to enable new and enhanced public transport connections, by improving orbital connectivity and interchange between rail lines, reducing congestion and improving transport accessibility. Overall, the objective received strong support from respondents, with 73 (86.91%) respondents rating the council enabling new and enhanced public transport connections as important to some extent, in contrast to 2 (2.38%) respondents who answered that the objective was not important.

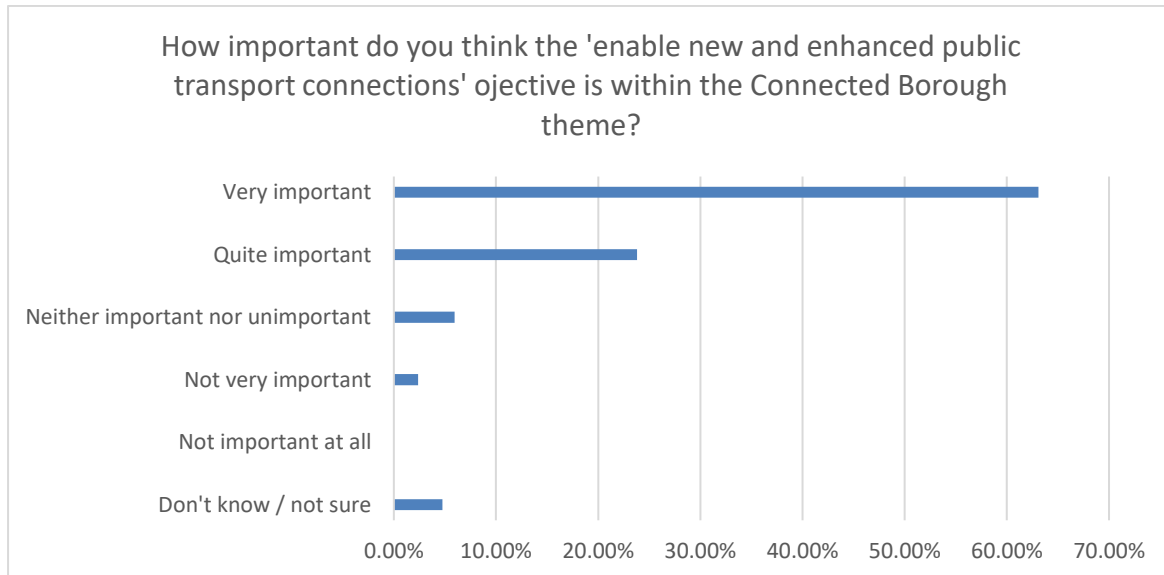
Figure 2.17: Table quantifying the extent to which respondents placed importance upon the ‘enable new and enhanced public transport connections’ objective (Below)

How important do you think the ‘enable new and enhanced public transport connections’ objective is?		
	%	Number
Very important	63.10%	53
Quite important	23.81%	20
Neither important nor unimportant	5.95%	5
Not very important	2.38%	2

Growth Strategy 2030

Not important at all	0%	0
Don't know / not sure	4.76%	4
Total	100%	84

Figure 2.18: Graph illustrating the extent to which respondents placed importance upon the 'enable new and enhanced public transport connections' objective (Below)



Deliver healthier street design to support all forms of travel

We invited respondents to provide their views on the 'deliver healthier street design to support all forms of travel' objective within the Connected Borough theme. The objective specifically sets out to respond to demographic and cultural changes to enhance travel choices, promote active travel and improve safety. Overall, the objective received strong support from respondents, with 64 (76%) respondents rating the council delivering healthier street design to support all forms of travel as important to some extent, in contrast to 5 (6%) respondents answering that the objective was not important.

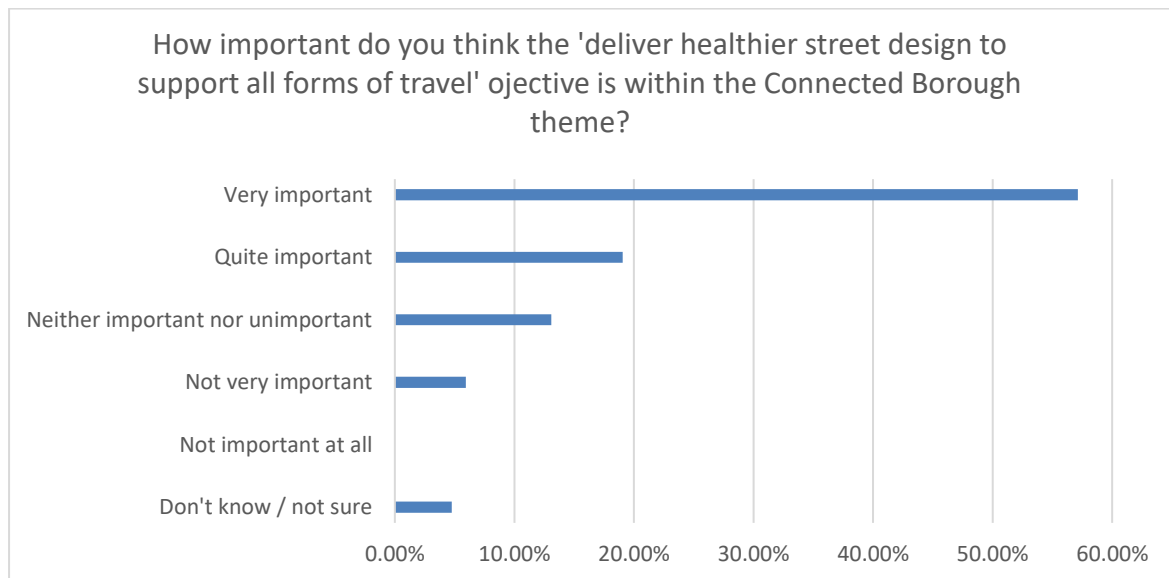
Figure 2.19: Table quantifying the extent to which respondents placed importance upon the 'deliver healthier street design to support all forms of travel' objective (Below)

How important do you think the 'deliver healthier street design to support all forms of travel' objective is?		
	%	Number
Very important	57.14%	48
Quite important	19.05%	16
Neither important nor unimportant	13.10%	11
Not very important	5.95%	5
Not important at all	0%	0

Growth Strategy 2030

Don't know / not sure	4.76%	4
Total	100%	84

Figure 2.20: Graph illustrating the extent to which respondents placed importance upon the 'deliver healthier street design to support all forms of travel' objective (Below)



Deliver a cleaner, greener and more pleasant borough

We invited respondents to provide their views on the 'deliver a cleaner, greener and more pleasant borough' objective within the Connected Borough theme. The objective specifically sets out to 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. Overall, the objective received strong support from respondents, with 74 (85.72%) respondents rating the council delivering a cleaner, greener and more pleasant borough as important to some extent, in contrast to 0 respondents who answered that the objective was not important.

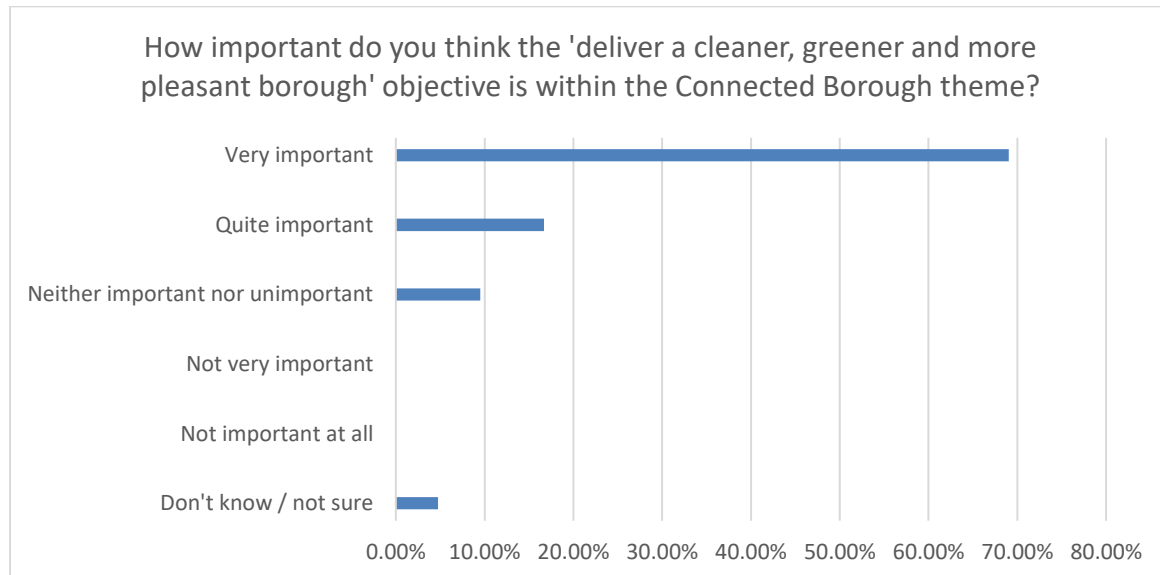
Figure 2.21: Table quantifying the extent to which respondents placed importance upon the 'deliver a cleaner, greener, and more pleasant borough' objective (Below)

How important do you think the 'deliver a cleaner, greener and more pleasant borough' objective is?		
	%	Number
Very important	69.05%	58
Quite important	16.67%	14
Neither important nor unimportant	9.52%	8
Not very important	0%	0
Not important at all	0%	0

Growth Strategy 2030

Don't know / not sure	4.76%	4
Total	100%	84

Figure 2.22: Graph illustrating the extent to which respondents placed importance upon the 'deliver a cleaner, greener, and more pleasant borough' objective (Below)



Implement state-of-the-art digital infrastructure

We invited respondents to provide their views on the 'implement state-of-the-art digital infrastructure' objective within the Connected Borough theme. The objective specifically sets out working with public and private sector partners to incorporate digital infrastructure into regeneration schemes, council assets and where local employers need it, such as across our town centres. Overall, the objective received strong support from respondents, with 63 (75%) respondents rating the council implementing state-of-the-art digital infrastructure as important to some extent, in contrast to 3 (3.57%) respondents who answered that the objective was not important.

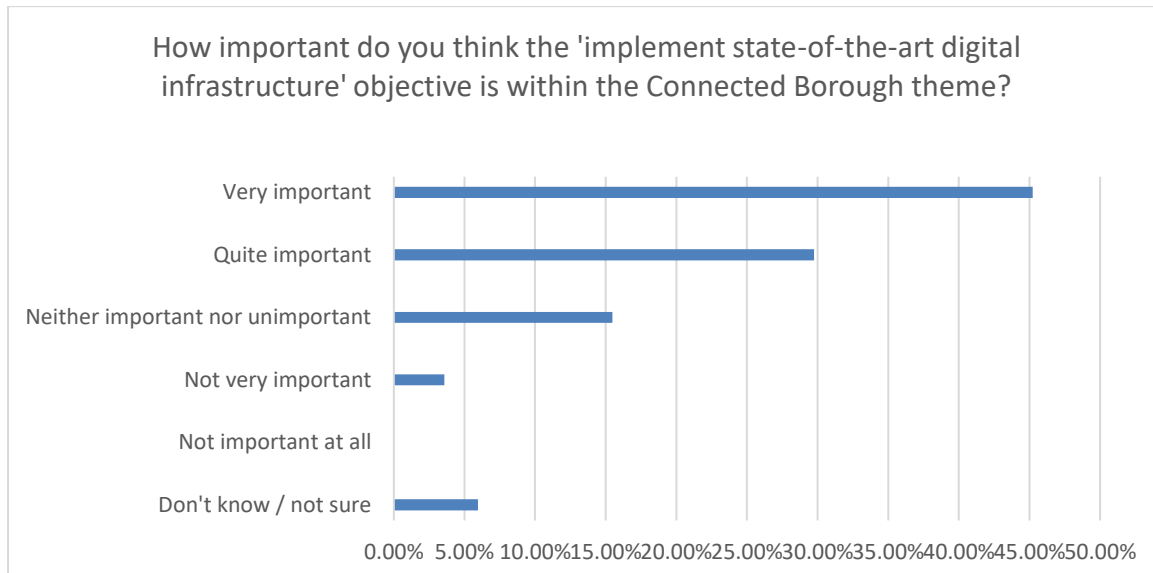
Figure 2.23: Table quantifying the extent to which respondents placed importance upon the 'implement state-of-the-art digital infrastructure' objective (Below)

How important do you think the 'implement state-of-the-art digital infrastructure' objective is?		
	%	Number
Very important	45.24%	38
Quite important	29.76%	25
Neither important nor unimportant	15.48%	13
Not very important	3.57%	3
Not important at all	0%	0
Don't know / not sure	5.95%	5

Growth Strategy 2030

Total	100%	84
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Figure 2.24: Graph illustrating the extent to which respondents placed importance upon the 'implement state-of-the-art digital infrastructure' objective (Below)



Views on the Connected Borough theme

We asked respondents for their views on the Connected Borough theme, and to identify any comments around additional objectives surrounding the theme, in addition to the biggest challenge facing the theme. Comments alluded to a few additional objectives and challenges, evidenced in Appendix A, however broadly improved connections within the borough, and encouraging active forms of transport were the most prominent issues raised and these are covered by the existing objectives. The main area of concern seemed to be orbital connections and improving these to allow for easier access from west to east and vice versa.

Comments also touched upon improvement to roads to address air pollution and the quality of the roads, people emphasised that we must have infrastructure to support a growing population; *“as regeneration occurs, public transport must keep up to ensure the borough supports commuters”*. Securing sufficient and reliable public transport provision across the borough is critical to encouraging people to consider alternatives to the car, in addition to facilitating cycling and walking to be safer methods of transportation. As one respondent commented, *“encouraging a modal shift to cycling, e-bikes and public transport is the biggest challenge... much more investment in cycling infrastructure should be undertaken”*.

3.7 An Entrepreneurial Borough

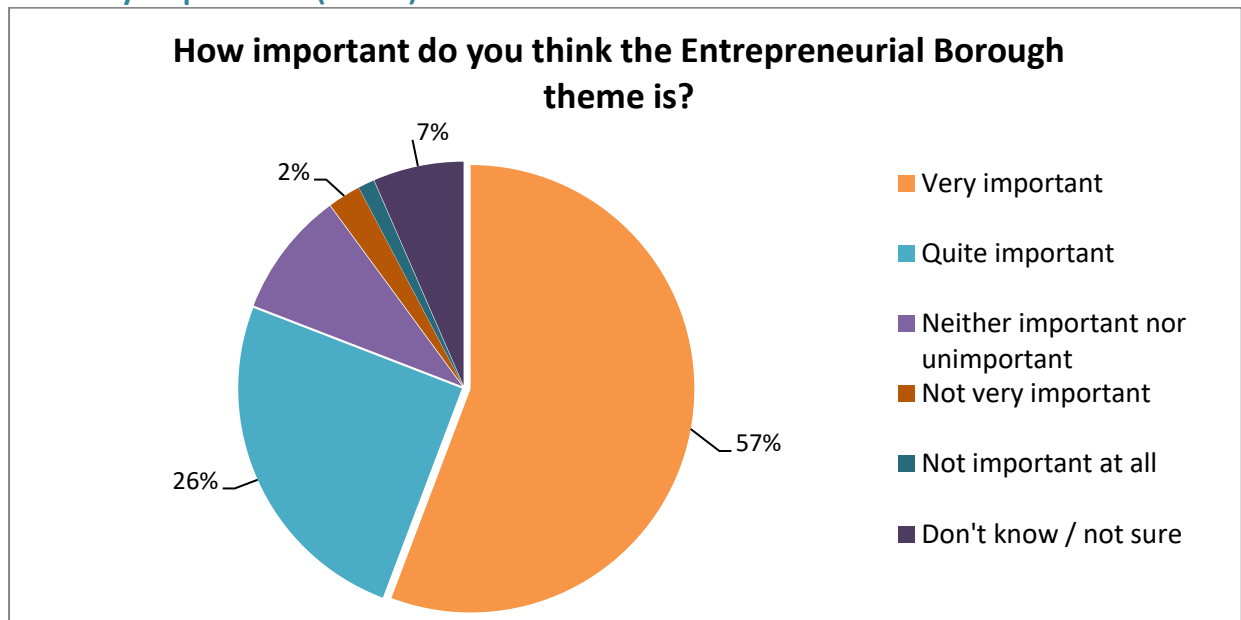
Barnet has the most businesses of any Outer London borough. We will support them to thrive and will make Barnet the best place to be a small business in London; meaning

we will respond to challenges including, accessing talent, providing flexible workspace for modern working practices, and addressing the shortage of space for small businesses to grow. We will ensure a better coordinated approach to services for businesses, and target support at maximising the potential benefits from growing economic sectors.

Having a workforce with the right skills is an essential ingredient for economic growth. We will work in partnership with education providers and work programmes to ensure they meet the needs of employers. We will ensure those who live or study locally have opportunities to develop the skills that the market demands - today and into the future.

We invited respondents to provide their views on the four objectives that comprise the Entrepreneurial Borough theme. Overall, these objectives are strongly supported, and, on average, 57% of respondents felt that the objectives underlying the Entrepreneurial Borough theme were very important, with a further 26% of respondents asserting that the objectives were quite important. By contrast, 2% of respondents felt that the objectives underlying the Entrepreneurial Borough theme are not very important, and 1% of respondents who felt that the theme was not at all important. Individually, all four objectives were supported by our respondents, with ensuring the council delivers its services in a way that supports businesses and creating job and skills development opportunities for local people the most well supported objectives, which each secured support of 82.93% of respondents.

Figure 2.25: Graph illustrating the importance placed to the Entrepreneurial Borough theme by respondents (below)



Ensure the council delivers its services in a way that supports businesses

We invited respondents to provide their views on 'ensuring the council delivers its services in a way that supports businesses' objective within the Entrepreneurial Borough theme. The objective specifically sets out to ensure that business focused services are delivered in a

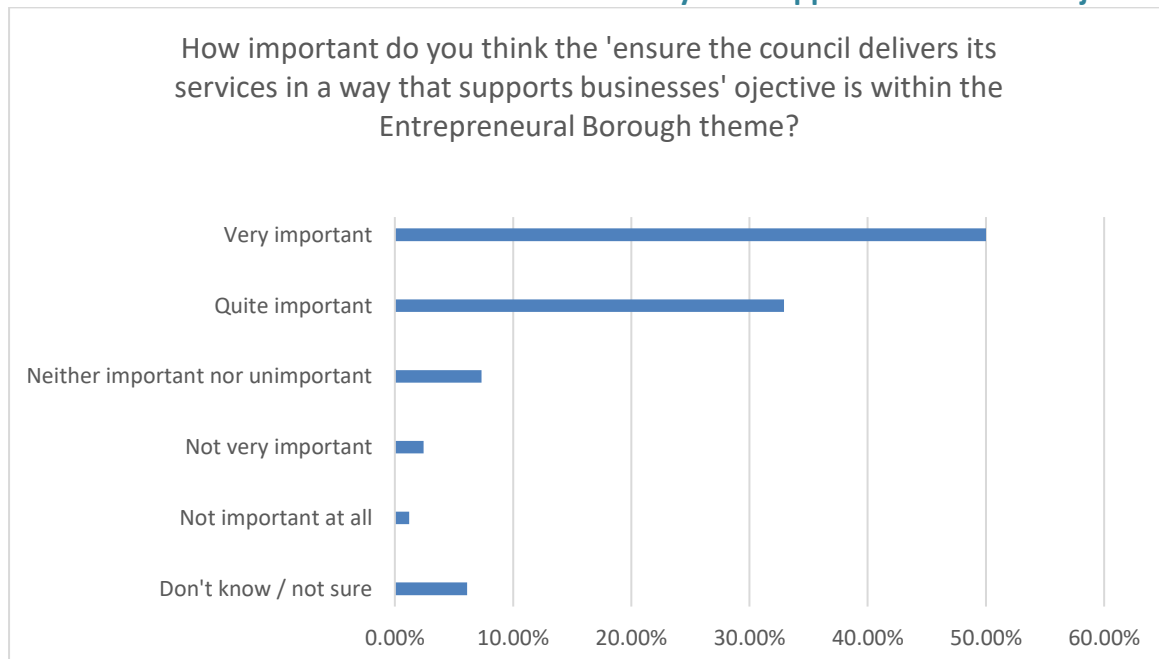
Growth Strategy 2030

streamlined way that supports businesses across the borough. Overall, the objective received strong support from respondents, with 68 (82.93%) respondents rating the council delivering its services in a way that supports businesses as important to some extent, in contrast to 3 (3.66%) respondents who answered that the objective was not important.

Figure 2.26: Table quantifying the extent to which respondents placed importance upon the 'ensure the council delivers its services in a way that supports businesses' objective

How important do you think the 'ensure the council delivers its services in a way that supports business' objective is?		
	%	Number
Very important	50%	41
Quite important	32.93%	27
Neither important nor unimportant	7.32%	6
Not very important	2.44%	2
Not important at all	1.22%	1
Don't know / not sure	6.10%	5
Total	100%	82

Figure 2.27: Graph illustrating the extent to which respondents placed importance upon the 'ensure the council delivers its services in a way that supports businesses' objective



Identify and support growing sectors across the borough

We invited respondents to provide their views on 'identifying and supporting growing sectors across the borough' objective within the Entrepreneurial Borough theme. The objective specifically sets out providing targeted support for existing and new businesses in partnership with Higher and Further Education institutions, in addition to working with our inward investment partners to attract new business and investment to complement the borough's

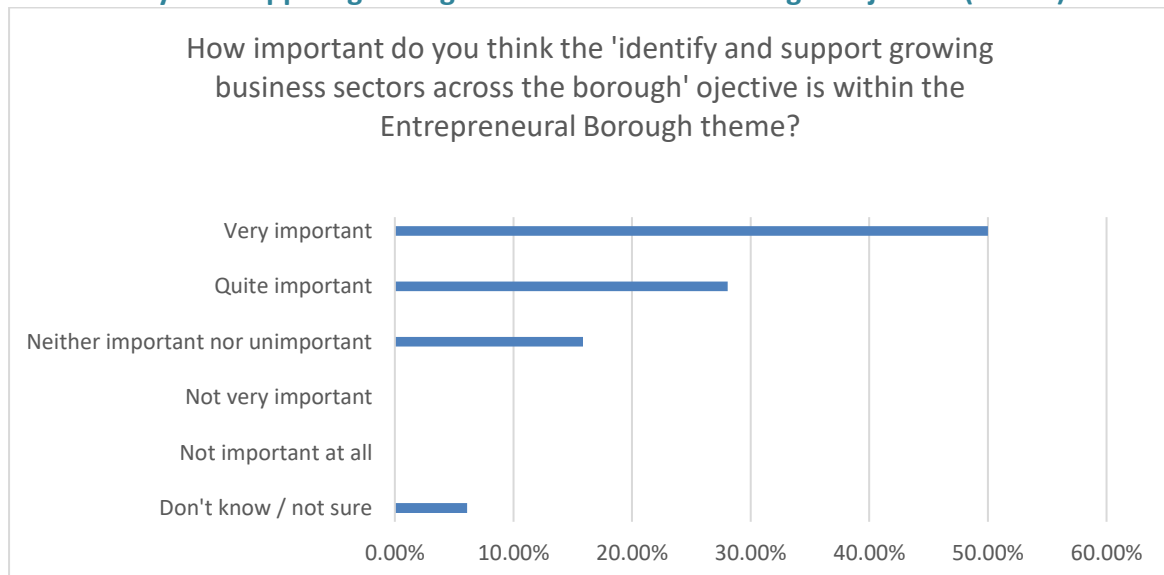
Growth Strategy 2030

existing economic strengths. Overall, the objective received strong support from respondents, with 64 (78.05%) respondents rating the identification and support for growing business sectors across the borough as important to some extent, in contrast to 0 respondents who answered that the objective was not important.

Figure 2.28: Table quantifying the extent to which respondents placed importance upon the 'identify and support growing sectors across the borough' objective (Below)

How important do you think the 'identify and support growing business sectors across the borough' objective is?		
	%	Number
Very important	50%	41
Quite important	28.05%	23
Neither important nor unimportant	15.85%	13
Not very important	0%	0
Not important at all	0%	0
Don't know / not sure	6.10%	5
Total	100%	82

Figure 2.29: Graph illustrating the extent to which respondents placed importance upon the 'identify and support growing sectors across the borough' objective (Below)



Create job and skills development opportunities for local people

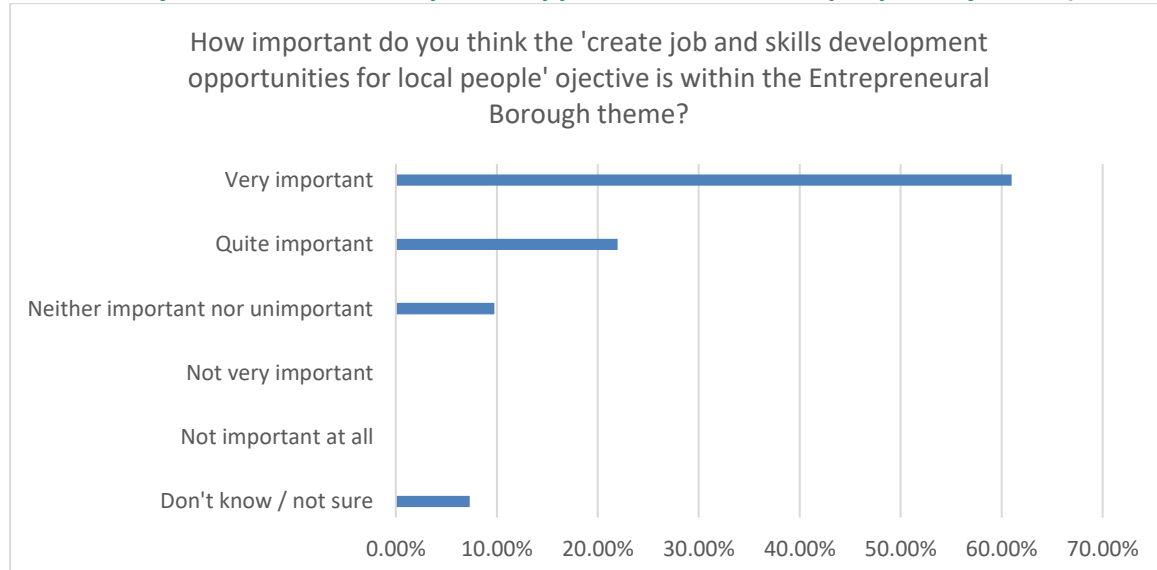
We invited respondents to provide their views on 'creating job and skills development opportunities for local people' objective within the Entrepreneurial Borough theme. The objective specifically sets out working with partners to identify and support those furthest from employment to find work, in addition to leverage growth and development to create job opportunities and skills development for local people, particularly people

from marginalised communities and young people not in education, employment or training. Overall, the objective received strong support from respondents, with 68 (82.93%) respondents rating the creation of job and skills development opportunities for local people as important to some extent, in contrast to 0 respondents who answered that the objective was not important.

Figure 2.30: Table quantifying the extent to which respondents placed importance upon the ‘create job and skills development opportunities for local people’ objective (Below)

How important do you think the ‘create job and skills development opportunities’ objective is?		
	%	Number
Very important	60.98%	50
Quite important	21.95%	18
Neither important nor unimportant	9.76%	8
Not very important	0%	0
Not important at all	0%	0
Don't know / not sure	7.32%	5
Total	100%	82

Figure 2.31: Graph illustrating the extent to which respondents placed importance upon the ‘create job and skills development opportunities for local people’ objective (Below)



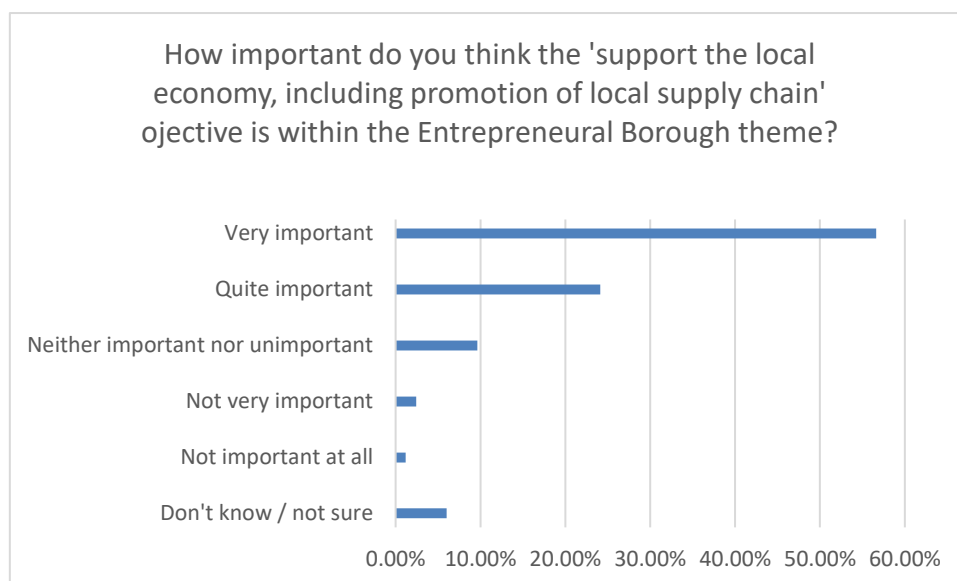
Support the local economy, including promotion of local supply chains

We invited respondents to provide their views on ‘supporting the local economy, including the promotion of local supply chains objective within the Entrepreneurial Borough theme. The objective specifically sets out promoting local supply chain opportunities through development, and across public sector partners. Overall, the objective received strong support from respondents, with 67 (80.73%) respondents rating an increase in support of the local economy as important to some extent, in contrast to 3 (3.61%) respondents who answered that the objective was not important.

Figure 2.32: Table quantifying the extent to which respondents placed importance upon the 'support the local economy, including promotion of local supply chain' objective

How important do you think the 'support the local economy, including promotion of local supply chain' objective is?		
	%	Number
Very important	56.63%	47
Quite important	24.10%	20
Neither important nor unimportant	9.64%	8
Not very important	2.41%	2
Not important at all	1.20%	1
Don't know / not sure	6.02%	5
Total	100%	83

Figure 2.33: Graph illustrating the extent to which respondents placed importance upon the 'support the local economy, including promotion of local supply chain' objective



Views on the Entrepreneurial Borough theme

We asked respondents for their views on the Entrepreneurial Borough theme, and to identify any comments around additional objectives surrounding the theme, in addition to the biggest challenge facing the theme. Feedback focused on practical support for businesses and skills development for young people.

Practical support ranged from better communication to space for small businesses including studios for creative industries. Creation of more flexible business spaces was said to enable micro-businesses to become more successful. Comments also addressed the affordability of

space, for example *“we would like to see a stronger emphasis on the affordability and spread in locations of these spaces, as cost of working space is a high barrier to business in West London, particularly for microbusinesses”*. Two further comments related to practical support for businesses were the request that the Council ensure parking restrictions do not limit people from being able to work flexibly across the borough, recognising that some small businesses necessarily must use a car, and the request for a reduction in business rates.

In terms of skills, another key message related to greater opportunities for young people to start a career in the borough; stronger focus on apprenticeships and other methods of early employment was suggested as *“ensuring adequate employment opportunities, space and training to support upskill is vital”*.

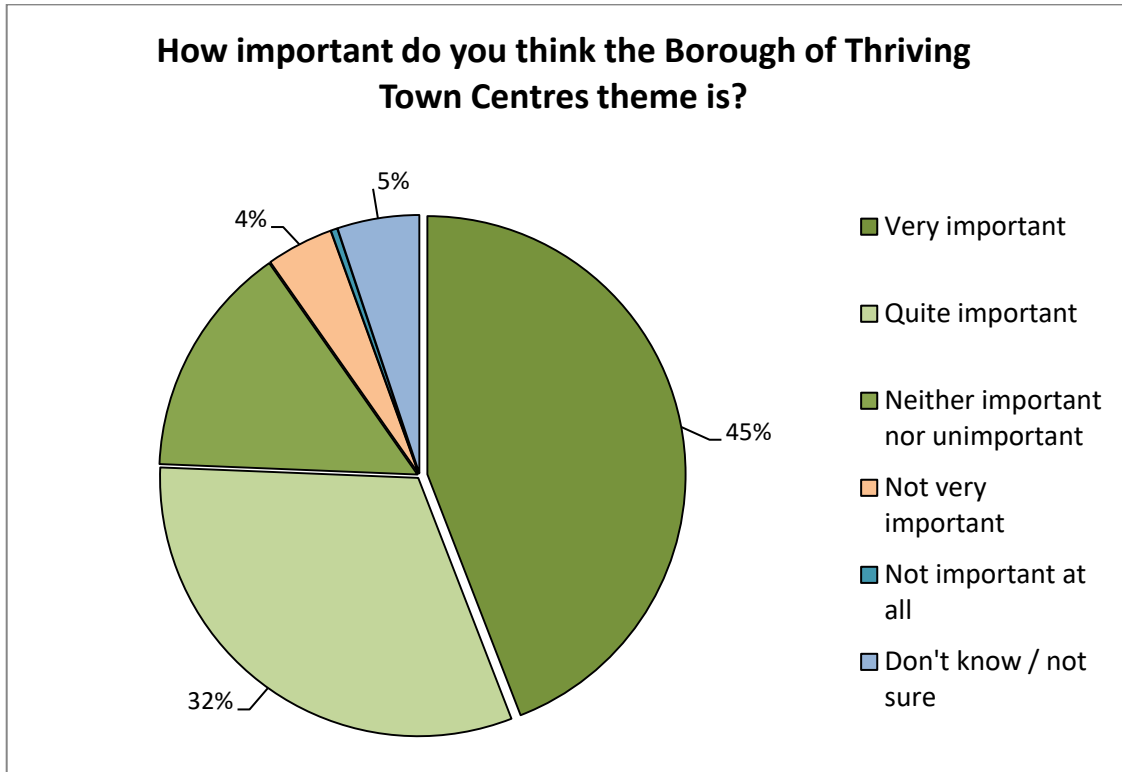
3.8 A Borough of Thriving Town Centres

Barnet has 30 high streets and town centres, yet changes in shopping habits mean there is a need to diversify the role of town centres so that they become social and community hubs as well as economic centres supported by housing. The council will 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.

The council will also provide more coordinated and joined-up services to address issues such as waste collections, street cleansing, planning enforcement, licensing and anti-social behaviour. In parallel we will seek to maximise local creative potential for our high streets, deliver new workspace and help to grow the leisure offer and evening economy.

We invited respondents to provide their views on the four objectives that comprise the Borough of Thriving Town Centres theme. Overall, these objectives are strongly supported, and, on average, 45% of respondents felt that the objectives underlying the Borough of Thriving Town Centres theme were very important, with a further 32% of respondents asserting that the objectives were quite important. By contrast, 4% of respondents felt that the objectives underlying the Borough of Thriving Town Centres theme are not very important, and 0% of respondents who felt that the theme was not at all important. Individually, all four objectives were supported by our respondents, with supporting the strengthened identity and diversification of town centres and supporting joined-up service delivery across the council for healthier high streets the most well supported objectives, which secured support from 79.52% and 80.73% of respondents respectively.

Figure 2.34: Graph illustrating the importance placed to the Borough of Thriving Town Centres theme by respondents (below)



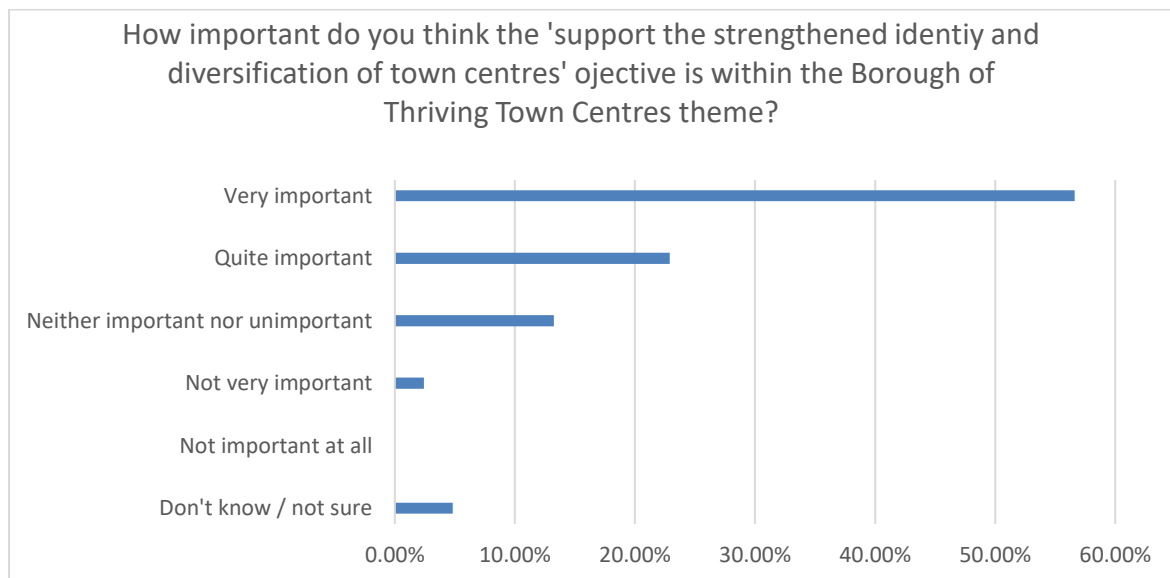
Support the strengthened identity and diversification of town centres

We invited respondents to provide their views on 'supporting the strengthened identity and diversification of town centres' objective within the Borough of Thriving Town Centres theme. The objective specifically sets out engaging with and supporting businesses and property owners to deliver an improved mix of town centre uses, including homes, workspace, leisure and community facilities, in addition to working with Town Teams to promote and celebrate the characteristics of the borough's town centres. Overall, the objective received strong support from respondents, with 66 (79.52%) respondents rating the strengthened identity and diversification of town centres as important to some extent, in contrast to 2 (2.41%) respondents who answered that the objective was not important.

Figure 2.35: Table quantifying the extent to which respondents placed importance upon the ‘support the strengthened identity and diversification of town centres’ objective.

How important do you think the ‘support the strengthened identity and diversification of town centres’ objective is?		
	%	Number
Very important	56.63%	47
Quite important	22.89%	19
Neither important nor unimportant	13.25%	11
Not very important	2.41%	2
Not important at all	0%	0
Don't know / not sure	4.82%	4
Total	100%	83

Figure 2.36: Graph illustrating the extent to which respondents placed importance upon the ‘support the strengthened identity and diversification of town centres’ objective



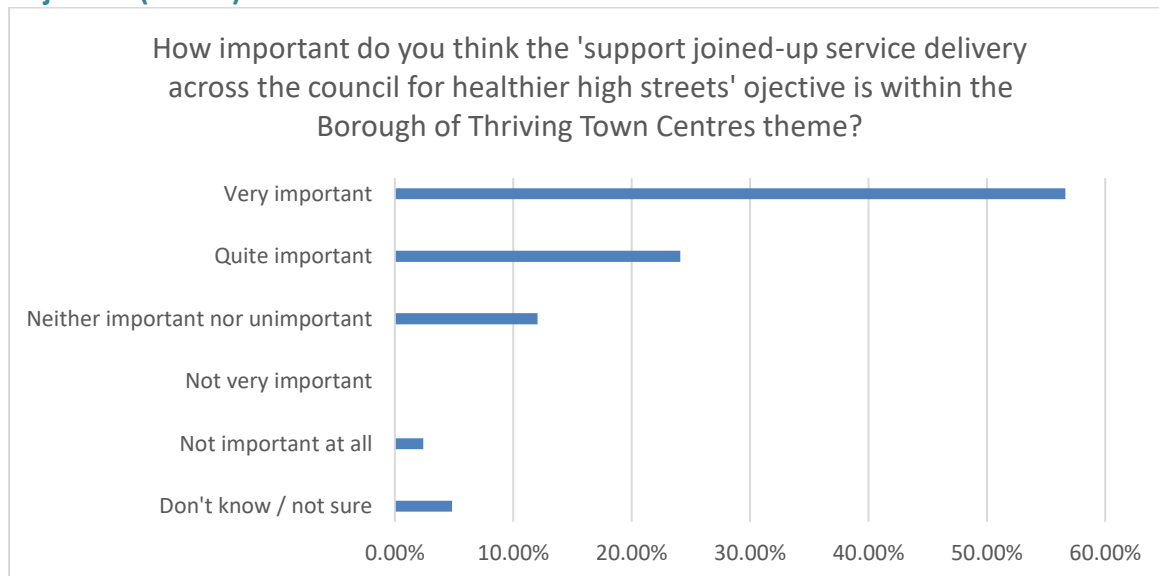
Support joined-up service delivery across the council for healthier high streets

We invited respondents to provide their views on ‘supporting joined-up service delivery across the council for healthier high streets’ objective within the Borough of Thriving Town Centres theme. The objective specifically sets out 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, in addition to ensuring we plan our high streets around health and wellbeing. Overall, the objective received strong support from respondents, with 67 (80.73%) respondents rating an increase in joined-up service delivery across the council for healthier high streets as important to some extent, in contrast to 2 (2.41%) respondents who answered that the objective was not important.

Figure 2.37: Table quantifying the extent to which respondents placed importance upon the ‘support joined-up service delivery across the council for healthier high streets’ objective (Below)

How important do you think the ‘support the joined-up service delivery across the council for healthier high streets’ objective is?		
	%	Number
Very important	56.63%	47
Quite important	24.10%	20
Neither important nor unimportant	12.05%	10
Not very important	0%	0
Not important at all	2.41%	2
Don't know / not sure	4.82%	4
Total	100%	83

Figure 2.38: Graph illustrating the extent to which respondents placed importance upon the ‘support joined-up service delivery across the council for healthier high streets’ objective (Below)



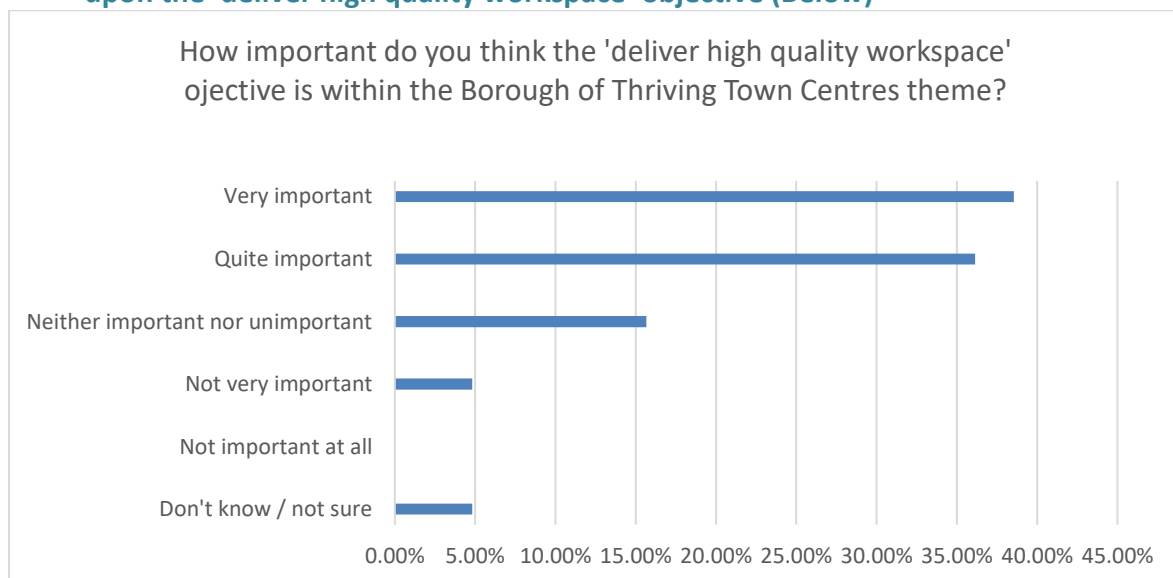
Deliver high quality workspace

We invited respondents to provide their views on ‘delivering high quality workspace’ objective within the Borough of Thriving Town Centres theme. The objective specifically sets out leveraging council assets and development sites to support delivery of high quality workspace that targets strategically important sectors for the borough – both new and existing businesses. Overall, the objective received strong support from respondents, with 62 (74.69%) respondents rating the delivery of high-quality workspace as important to some extent, in contrast to 4 (4.82%) respondents who answered that the objective was not important.

Figure 2.39: Table quantifying the extent to which respondents placed importance upon the 'deliver high quality workspace' objective (Below)

How important do you think the 'deliver high quality workspace' objective is?		
	%	Number
Very important	38.55%	32
Quite important	36.14%	30
Neither important nor unimportant	15.66%	13
Not very important	4.82%	4
Not important at all	0%	0
Don't know / not sure	4.82%	4
Total	100%	83

Figure 2.40: Graph illustrating the extent to which respondents placed importance upon the 'deliver high quality workspace' objective (Below)



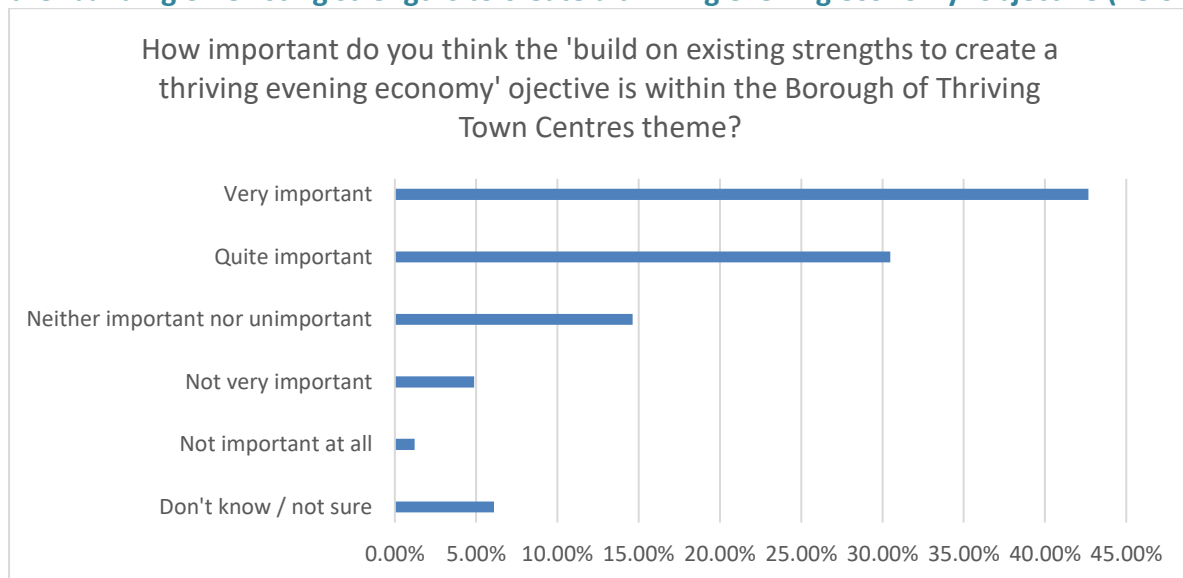
Build on existing strengths to create a thriving evening economy

We invited respondents to provide their views on 'building on existing strengths to create a thriving evening economy' objective within the Borough of Thriving Town Centres theme. The objective specifically sets out maximising the creative potential from growing the leisure offer and evening economy to enhance the range and quality of local food and drink, heritage, culture and arts on offer. Overall, the objective received strong support from respondents, with 60 (73.17%) respondents rating building on existing strengths to create a thriving evening economy as important to some extent, in contrast to 5 (6%) respondents who answered that the objective was not important.

Figure 2.41: Table quantifying the extent to which respondents placed importance upon the 'build on existing strengths to create a thriving evening economy' objective (Below)

How important do you think the 'build on existing strengths to create a thriving evening economy' objective is?		
	%	Number
Very important	42.68%	35
Quite important	30.49%	25
Neither important nor unimportant	14.63%	12
Not very important	4.88%	4
Not important at all	1.22%	1
Don't know / not sure	6.10%	5
Total	100%	82

Figure 2.42: Graph illustrating the extent to which respondents placed importance upon the 'building on existing strengths to create a thriving evening economy' objective (Below)



Views on the Borough of Thriving Town Centres theme

We asked respondents for their views on the Borough of Thriving Town Centres theme, and to identify any comments around additional objectives surrounding the theme, in addition to the biggest challenge facing the theme. Feedback focused on the evening economy and broader revitalisation of the high streets, as well as the preservation of buildings.

There was consensus amongst respondents that the introduction of a thriving evening economy in Barnet would require careful management to be mindful of anti-social behaviour; for example *“a thriving evening economy must not come at the expense of peace and security for residents”*. Yet, comments recognised that it would be beneficial to attract younger people to stay in Barnet if there was a stronger evening economy, including *“the night-time economy should be a key driver of growth... attracting young professionals to the area and keeping money spent within the borough”*. Furthermore, the cultural importance of a night-time

economy was highlighted *“evening economies are important as cultural venues, helping to strengthen networks, and create new identities for areas”*. Overall comments reflect a desire to rejuvenate the high streets with new businesses, shops and different kinds of work space.

In addition, it should be noted that comments included reference to *“making it cost effective for businesses to want to be on the high streets and also for patrons to actually visit them”*, highlighting business rates, regulations and car parking as relevant issues.

3.9 A Great Borough to Live In and Visit

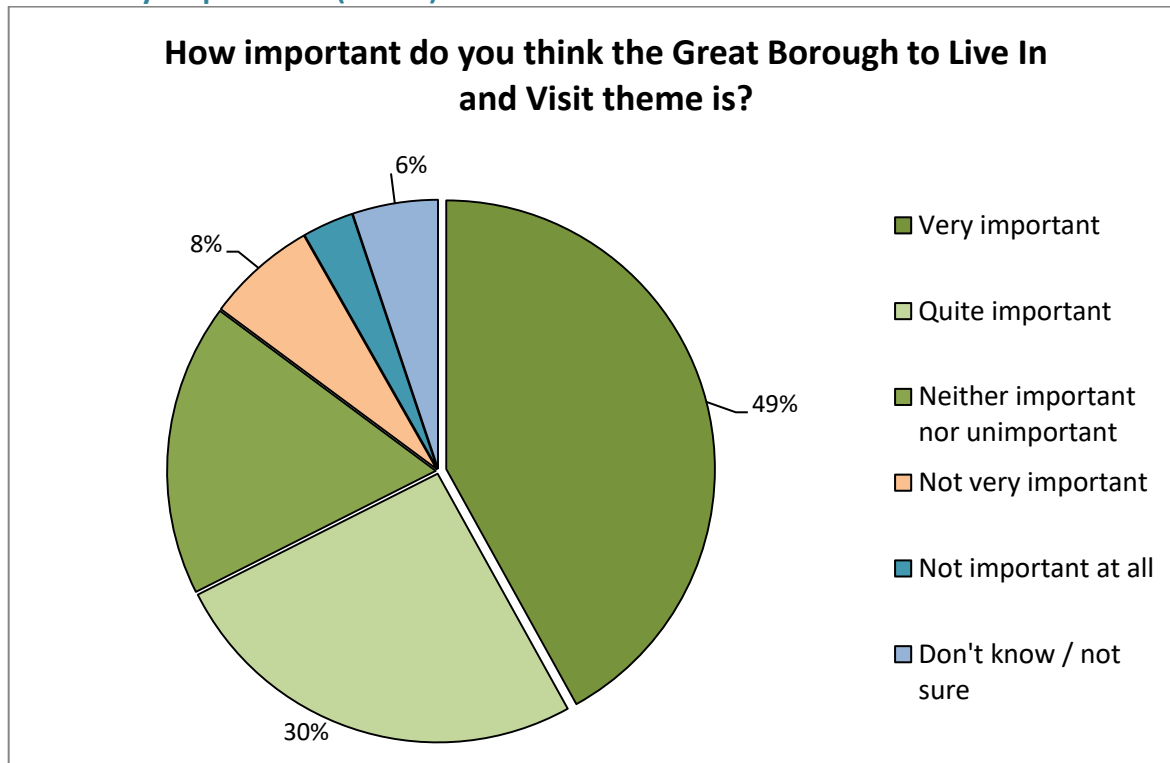
Barnet is a family-friendly borough where children, young people and adults all have the chance to enrich their lives. To ensure Barnet remains a pleasant and well-maintained place to live whilst accommodating future growth, the council will ensure delivery of the schools, health and community facilities needed to support new and existing populations.

The council will seek to ensure the potential from growth is maximised and that Barnet becomes an even better-known place to visit. Brent Cross will become a cultural and leisure destination of national significance, and by improving the quality of our open spaces, we will see delivery of new regional leisure destinations, and contribute to the creation of a regional park that celebrates a greener, healthier and wilder Barnet.

We invited respondents to provide their views on the five objectives that comprise the Great Borough to Live in and Visit theme. Overall, these objectives are strongly supported, and, on average, 49% of respondents felt that the objectives underlying the Borough of Thriving Town Centres theme were very important, with a further 30% of respondents asserting that the objectives were quite important. By contrast, 8% of respondents felt that the objectives underlying the Borough of Thriving Town Centres theme are not very important, and 4% of respondents who felt that the theme was not at all important.

Individually, all four objectives were supported by our respondents, with the deliver social infrastructure to support growth and get the best out of the borough’s green assets the most well supported objectives, both securing support from 86% of respondents.

Figure 2.43: Graph illustrating the importance placed to the Great Borough to Live In and Visit theme by respondents (Below)



Deliver social infrastructure to support growth

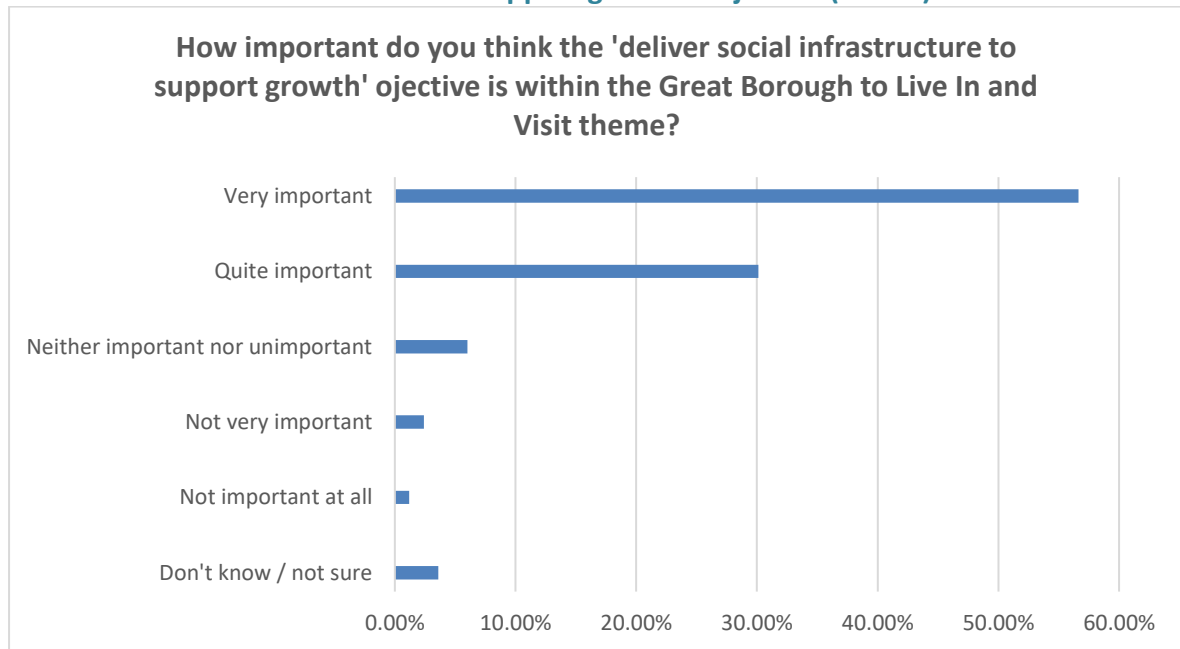
We invited respondents to provide their views on the ‘deliver social infrastructure to support growth’ objective within the Great Borough to Live In and Visit theme. The objective specifically sets out ensuring that schools and leisure, health and community facilities are delivered to support areas of growth and regeneration. Overall, the objective received strong support from respondents, with 72 (86.75%) respondents rating the delivery of social infrastructure to support growth as important to some extent, in contrast to 3 (3.61%) respondents who answered that the objective was not important.

Figure 2.44: Table quantifying the extent to which respondents placed importance upon the ‘deliver social infrastructure to support growth’ objective (Below)

How important do you think the ‘deliver social infrastructure to support growth’ objective is?		
	%	Number
Very important	56.63%	47
Quite important	30.12%	25
Neither important nor unimportant	6.02%	5
Not very important	2.41%	2
Not important at all	1.20%	1
Don't know / not sure	3.61%	5
Total	100%	83

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Figure 2.45: Graph illustrating the extent to which respondents placed importance upon the 'deliver social infrastructure to support growth' objective (Below)



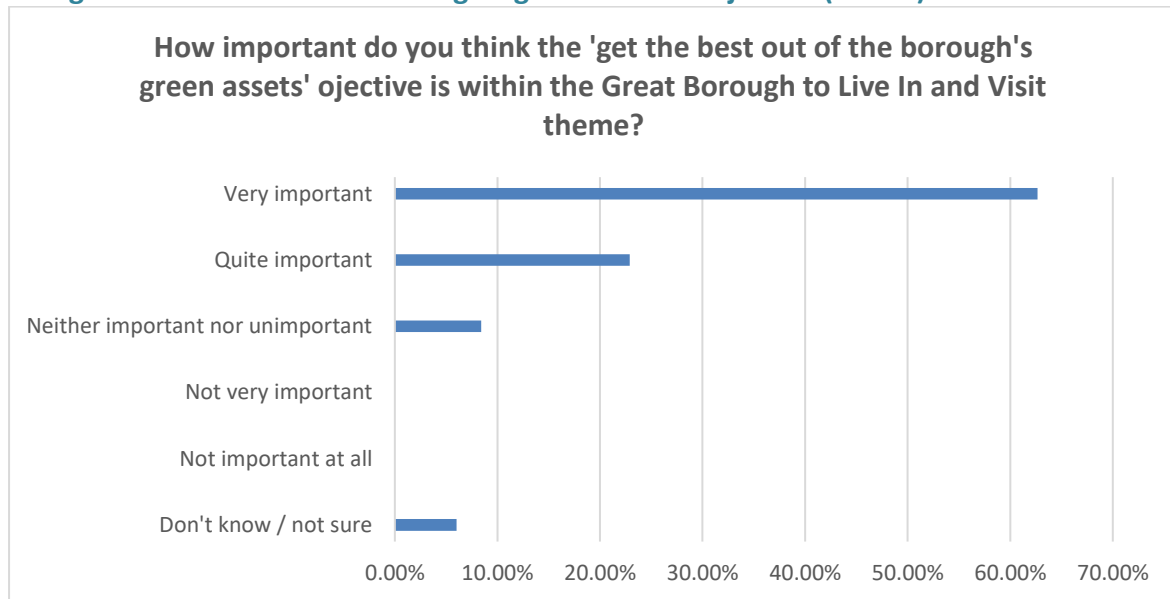
Get the best out of the borough's green assets

We invited respondents to provide their views on the 'get the best out of the borough's green assets' objective within the Great Borough to Live In and Visit theme. The objective specifically sets out improving the quality of parks and open spaces and addressing deficiencies to support new homes and ways of living, in order to maximise the opportunity for improving health and wellbeing. Overall, the objective received strong support from respondents, with 71 (85.54%) respondents rating the maximisation of the borough's green assets as important to some extent, in contrast to 0 respondents who answered that the objective was not important.

Figure 2.46: Table quantifying the extent to which respondents placed importance upon the 'get the best out of the borough's green assets' objective (Below)

How important do you think the 'get the best out of the borough's green assets' objective is?		
	%	Number
Very important	62.65%	52
Quite important	22.89%	19
Neither important nor unimportant	8.43%	7
Not very important	0%	0
Not important at all	0%	0
Don't know / not sure	6.02%	5
Total	100%	83

Figure 2.47: Graph illustrating the extent to which respondents placed importance upon the 'get the best out of the borough's green assets' objective (Below)



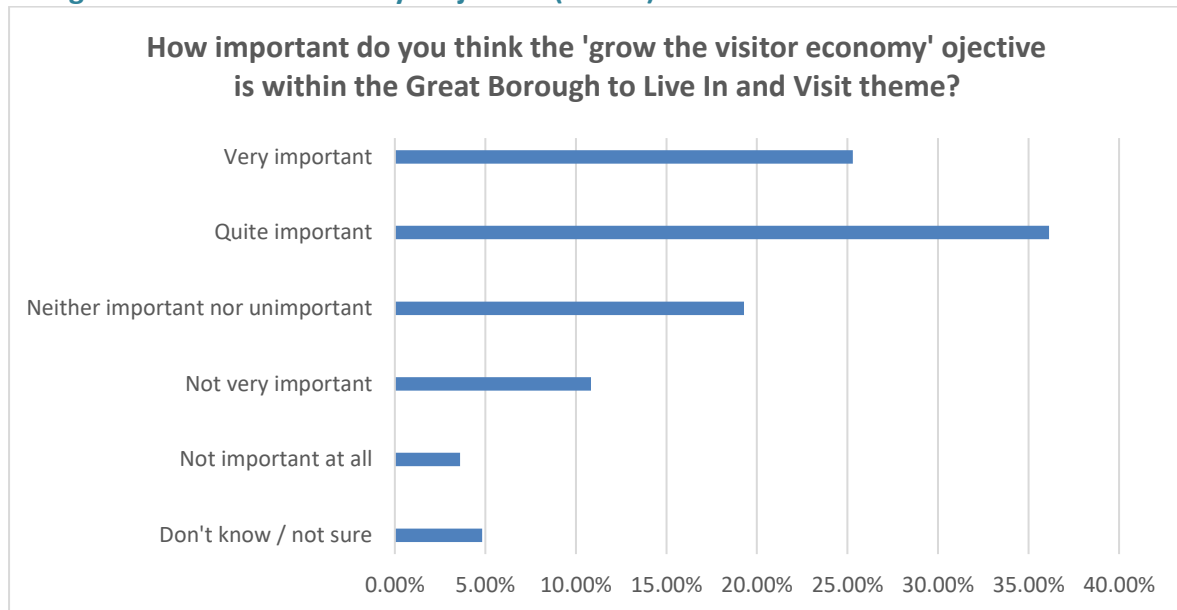
Grow the visitor economy

We invited respondents to provide their views on the 'grow the visitor economy' objective within the Great Borough to Live In and Visit theme. The objective specifically sets out encouraging, supporting and promoting Barnet's leisure and hospitality sector to deliver a great experience for visitors as well as residents. Overall, the objective received strong support from respondents, with 51 (61.44%) respondents rating the growth of the visitor economy as important to some extent, in contrast to 12 (14.45%) respondents who answered that the objective was not important.

Figure 2.48: Table quantifying the extent to which respondents placed importance upon the 'grow the visitor economy' objective (Below)

How important do you think the 'grow the visitor economy' objective is?		
	%	Number
Very important	25.30%	21
Quite important	36.14%	30
Neither important nor unimportant	19.28%	16
Not very important	10.84%	9
Not important at all	3.61%	3
Don't know / not sure	4.82%	4
Total	100%	83

Figure 2.49: Graph illustrating the extent to which respondents placed importance upon the 'grow the visitor economy' objective (Below)



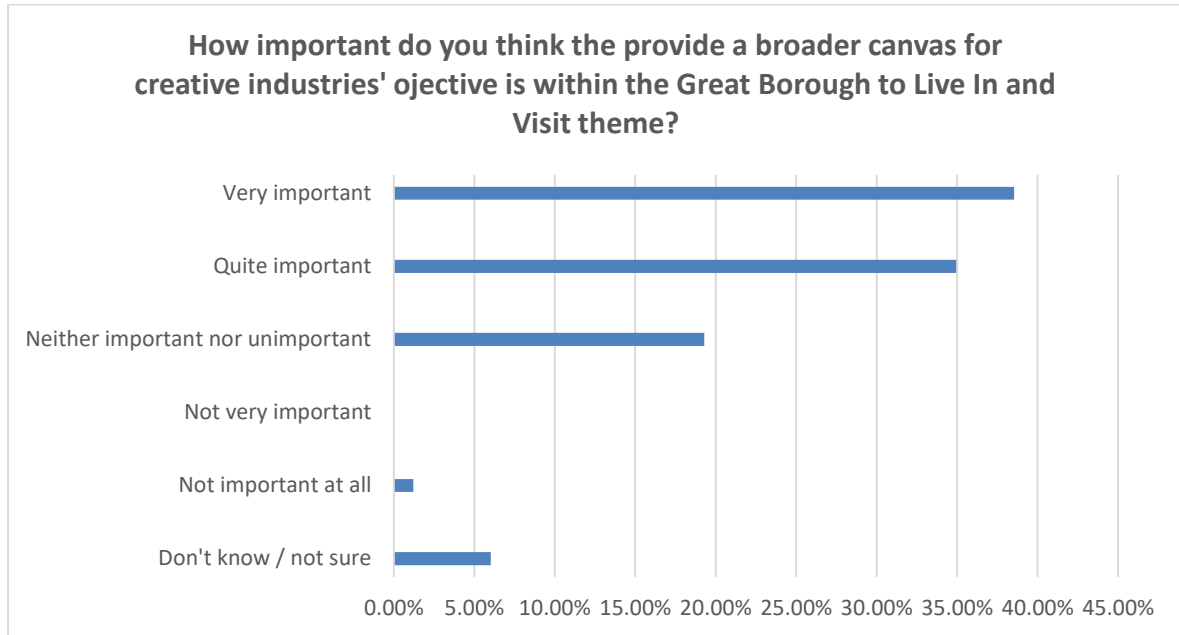
Provide a broader canvas for creative industries

We invited respondents to provide their views on the 'provide a broader canvas for creative industries' objective within the Great Borough to Live In and Visit theme. The objective specifically sets out closer engagement with creative sectors, alongside support for new local leisure and cultural destinations. Overall, the objective received strong support from respondents, with 61 (73.49%) respondents rating the provision of a broader canvas for creative industries as important to some extent, in contrast to 1 (1.20%) respondents who answered that the objective was not important.

Figure 2.50: Table quantifying the extent to which respondents placed importance upon the 'provide a broader canvas for creative industries' objective (Below)

How important do you think the 'provide a broader canvas for creative industries' objective is?		
	%	Number
Very important	38.55%	32
Quite important	34.94%	29
Neither important nor unimportant	19.28%	16
Not very important	0%	0
Not important at all	1.20%	1
Don't know / not sure	6.02%	5
Total	100%	83

Figure 2.51: Graph illustrating the extent to which respondents placed importance upon the 'provide a broader canvas for creative industries' objective (Below)



Establish Brent Cross as a destination

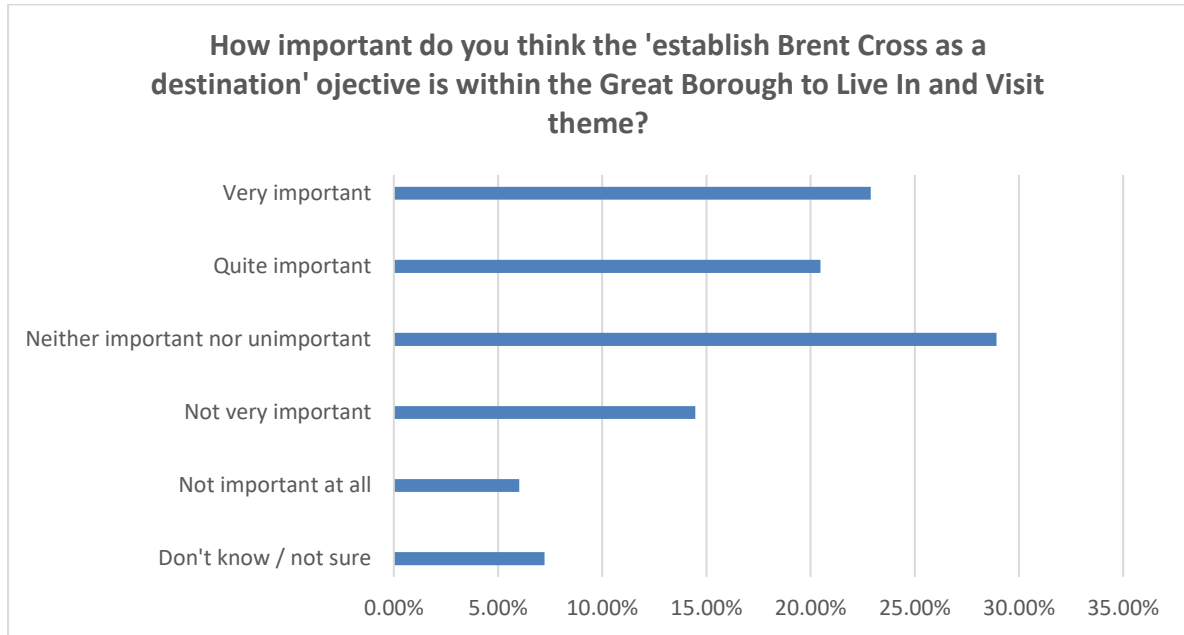
We invited respondents to provide their views on the ‘provide a broader canvas for creative industries’ objective within the Great Borough to Live In and Visit theme. The objective specifically sets out unlocking the potential of the area as a broader cultural and leisure destination of national significance. Overall, the objective received support from respondents, with 36 (43.37%) respondents rating establishment of Brent Cross as a destination as important to some extent, in contrast to 17 (20.48%) respondents who answered that the objective was not important. In addition, 24 (28.92%) respondents felt that the objective was neither important nor unimportant.

Figure 2.52: Table quantifying the extent to which respondents placed importance upon the ‘establish Brent Cross as a destination’ objective (Below)

How important do you think the ‘establish Brent Cross as a destination’ objective is?		
	%	Number
Very important	22.89%	19
Quite important	20.48%	17
Neither important nor unimportant	28.92%	24
Not very important	14.46%	12
Not important at all	6.02%	5
Don't know / not sure	7.23%	6
Total	100%	83

Figure 2.53: Graph illustrating the extent to which respondents placed importance upon the ‘establish Brent Cross as a destination’ objective (Below)

Growth Strategy 2030



Views on the Great Borough to Live in and Visit theme

Support was expressed for leisure and cultural proposals, investment in green spaces and green assets, and tackling service gaps in social infrastructure like health facilities. But concerns about access to school facilities, the risk of over-management of green spaces or being too focused on income over health and wellbeing outcomes, together with concern about the overemphasis, or misplaced emphasis, in relation to Brent Cross could be excellent or detrimental to the rest of the borough. Barnet is characterised as series of 'local villages' and relationship to retail and economy is locally-focused.

3.10 The ‘Spatial Approach’ to growth, based upon expected development

The way the council delivers projects in relation to the themes and objectives of the Growth Strategy will differ across the borough; this is called our ‘spatial approach’.

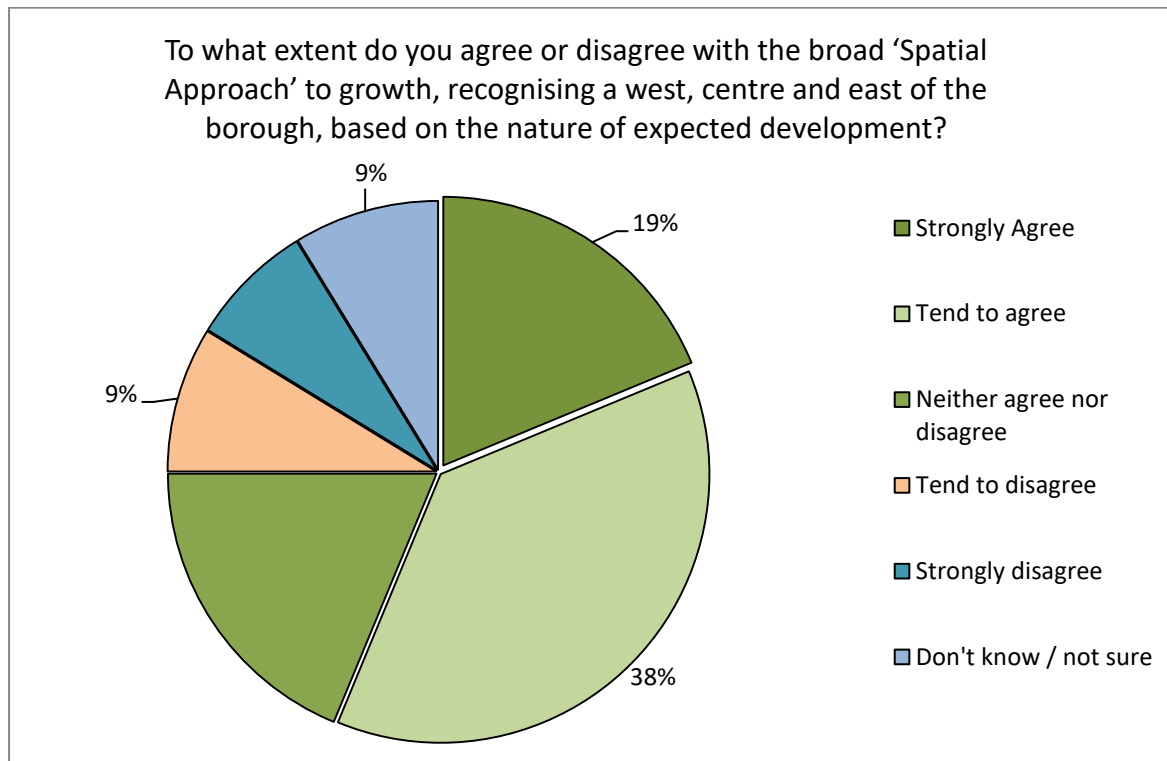
The Growth Strategy is designed to ensure that plans for regeneration and development respond to local context. Our spatial approach splits the borough into the west, centre and east, based on the nature of expected future growth and the character of each area. Questions in this section ask about how the identified themes and objectives come together with this spatial approach to provide some emerging priorities

We invited respondents to provide their views on the spatial approach to growth we’ve developed, which outlines our approach to growth in Barnet until 2030, based upon expected development. Overall, these are supported by respondents, with 45 respondents (56.25%) agreeing with the proposed spatial approach to growth to some extent. By contrast, 13 respondents (16.25%) disagreed with the spatial approach to some extent, in addition to 15 respondents (18.74%) neither agreeing nor disagreeing.

Figure 2.54: Table quantifying the extent to which respondents agreed or disagreed with the broad ‘Spatial Approach’ to growth, recognising a west, centre and east of the borough, based on the nature of expected development (below)

To what extent do you agree or disagree with the broad ‘Spatial Approach’ to growth, recognising a west, centre and east of the borough, based on the nature of expected development?		
	%	Number
Strongly Agree	18.75%	15
Tend to agree	37.50%	30
Neither agree nor disagree	18.74%	15
Tend to disagree	8.75%	7
Strongly disagree	7.50%	6
Don't know / not sure	8.75%	7
Total	100%	80

Figure 2.55: Graph illustrating the extent to which respondents agreed or disagreed with the broad 'Spatial Approach' to growth, recognising a west, centre and east of the borough, based on the nature of expected development (below)



3.11 Our proposed boroughwide infrastructure priorities to deliver growth

At a boroughwide scale, we have identified the critical infrastructure investments required to support growth within the borough. Our spatial approach highlights the specific strategic transport investments required to unlock growth; including proposed new rail lines (Crossrail 2 and West London Orbital), potential strategic orbital connections, alongside a number of strategic road corridors requiring a 'healthy streets' approach or measures by partner organisations (TfL and the Highways Agency) to tackle air quality issues.

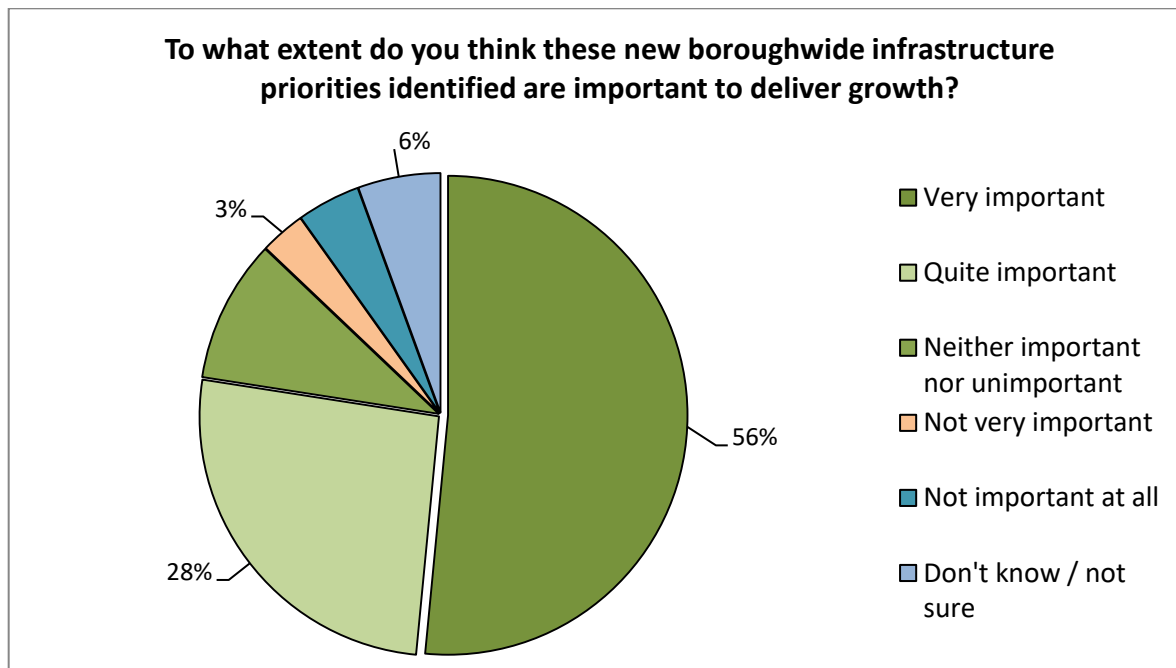
The timing and delivery of these and further transport improvements will be critical to unlocking the scale of growth that is envisioned by both government and the Mayor of London, and to explore opportunities and objectives outlined within the five themes, including the potential to develop a regional park.

How important do you think the borough infrastructure priorities are to deliver growth?

We invited respondents to provide their views on the six proposed boroughwide infrastructure priorities identified as important to deliver growth. Overall, these infrastructure priorities are strongly supported, and, on average, 56% of respondents felt that the infrastructure priorities underlying the spatial approach to growth were very important, with a further 28% of respondents asserting that the objectives were quite important. By contrast, only 8% of respondents felt that the infrastructure priorities underlying the spatial approach to growth are not very important or not at all important.

Individually, all six infrastructure priorities were supported by our respondents, with find ways to address the air quality and noise hotspots along key road corridors and support new and improved leisure and cultural destinations across the borough the most well supported priorities, which each secured support from 85% of respondents respectively.

Figure 2.56: Table quantifying the extent to which respondents placed importance on the new boroughwide infrastructure priorities (below)



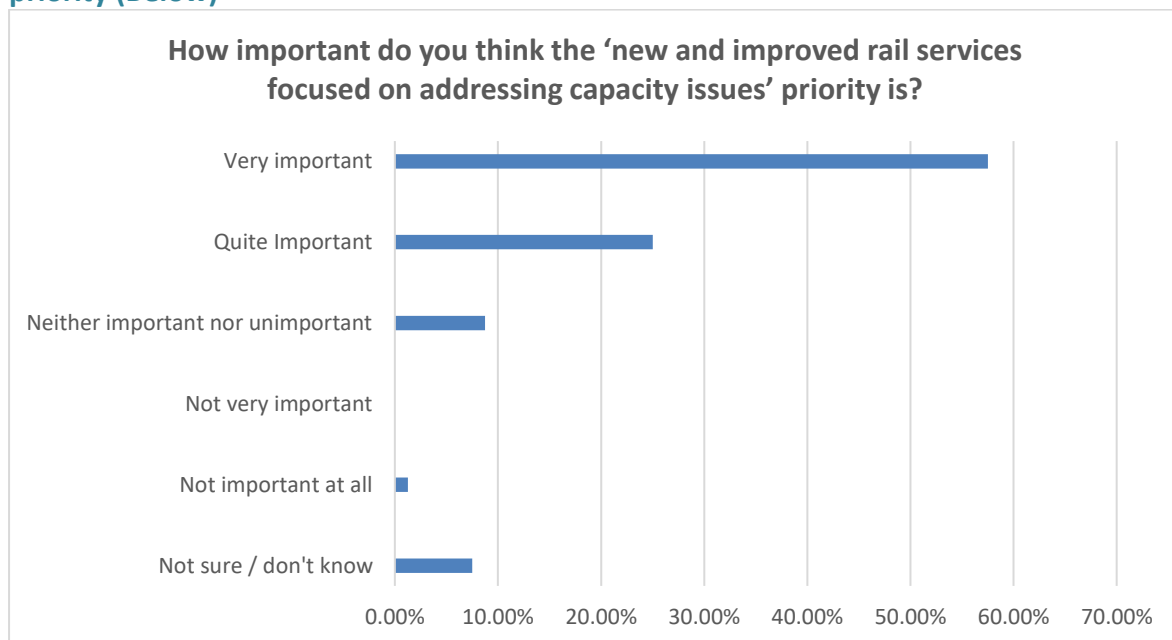
New and improved rail services focused on addressing capacity issues

We invited respondents to provide their views on the 'new and improved rail services focused on addressing capacity issues' infrastructure priority. The priority specifically sets out exploring options to improve capacity on the northern lines, proposed new rail lines to unlock growth (including West London Orbital and Crossrail 2), alongside accessibility improvements at individual stations. Overall, the priority received strong support from respondents, with 66 (72.50%) respondents rating the delivery of new and improved rail services to address capacity issues as important to some extent, in contrast to 1 (1.25%) respondents who answered that the priority was not important.

Figure 2.57: Table quantifying the extent to which respondents placed importance upon the 'new and improved rail services focused on addressing capacity issues' infrastructure priority (Below)

How important do you think the 'new and improved rail services focused on addressing capacity issues' priority is?		
	%	Number
Very important	57.50%	46
Quite important	25.00%	20
Neither important nor unimportant	8.75%	7
Not very important	0%	0
Not important at all	1.25%	1
Don't know / not sure	7.50%	6
Total	100%	80

Figure 2.58: Graph illustrating the extent to which respondents placed importance upon the 'new and improved rail services focused on addressing capacity issues' infrastructure priority (Below)



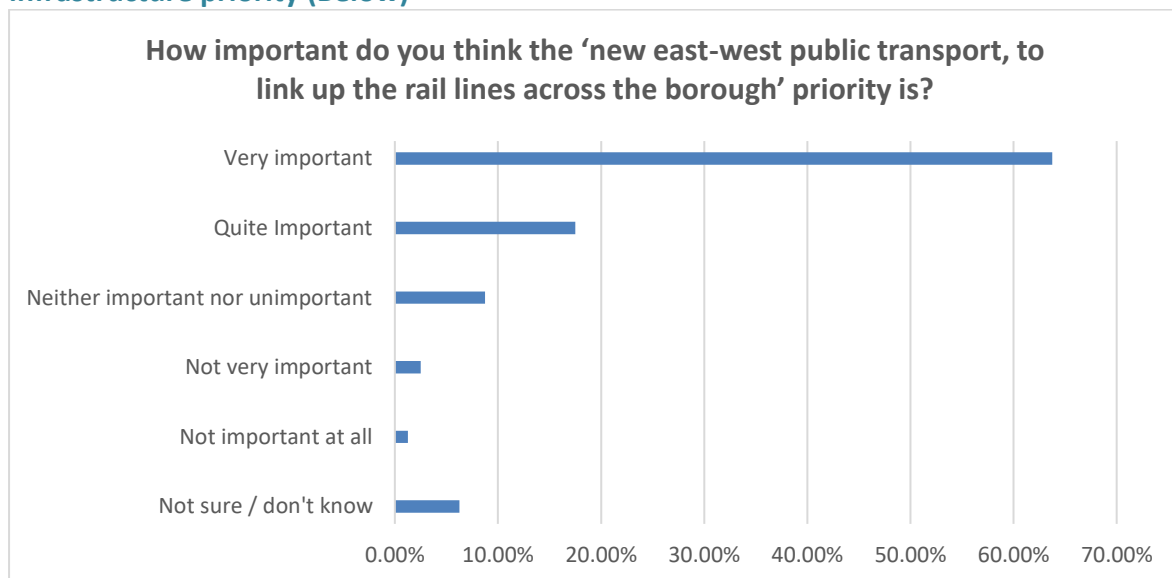
New east-west public transport, to link up the rail lines across the borough

We invited respondents to provide their views on the 'new east-west public transport, to link up the rail lines across the borough' infrastructure priority. The priority specifically sets out exploring at least two routes for new public transport between key nodes to address poor transport access to Copthall and poor interconnection between radial rail lines. Overall, the priority received strong support from respondents, with 65 (71.25%) respondents rating the additional provision of new east-west public transport as important to some extent, in contrast to 3 (3.75%) respondents who answered that the priority was not important.

Figure 2.59: Table quantifying the extent to which respondents placed importance upon the 'new east-west public transport, to link up the rail lines across the borough' infrastructure priority (Below)

How important do you think the 'new east-west public transport, to link up the rail lines across the borough' priority is?		
	%	Number
Very important	63.75%	51
Quite important	17.50%	14
Neither important nor unimportant	8.75%	7
Not very important	2.50%	2
Not important at all	1.25%	1
Don't know / not sure	6.25%	5
Total	100%	80

Figure 2.60: Graph illustrating the extent to which respondents placed importance upon the 'new east-west public transport, to link up the rail lines across the borough' infrastructure priority (Below)



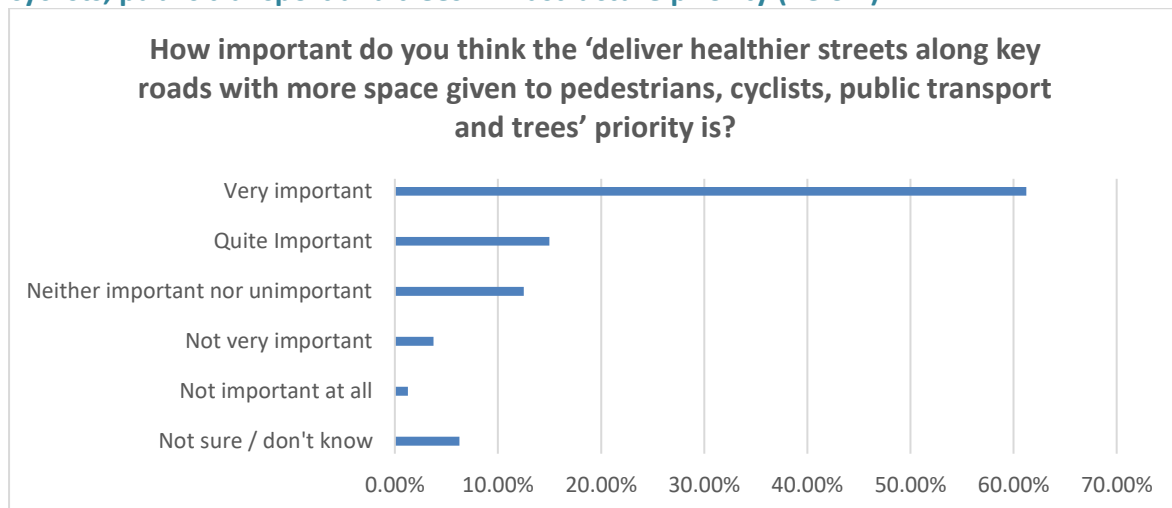
Deliver 'healthier streets' along key roads with more space given to pedestrians, cyclists, public transport and trees

We invited respondents to provide their views on the 'deliver healthier streets along key roads with more space given to pedestrians, cyclists, public transport and trees' infrastructure priority. The priority specifically considers delivery of two strategic radial roads corridors (A1000/A598 and A5) to provide safer and healthier connections for all transport modes through the borough and between our town centres. Overall, the priority received strong support from respondents, with 61 (76.25%) respondents rating the delivery of healthier streets along key roads as important to some extent, in contrast to 4 (5%) respondents who answered that the priority was not important.

Figure 2.61: Table quantifying the extent to which respondents placed importance upon the 'deliver healthier streets along key roads with more spaces given to pedestrians, cyclists, public transport and trees' infrastructure priority (Below)

How important do you think the 'deliver healthier streets along key roads with more space given to pedestrians, cyclists, public transport and trees' priority is?		
	%	Number
Very important	61.25%	49
Quite important	15.00%	12
Neither important nor unimportant	12.50%	10
Not very important	3.75%	3
Not important at all	1.25%	1
Don't know / not sure	6.25%	5
Total	100%	80

Figure 2.62: Table quantifying the extent to which respondents placed importance upon the 'deliver healthier streets along key roads with more spaces given to pedestrians, cyclists, public transport and trees' infrastructure priority (Below)



Find ways to address the air quality and noise hotspots along key road corridors

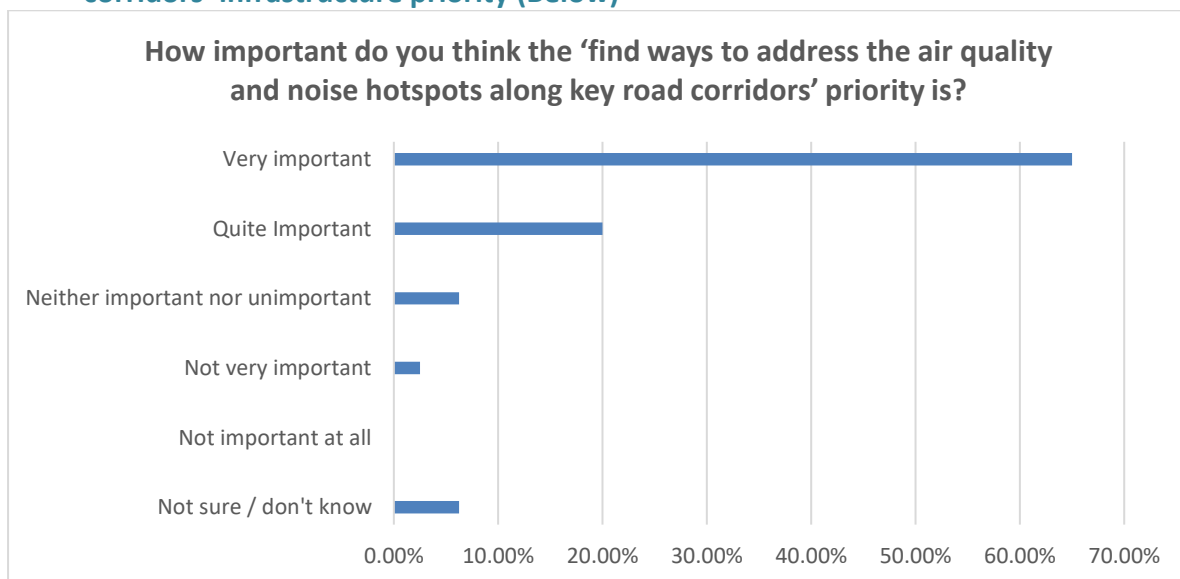
We invited respondents to provide their views on the 'find ways to address the air quality and noise hotspots along key road corridors' infrastructure priority. The priority specifically sets out working with partners to identify ways to tackle air quality issues along the worst offending road corridors. Overall, the priority received strong support from respondents, with 68 (85%) respondents rating addressing air quality and noise hotspots issues along key road corridors as important to some extent, in contrast to 2 (2.50%) respondents who answered that the priority was not important.

Figure 2.63: Table quantifying the extent to which respondents placed importance upon the 'find ways to address the air quality and noise hotspots along key road corridors' infrastructure priority (Below)

How important do you think the 'find ways to address the air quality and noise hotspots along key road corridors' priority is?		
--	--	--

	%	Number
Very important	65.00%	52
Quite important	20.00%	16
Neither important nor unimportant	6.25%	5
Not very important	2.50%	2
Not important at all	0%	0
Don't know / not sure	6.25%	5
Total	100%	80

Figure 2.64: Graph illustrating the extent to which respondents placed importance upon the ‘find ways to address the air quality and noise hotspots along key road corridors’ infrastructure priority (Below)



To address congestion, we should seek to reduce dependence on car ownership

We invited respondents to provide their views on the ‘to address congestion, we should seek to reduce dependence on car ownership’ infrastructure priority. The priority specifically sets out developing policies to reduce dependence on cars in new developments, and undertaking activities that will rebalance the relative prioritisation between modes of travel in terms of roadspace. Overall, the priority received strong support from respondents, with 55 (66.75%) respondents rating the additional provision of new east-west public transport as important to some extent, in contrast to 8 (10%) respondents who answered that the priority was not important.

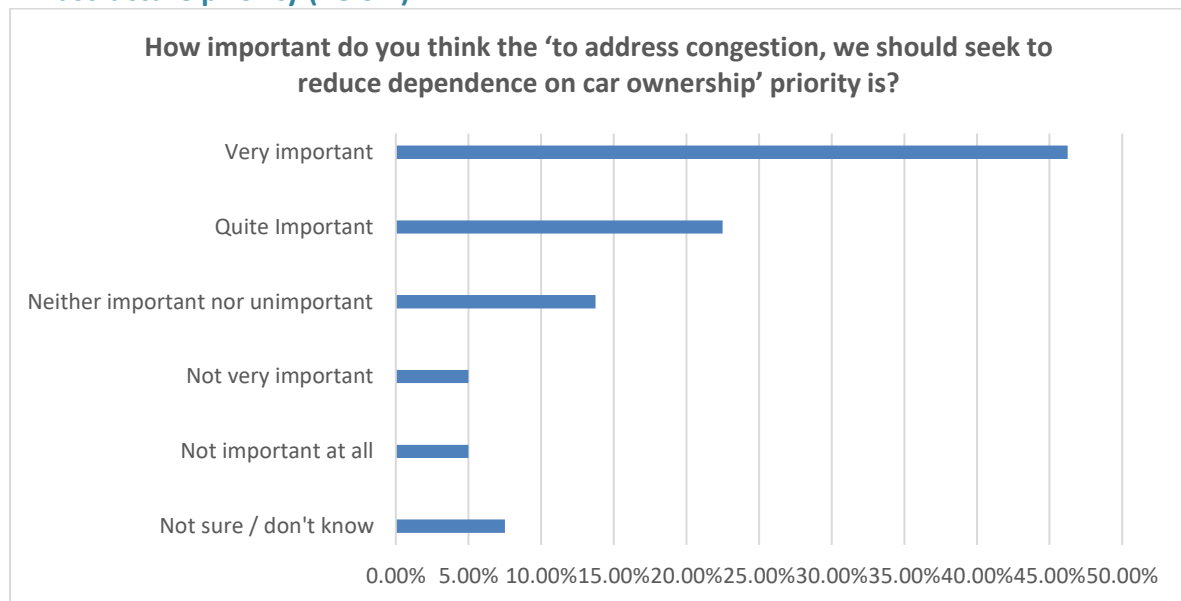
Figure 2.65: Table quantifying the extent to which respondents placed importance upon the ‘to address congestion, we should seek to reduce dependence on car ownership’ infrastructure priority (Below)

How important do you think the ‘to address congestion, we should seek to reduce dependence on car ownership’ priority is?		
	%	Number
Very important	46.25%	37

Growth Strategy 2030

Quite important	22.50%	18
Neither important nor unimportant	13.75%	11
Not very important	5.00%	4
Not important at all	5.00%	4
Don't know / not sure	7.50%	6
Total	100%	80

Figure 2.66: Graph illustrating the extent to which respondents placed importance upon the 'to address congestion, we should seek to reduce dependence on car ownership' infrastructure priority (Below)



Support new and improved leisure and cultural destinations across the borough

We invited respondents to provide their views on the 'support new and improved leisure and cultural destinations across the borough' infrastructure priority. The priority specifically sets out commencing a study to explore the potential for new leisure and cultural destinations, and the role required of the council to facilitate them. Overall, the priority received strong support from respondents, with 68 (85%) respondents rating the support of new and improved leisure and cultural destinations across the borough to some extent, in contrast to 2 (2.50%) respondents who answered that the priority was not important.

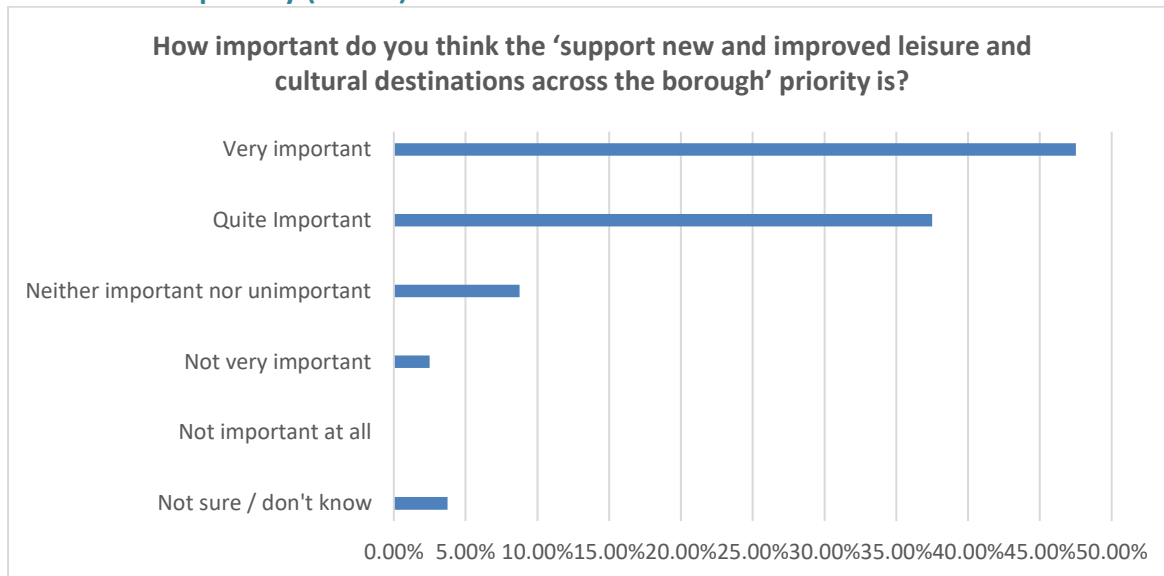
Figure 2.67: Table quantifying the extent to which respondents placed importance upon the 'support new and improved leisure and cultural destinations across the borough' infrastructure priority (Below)

How important do you think the 'support new and improved leisure and cultural destinations across the borough' priority is?		
	%	Number
Very important	47.50%	38
Quite important	37.50%	30
Neither important nor unimportant	8.75%	7

Growth Strategy 2030

Not very important	2.50%	2
Not important at all	0%	0
Don't know / not sure	3.75%	3
Total	100%	80

Figure 2.68: Graph illustrating the extent to which respondents placed importance upon the 'support new and improved leisure and cultural destinations across the borough' infrastructure priority (Below)



Explore the potential to designate a regional park in the heart of the borough

We invited respondents to provide their views on the 'explore the potential to designate a regional park in the heart of the borough' infrastructure priority. The priority specifically sets commencing a study to explore the potential for designating a regional park within the borough and the steps required to work towards that aim. Overall, the priority received strong support from respondents, with 51 (63.75%) respondents rating the council exploring the potential to designate a regional park as important to some extent, in contrast to 11 (13.75%) respondents who answered that the priority was not important.

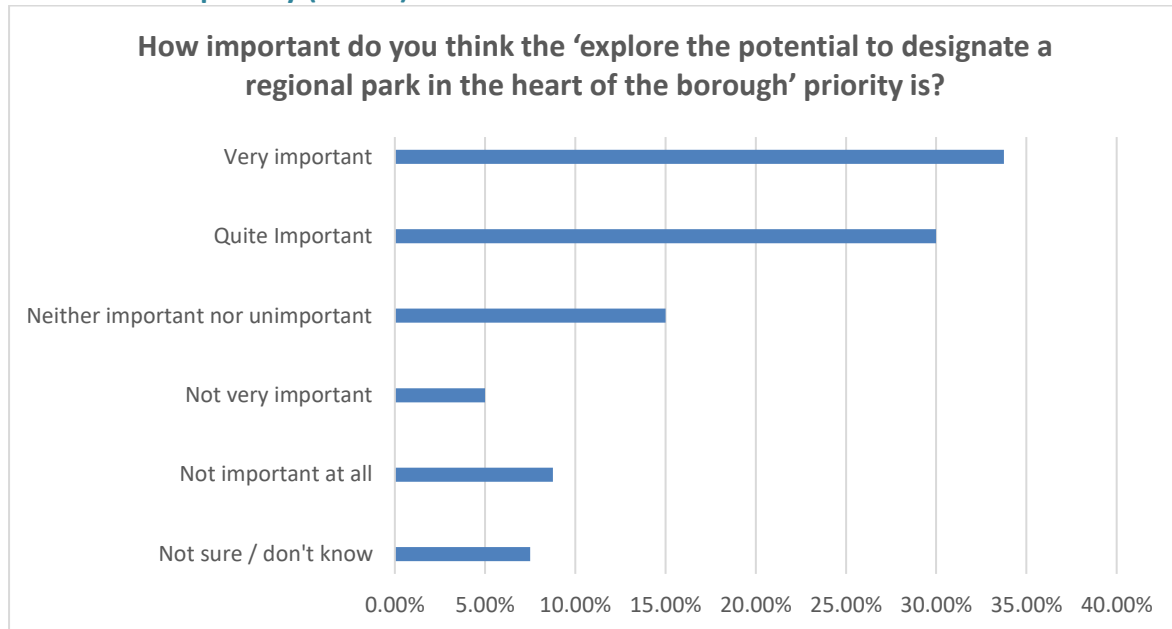
Figure 2.69: Table quantifying the extent to which respondents placed importance upon the 'explore the potential to designate a regional park in the heart of the borough' infrastructure priority (Below)

How important do you think the 'explore the potential to designate a regional park in the heart of the borough' priority is?		
	%	Number
Very important	33.75%	27
Quite important	30.00%	24
Neither important nor unimportant	15.00%	12
Not very important	5.00%	4
Not important at all	8.75%	7

Growth Strategy 2030

Don't know / not sure	7.50%	6
Total	100%	80

Figure 2.70: Graph illustrating the extent to which respondents placed importance upon the 'explore the potential to designate a regional park in the heart of the borough' infrastructure priority (Below)



Views on the boroughwide infrastructure priorities

We asked respondents for their views on the boroughwide infrastructure priorities, and to identify any comments relevant to how growth is delivered across the borough in spatial terms. Infrastructure was interpreted in different ways by members of the public; green infrastructure, social infrastructure, physical infrastructure and digital infrastructure were all mentioned. A number of comments centred around physical infrastructure, in particular transport, with discussion including cycling infrastructure, orbital transport and roads; concerns were raised over the lack of provision for a growing population in these areas.

Some respondents tied together green infrastructure and physical infrastructure, calling for infrastructure to better promote environmental measures, such as *“to reduce congestion residents must be encouraged to give up their cars through better green transport infrastructure”* and *“improving transport links and safe walking and cycling infrastructure so that residents can access the proposed improved parks – whilst living more active lives and improving air quality”*.

Provision of quality digital infrastructure was a key message; with comments such as *“digital infrastructure and mobile connectivity needs to be built within all regeneration schemes”*. Whilst concerns around social infrastructure emphasised the need to ensure an adequate number of doctors and hospitals are in place to support development; demonstrating how physical space and proximity to infrastructure can sometimes be viewed as symbolic of the capacity of infrastructure. Comments generally highlighted concern about infrastructure such

as noting that “pressure on roads, primary schools and essential services such as clinics and dentists is already acute”.

3.12 Our proposed approach to allocating housing growth

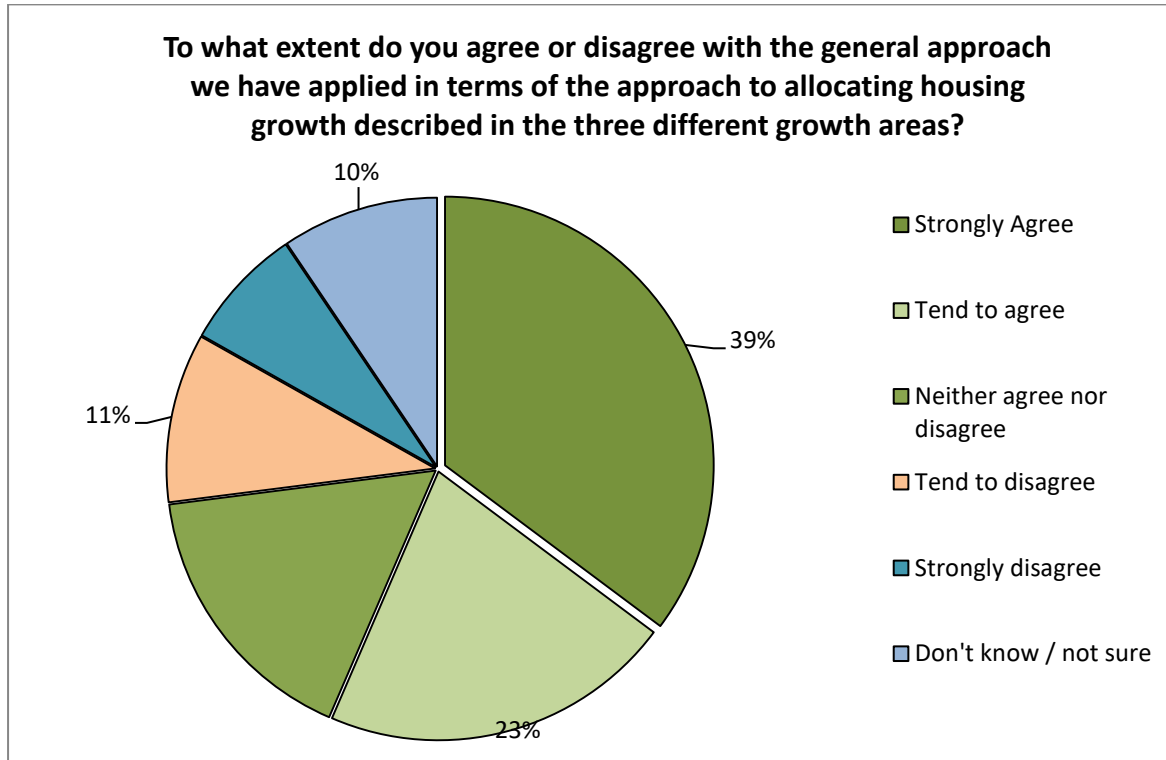
Barnet is required to demonstrate that we can deliver against the nationally-set housing target (circa 45,000 homes by 2030), which will be challenging to achieve. To confirm our spatial approach to growth in the context of allocating housing growth in the three different growth areas we invited respondents to provide their views on our general approach to housing delivery in the borough, which are fuelled by six principles:

1. New homes should be built where there is good access to public transport.
2. No new homes should be built in protected open space such as green belt and nature reserves, and less homes will come forward in designated conservation areas.
3. The maximum number of new homes should be built in existing growth areas, provided they deliver good quality design.
4. ‘Town Centres’ and ‘Main Roads’ are the most suitable locations for new homes as they have good access to public transport.
5. Although a majority of new homes will be built in the west of the borough, where many large developments have already been approved, new housing will have to be built across the whole borough.
6. We expect broadly 2/3 of new homes in the west of the borough and 1/3 of new homes in the east of the borough to 2030, with a low proportion of homes in the centre.

We invited respondents to provide their views on the six proposed principles to allocating housing growth in the three different growth areas. Overall, these housing principles are supported by respondents, and, on average, 39% of respondents strongly agreed with the housing principles, with a further 23% of respondents asserting that they tended to agree with the principles proposed. By contrast, 11% of respondents tended to disagree with the housing principles, and 8% of respondents strongly disagreed with the housing principles.

Individually, all six housing growth principles were supported by our respondents to some extent, with new homes should be built where there is good access to public transport and no new homes should be built in protected open space such as green belt and nature reserves, and limited homes in conservation areas, which secured support from 68.75% and 66.25% of respondents respectively.

Figure 2.71: Graph illustrating the extent to which respondents agreed or disagreed with the general approach we have applied in terms of the approach to allocating housing growth described in the three different growth areas? (below)



New homes should be built where there is good access to public transport

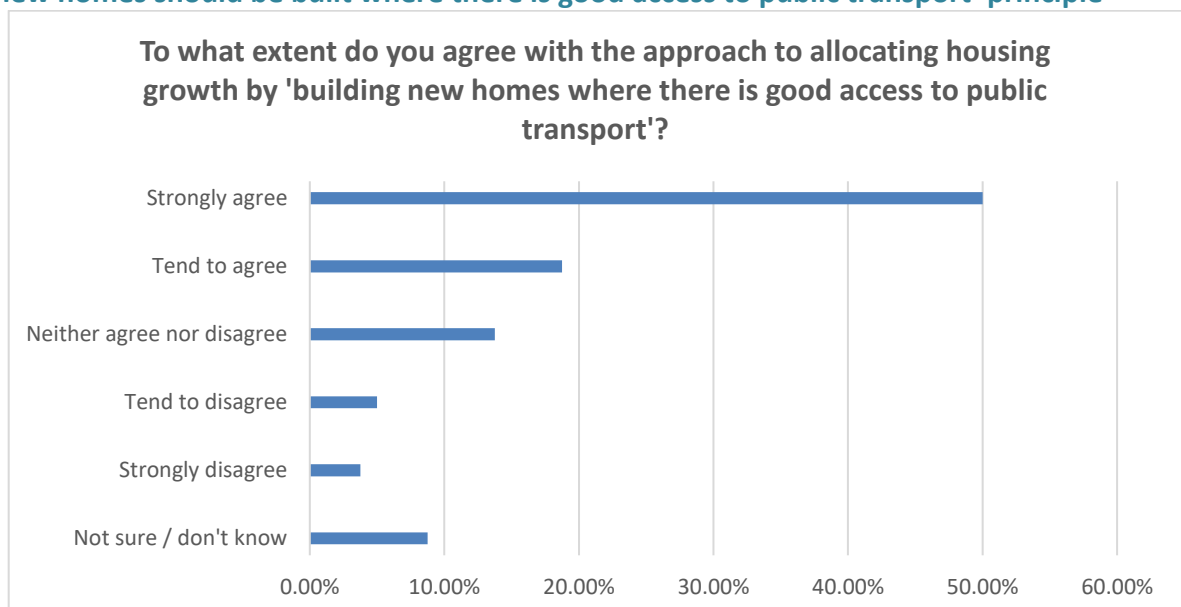
We invited respondents to provide their views on the 'new homes should be built where there is good access to public transport' principle. Overall, the principle received strong support from respondents, with 55 (68.75%) respondents rating the building of new homes in area with good access to public transport as important to some extent, in contrast to 7 (8.75%) respondents who answered that the principle was not important.

Growth Strategy 2030

Figure 2.72: Table quantifying the extent to which respondents placed importance upon the ‘new homes should be built where there is good access to public transport’ principle

To what extent do you agree with the approach to allocating housing growth by 'building new homes where there is good access to public transport'?		
	%	Number
Very important	50.00%	40
Quite important	18.75%	15
Neither important nor unimportant	13.75%	11
Not very important	5.00%	4
Not important at all	3.75%	3
Don't know / not sure	8.75%	7
Total	100%	80

Figure 2.73: Graph illustrating the extent to which respondents placed importance upon the ‘new homes should be built where there is good access to public transport’ principle



No new homes should be built in protected open space such as green belt and nature reserves, and limited homes in conservation areas

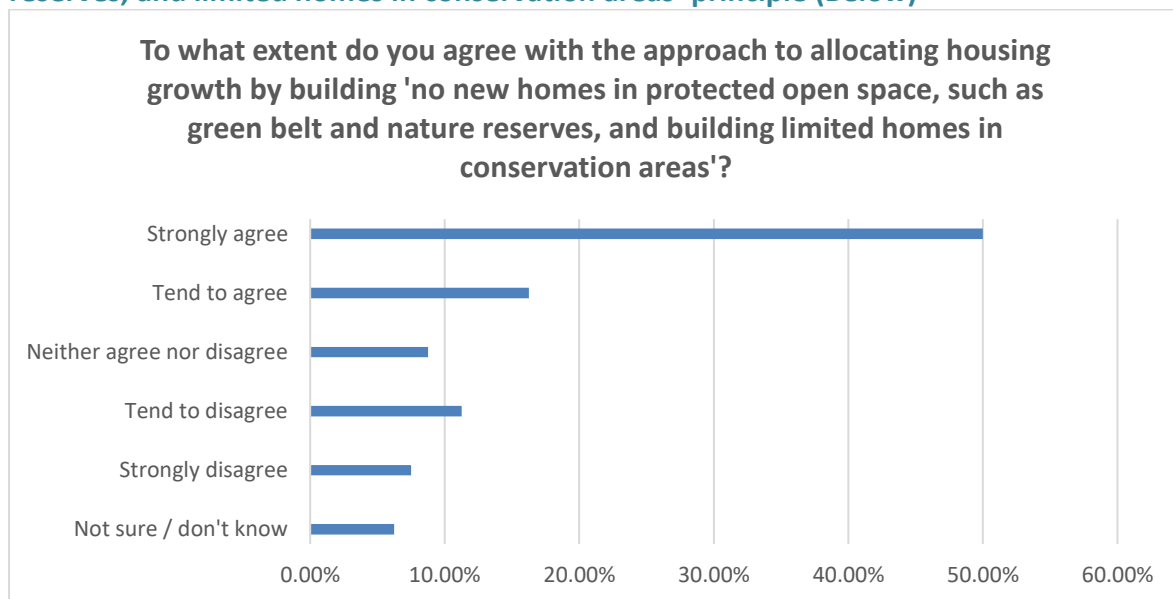
We invited respondents to provide their views on the ‘no new homes should be built in protected open space such as green belt and nature reserves, and limited homes in conservation areas’ principle. Overall, the principle received strong support from respondents, with 53 (66.25%) respondents rating the protection of open space from new housing delivery as important to some extent, in contrast to 15 (18.75%) respondents who answered that the principle was not important.

Growth Strategy 2030

Figure 2.74: Table quantifying the extent to which respondents placed importance upon the 'no new homes should be built in protected open space such as green belt and nature reserves, and limited homes in conservation areas' principle (Below)

To what extent do you agree with the approach to allocating housing growth by building 'no new homes in protected open space, such as green belt and nature reserves, and building limited homes in conservation areas'?		
	%	Number
Very important	50.00%	40
Quite important	16.25%	13
Neither important nor unimportant	8.75%	7
Not very important	11.25%	9
Not important at all	7.50%	6
Don't know / not sure	6.25%	5
Total	100%	80

Figure 2.75: Graph illustrating the extent to which respondents placed importance upon the 'no new homes should be built in protected open space such as green belt and nature reserves, and limited homes in conservation areas' principle (Below)



The maximum number of new homes should be built in existing growth areas, provided they deliver good quality design

We invited respondents to provide their views on 'the maximum number of new homes should be built in existing growth areas, provided they deliver good quality design' principle. Overall, the principle received support from respondents, with 44 (55%) respondents rating building the maximum number of new homes in existing growth areas as important to some extent, in contrast to 14 (17.50%) respondents who answered that the principle was not important. In addition, 15 (20%) respondents answered that the principle was neither important nor unimportant.

Figure 2.76: Table quantifying the extent to which respondents placed importance upon the ‘maximum number of new homes should be built in existing growth areas, provided they deliver good quality design’ principle (Below)

To what extent do you agree with the approach to allocating housing growth by building 'the maximum number of new homes in existing growth areas, provided they deliver good quality design'?		
	%	Number
Very important	25.00%	20
Quite important	30.00%	24
Neither important nor unimportant	20.00%	16
Not very important	10.00%	8
Not important at all	7.50%	6
Don't know / not sure	7.50%	6
Total	100%	80

Figure 2.77: Graph illustrating the extent to which respondents placed importance upon the ‘maximum number of new homes should be built in existing growth areas, provided they deliver good quality design’ principle (Below)



‘Town Centres’ and ‘Main Roads’ are the most suitable locations for new homes, as they have good access to public transport

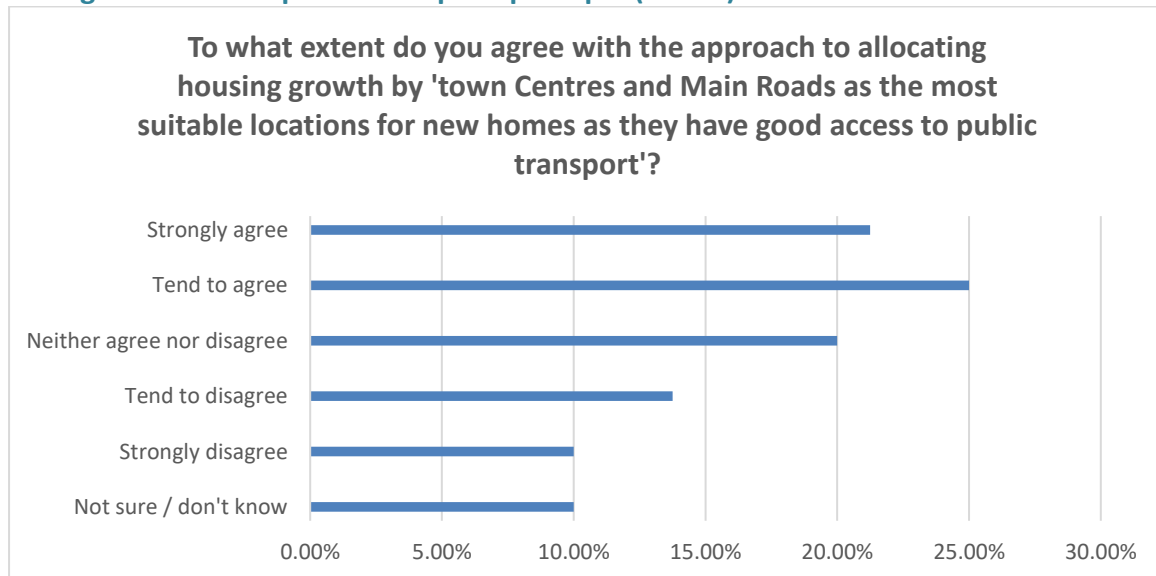
We invited respondents to provide their views on the ‘Town Centres and Main Roads are the most suitable location for new homes, as they have good access to public transport’ principle. Overall, the principle received limited support from respondents, with 37 (46.25%) respondents rating the most suitable locations for new homes as town centres and main roads with good access to public transport as important to some extent, in contrast to 19 (23.75%) respondents who answered that the principle was not important. In addition, 16 (20%) respondents answered that the principle was neither important nor unimportant.

Growth Strategy 2030

Figure 2.78: Table quantifying the extent to which respondents placed importance upon the ‘town centres and main roads are the most suitable locations for new homes, as they have good access to public transport’ principle (Below)

To what extent do you agree with the approach to allocating housing growth by 'town Centres and Main Roads as the most suitable locations for new homes as they have good access to public transport'?		
	%	Number
Very important	21.25%	17
Quite important	25.00%	20
Neither important nor unimportant	20.00%	16
Not very important	13.75%	11
Not important at all	10.00%	8
Don't know / not sure	10.00%	8
Total	100%	80

Figure 2.79: Graph illustrating the extent to which respondents placed importance upon the ‘town centres and main roads are the most suitable locations for new homes, as they have good access to public transport’ principle (Below)



Many large developments have already been approved in the west of the borough, and new housing will have to be built across the borough

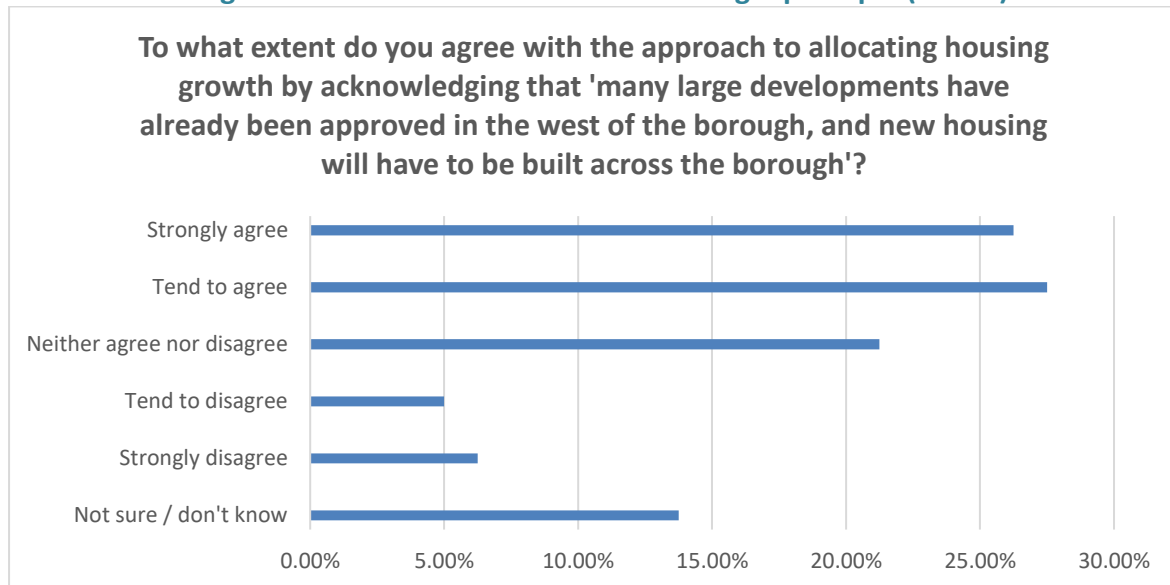
We invited respondents to provide their views on the ‘many large developments have already been approved in the west of the borough, and new housing will have to be built across the borough’ principle. Overall, the principle received support from respondents, with 43 (53.75%) respondents rating building new housing across the borough as important to some extent, in contrast to 9 (11.25%) respondents who answered that the principle was not important. In addition, 17 (21.25%) respondents answered that the principle was neither important nor unimportant.

Growth Strategy 2030

Figure 2.80: Table quantifying the extent to which respondents placed importance upon the ‘many large developments have already been approved in the west of the borough, and new housing will have to be built across the borough’ principle (Below)

To what extent do you agree with the approach to allocating housing growth by building 'the maximum number of new homes in existing growth areas, provided they deliver good quality design'?		
	%	Number
Very important	26.25%	21
Quite important	27.50%	22
Neither important nor unimportant	21.25%	17
Not very important	5.00%	4
Not important at all	6.25%	5
Don't know / not sure	13.75%	11
Total	100%	80

Figure 2.81: Graph illustrating the extent to which respondents placed importance upon the ‘many large developments have already been approved in the west of the borough, and new housing will have to be built across the borough’ principle (Below)



Views on our proposed approach to allocating housing growth in the three different growth areas

We asked respondents for their views on the emerging principles outlining our approach to allocating housing growth in the three different growth areas, and to identify any comments relevant to how growth is delivered across the borough spatially. The numerous comments regarding housing are evidenced in Appendix A.

Striking a balance between the number of houses built, and additional transport and social infrastructure available were the most prominent concerns for residents, as noted previously and from comments like *“there is already high level of new housing in the West, especially in*

Colindale, without the infrastructure to support existing growth patterns". Further to this, there were a number of identical comments constituting a petition that raised concern about 'overdevelopment in the west of the borough', based on the content it is recognised that these messages came from West Hendon and possible Colindale. Statements included comments such as *"[it is] not fair to lump 30,000 homes in the west"*.

Generally, many respondents were concerned about the number of homes to be built, stating that the Government's target is significantly higher than other similar boroughs, with *"the number exceed[ing] demands [placed] on similar London boroughs"*. Whilst other respondents called for growth to be matched by the ambition to deliver housing in a more balanced method with more burden shared across the centre and east; this included some residents suggesting that the council look at green space for building opportunities; this ranged from assessing the green belt on a case by case basis to comments such as *"we must begin building on green belt to increase opportunities for housing expansion"*.

3.13 West of the borough

The west of the borough is characterised by an increasingly urban feel that will be supported by investments to improve public transport. The area will provide the majority of Barnet's growth opportunities; representing nearly 2/3 of planned housing delivery.

The A5 road corridor is a key route connecting growth in Edgware, Burnt Oak/Colindale, West Hendon, Brent Cross and Cricklewood. Our role in shaping new neighbourhoods will be critical, including provision of the necessary infrastructure to support growth and transformation of this road corridor into a healthier street as a place and to travel along.

The west of the borough is also home to many key destinations including Brent Cross Shopping Centre, Middlesex University, and the RAF Museum; growth plans will support further investment in these destinations and more broad encouragement of increased investment in leisure provision across the area.

How respondents rank the themes in order of priority in the west of the borough

Respondents were invited to rank which of the five strategic themes they considered the most important in the west of the borough. Respondents strongly (43) emphasised 'a connected borough' as amongst the most important, if not the most important priority. The 'a great borough to live in and visit' and 'a growing borough' themes had broadly similar levels of support next, although a significant number of respondents did not see housing as a priority which fits the below concerns expressed about overdevelopment. The 'an entrepreneurial borough' theme tended to be ranked as the lowest priority in the west of the borough.

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Figure 2.82: Table quantifying how respondents rank the themes in order of priority in the west of the borough (below)

If the council had to focus its resources within the west of the borough, which of the five themes should be prioritised (1 identifies the highest priority, 5 identifies the lowest priority)	1st	2nd	3rd	4th	5th	Don't Know
A growing borough – delivering more homes through estate regeneration, infill housing, and specialist extra care housing	17	10	9	6	17	18
A connected borough - improving public transport, creating healthier streets, delivering a cleaner and more pleasant borough, and supporting digital infrastructure.	21	22	7	7	2	18
An entrepreneurial borough - streamlined support for businesses, including targeted sectoral support; also, brokerage of jobs and training.	5	3	19	18	15	17
A borough of thriving town centres - joined up services and improvement plans for town centres, plus support for healthier high streets, evening economy and quality workspace.	9	10	18	19	5	16
A great borough to live in and visit - investment in social infrastructure and improved open spaces, alongside support to grow our visitor economy.	12	16	8	8	17	16

Views on the west of the borough

We asked respondents for their views on proposed growth in the west of the borough, and to identify the biggest challenge that the council needs to address. The biggest concern was that 'quality of life' would not be fully considered in relation to regeneration and therefore would be compromised by the delivery of new houses, including for example such everyday services as bin collections. Comments emphasised the relationship between housing and transport, again highlighting challenges around orbital links and traffic congestion.

Responses emphasised the strength of feeling about the need for new housing to be genuinely affordable and supported by appropriate social infrastructure and parking; meeting the need for family accommodation and affordable housing for young adults. Respondents cautioned against overdevelopment, particularly opposing the suggestion that 2/3 of planned housing growth should be located in the west with concerns focusing on the number and height of new builds. Similarly, employment opportunities were seen as a significant challenge that the council needed to address to provide local employment opportunities alongside housing.

3.14 Centre of the borough

The centre of the borough is characterised by protected green space that forms a key part of Barnet’s suburban identity. A low proportion of housing growth will be delivered here, except around the Mill Hill East growth area. The area provides a strategic leisure and wellbeing function for the borough, and is home to key wellbeing and leisure destinations like Cophall Sports Hub and Barnet Hospital, but limited transport connectivity needs to be addressed to improve access to the whole area. In the long-term the area provides an opportunity to become a regional park.

How respondents rank the themes in order of priority in the centre of the borough

Respondents were invited to rank which of the five strategic themes they considered the most important in the centre of the borough. Respondents very strongly emphasised “A connected borough” as effectively the highest or second highest priority (52). The theme “a borough of thriving town centres” received broadly consistent support as the next highest priority, an interesting result potentially reflecting the fact that the centre of the borough only has one town centre at Mill Hill Broadway, alongside small parades and a local centre at Mill Hill East. The “a growing borough” theme had opposing levels of support with many people either placing it as highest or lowest priority, potentially again reflecting desire for more affordable housing and homes to meet the needs of older people vs. fears about housing growth. A significant difference from the west of the borough is the 3rd place ranking of the “an entrepreneurial borough” theme.

Figure 2.84: Table quantifying the total scoring for how respondents rank the themes in order of priority in the centre of the borough (below)

If the council had to focus its resources within the centre of the borough, which of the five themes should be prioritised (1 identifies the highest priority, 5 identifies the lowest priority)	1st	2nd	3rd	4th	5th	Don't Know
A growing borough – delivering more homes through estate regeneration, infill housing, and specialist extra care housing	17	4	10	8	22	15
A connected borough - improving public transport, creating healthier streets, delivering a cleaner and more pleasant borough, and supporting digital infrastructure.	25	27	4	4	3	13
An entrepreneurial borough - streamlined support for businesses, including targeted sectoral support; also, brokerage of jobs and training.	5	4	23	14	15	15
A borough of thriving town centres - joined up services and improvement plans for town	5	18	15	19	7	12

centres, plus support for healthier high streets, evening economy and quality workspace.						
A great borough to live in and visit - investment in social infrastructure and improved open spaces, alongside support to grow our visitor economy.	14	11	11	16	11	13

Views on the centre of the borough

We asked respondents for their views on proposed growth in the centre of the borough, and to identify the biggest challenge that the council needs to address. The delivery of new and enhanced travel connections was far and above the most prevalent comment; including *“it is positive that the council has recognised that improving accessibility to the centre of the borough is highly necessary and that investment is needed to improve public transport”*.

Comments also emphasised the preserving of green space and promoting environmentally friendly transport options to address climate change pressures, whilst keeping pollution to a minimum, as key challenges in this area. As one respondent commented, support for *“maintaining the beauty and connection with nature that the green belt and parks in this part of the borough provide, whilst also joining it all up into a regional park and providing new cycling and walking routes to connect across the area”* is most welcomed. General support and acceptance of the approach to open spaces and a proposed regional park potentially explains the diversity of the ranking of this theme in terms of priority.

3.15 East of the borough

The east of the borough will see growth focused in areas of better transport access that will deliver a little over $\frac{1}{3}$ of homes required in the borough. The area is characterised by a network of historic and major thoroughfares that connect local town centres and parks. The A1000 / A598 road corridor provides a key set of connecting roads linking the main town centres in the east. The corridor has capacity for new homes, but also needs to be a healthier street balancing the ways people travel and recognising places where people live, work and visit.

Town centres in the east are already local destinations: home to larger offices, café/restaurant culture, independent shops, and several leisure, arts and cultural destinations. We will seek to build on existing strengths to grow the role of these places where communities come together. New Southgate also provides a specific opportunity for transport-led housing growth, and the Council will seek to work with partners to tackle the way the North Circular Road acts as a barrier.

How respondents rank the themes in order of priority in the east of the borough

Respondents were also invited to rank which of the five strategic themes they considered the most important in the east of the borough. Consensus was much clearer in the east of the borough, with a

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broadly consistent prioritisation with most respondents choosing “a connected borough” as most important, followed by “an entrepreneurial borough”, “a borough of thriving town centres”, and being a great borough to live in and visit as the lowest ranked priority. Interestingly, again the growing borough theme was equally split between those recognising it as highest priority and those recognising it as the lowest priority. Based on the comments this again seems to tie into the variance between people seeing affordability as the key issue in the borough and people seeing the overall housing target for the borough and the risk of development impacting local character as the key issue.

Figure 2.86: Table quantifying how respondents rank the themes in order of priority in the east of the borough (below)

If the council had to focus its resources within the east of the borough, which of the five themes should be prioritised (1 identifies the highest priority, 5 identifies the lowest priority)	1st	2nd	3rd	4th	5th	Don't Know
A growing borough – delivering more homes through estate regeneration, infill housing, and specialist extra care housing	19	9	5	8	19	15
A connected borough - improving public transport, creating healthier streets, delivering a cleaner and more pleasant borough, and supporting digital infrastructure.	19	25	11	5	1	14
An entrepreneurial borough - streamlined support for businesses, including targeted sectoral support; also, brokerage of jobs and training.	3	7	30	11	10	14
A borough of thriving town centres - joined up services and improvement plans for town centres, plus support for healthier high streets, evening economy and quality workspace.	14	14	7	21	4	15
A great borough to live in and visit - investment in social infrastructure and improved open spaces, alongside support to grow our visitor economy.	8	7	8	14	24	14

Views on the east of the borough

We asked respondents for their views on proposed growth in the east of the borough, and to identify the biggest challenge that the council needs to address. The retention of the character of the area was a key comment for the east of the borough; ‘protecting the character and heritage of the borough especially historic high streets and listed/locally listed buildings’.

In addition, creating new spaces for different kinds of business and ensuring that there was appropriate transport provision and social infrastructure in place to support projected housing growth in these areas was seen as a key challenge for the area; *“it needs to be better connected if it is to take more of a share of the homes”*. The revitalisation of town centres is seen as a challenge, with their future role and character in relation to night-time and cultural activities an important issue to be worked through.

3.16 Health and Equality Impacts

Respondents were invited to share their views on the impacts the draft Growth Strategy may have on health and equalities, to help shape the final version of the strategy and the way growth is delivered across the borough until 2030.

Comments touched upon a range of potential health and equality impacts, as evidenced in Appendix A, but particularly emphasised the dangers of air and noise pollution, especially in relation to new home delivery and increased road usage. There was recognition of the positive impact of seeking to shift transportation preferences away from private cars to active forms of transport, including public transport, cycling and walking.

Reflecting the split prioritisation of the growing borough theme, some respondents identified the particularly positive impact of creating housing and associated infrastructure for residents of all ages, especially housing for the elderly; together with the need for stronger promotion of more affordable and energy efficient homes.

Overall feedback suggests there is a need for more significance to be explicitly placed on the long-term wellbeing of Barnet’s residents, so that further steps are taken to protect vulnerable people and communities. Firstly, throughout the process of area-wide regeneration, for example projects reducing dust and air pollution. Secondly so that the diversification and strengthening of high streets considers the need to tackle negative uses like fast food and betting shops, to support their replacement with healthier services for the population.

4. Key messages from written stakeholder feedback

Separate to the online survey, the Council received XX emailed responses to the consultation in letter form, mainly from stakeholders and statutory bodies.

Summary of the responses

Stakeholder Name	Comments
Aberdeen Standard	<ul style="list-style-type: none"> • Supportive of the plans
Argent Services LLP	<ul style="list-style-type: none"> • Supports all themes • Supports establishment of BXC as a destination of national significance • Recognises importance of different types of housing for mixed communities (affordable, supported, student, later living...etc) • Strategy could be more ambitious regarding mode share and parking • BXC could provide a fourth sports hub opportunity
Avison Young (on behalf of Redrow Homes)	<ul style="list-style-type: none"> • Supports Increasing Housing Supply within guiding principles • Supports all themes and cross-references Colindale Gardens scheme • Stronger controls on parking in developments, also emphasise S106/CIL • Spatial approach to growth – supports west of the borough and Colindale emphasis. Central area focus on leisure to not preclude housing.
Barnet Residents Association	<ul style="list-style-type: none"> • Generally supportive but some key issues to deal with: • Housing: unlikely targets met. Population and housing numbers need explaining. • Environment: Regional Park intriguing idea – bold initiatives needed • Transport: increased capacity of tube, limitations of orbital connections, accessible transport interchanges are critical, need M25 impact review. • High Streets: Sort waste collection arrangements in town centre, improve street cleansing and crossing safety, support focus on more affordable workspaces. • Welcome a digital hub in the town centre and business broadband.
The Barnet Society	<ul style="list-style-type: none"> • Support aims, support guiding principles provided changes to safeguard local character, protect environmental assets, and ensure growth meets highest environmental standards including mitigation of climate change. • Growing Borough: Add objective design standards and sustainability. Question quantity of homes, affordable definition and types of housing • Connected Borough: supported, but needs clearer commitments, several specific recommendations were made of relevance to transport strategy. • Town Centres: support themes but want affordable quality workspaces. Challenges to address are practical consistent and joined up support, maintaining environmental standards, trader buy-in and funding. • Live and visit: support theme.

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Diocese of London	<ul style="list-style-type: none"> Green Belt release a necessity to fulfilling housing growth in the area.
The Finchley Society	<ul style="list-style-type: none"> Welcome scene setting for the local plan, transport strategy and infrastructure plan. Generally supportive of all principles, themes and areas, subject to amendments: Seek environmental theme – sustainable growth, climate change, energy efficiency Connected borough theme – Clearer boroughwide approach to parking and growth East of the Borough - sensitive investments needed to modernise town centres
Greater London Authority (<i>Regeneration and Economic Development Team</i>)	<ul style="list-style-type: none"> Supports and welcomes the strategy Housing needs to be high quality and support public realm investment, Within town centres recognise complexity of land ownership and support active ground floors in relation to housing delivery. Incorporate and define inclusive growth No definition of ‘state-of-the-art digital infrastructure’ Add qualitative measures too (i.e social value impact, social integration) Mention the circular economy
Highways England	<ul style="list-style-type: none"> Planned growth in Barnet could impact the SRN (M25) and requires assessment.
Historic England	<ul style="list-style-type: none"> Sustainability Appraisal required in association with Local Plan Review to ensure growth aspirations and the impact on historic environment fully considered Plan could specify how regeneration will support heritage conservation efforts
Home Builders Federation	<ul style="list-style-type: none"> Need for Local Plan publication and clarification of housing target and realistic proposals to increase housing supply given historic failure to meet housing targets Question spatial approach as underplays small sites development requirement, including opportunity for more development in the centre of the borough
Jewish Community Secondary School	<ul style="list-style-type: none"> Support the expansion of social infrastructure capacity including schools, leisure, health and community facilities to accommodate further growth
John Cox	<ul style="list-style-type: none"> Support connected borough theme focus on public transport and orbital connectivity. Proposed various particular measures regarding transport planning.
London Parks and Gardens Trust	<ul style="list-style-type: none"> Barnet benefits from a wealth of parks and gardens of heritage, cultural and landscape value; green assets are of heritage value and should be protected
Mill Hill Preservation Society	<ul style="list-style-type: none"> Strategy is general, does not provide clear policy around amenity and green belt Concern about proposals for leisure and recreation within areas of green belt. Inadequate recognition of need for improved healthcare provision Loss of employment space means growing population not matched with new jobs
West Hendon Residents - Petition	<ul style="list-style-type: none"> Housing targets too high, inappropriately dense development, flats too small Overdevelopment in West of the Borough if 30,000 homes built in A5 corridor. Other areas of the borough must take larger share if targets cannot be changed

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<p>(14 separate responses)</p> <p>Plus</p> <p>Silk Stream (214 member) and Vivian Avenue Residents Groups</p>	<ul style="list-style-type: none"> • Development will cause congestion, parking and pollution issues • Infrastructure is promised but housing built long before necessary infrastructure • Proposal for development at Sainsburys site in the Hyde proceeds decisions on this strategy that include
<p>National Grid</p>	<ul style="list-style-type: none"> • Notification of strategic assets in proximity to proposed growth areas (Mill Hill East).
<p>Spires Barnet</p>	<ul style="list-style-type: none"> • Support the proposed theme for town centres and area approach for east of the borough, but look forward to changes to Local Plan policy matching such aspiration.
<p>Taylor Wimpey</p>	<ul style="list-style-type: none"> • Supports the aims and objectives of the strategy, but considers that a more active message about unlocking the potential of designated MOL for housing delivery. • Supports growth proposal for A406 corridor / New Southgate.
<p>TfL Commercial Development</p>	<ul style="list-style-type: none"> • Strategy principles should address those of Good Growth in the London Plan, and integrate matters of sustainability and good design. • All themes and objectives supported, although recommend all accessible areas support growth, not just town centres. Also, amendments to connected borough objectives to focus wording more strongly on active travel, and to town centres theme to also emphasise importance of reducing traffic and congestion. • Commit to help increase housing through development of landholdings to provide developments that accord with priorities including affordable homes and training.
<p>TfL Spatial Planning Team</p>	<ul style="list-style-type: none"> • Support many aspects of the strategy and welcome input from LB Barnet on changes to bus networks. But further nuance required to connected borough theme to reduce emphasis on orbital transport connections vs. radial connections. • Healthier street design objective should be worded to focus on the needs of 'active forms of travel' rather than 'all forms of travel'. Also, stronger emphasis around managing and reducing parking supply would help tackle car dominance habits. • Request amendment to the text relating to PTAL as a consistent measure of access. • No mention is made that 65% of trips in Barnet could be made by walking or cycling. • Evidence of patterns of travel demand should be examined to inform the strategy and the spatial approach nuanced with stronger reference to bus journey time improvements between Whetstone and Finchley Central, and routes providing access to Piccadilly and Jubilee Line services just across the borough boundary. • Regional Park transport infrastructure should be focused on walking and cycling.
<p>Thames Water</p>	<ul style="list-style-type: none"> • Provided recommendations for future Local Plan Policy.

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Barnet Group	<ul style="list-style-type: none"> • Partnership working - growing borough supported by Open Door Homes. Look forward to working on a new more ambitious affordable housing target. Over 5 years it should be possible to take forwards 700-1000 affordable homes.
West Finchley Residents Association	<ul style="list-style-type: none"> • Support principles • Supports development in town centre locations with access to transport hubs, would like to see specific protection for existing family homes in residential areas. • Impact of congestion and air pollution, on health and wellbeing in general, is lacking • Need stronger emphasis on social infrastructure, missing heritage, need for commuter parking in Finchley Central and avoid commuters shifting to W. Finchley.
West London Alliance	<ul style="list-style-type: none"> • Specific feedback on references to 5G, data and digital connectivity and references • Recommendation to more explicitly reference cross border areas and matters • Strategic Infrastructure Plan for West London is currently being prepared • Welcome continued close working and partnerships to deliver outcomes

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Growth Strategy Delivery Plan

The delivery plan sets out of the projects and programmes that the council will focus its energies on delivering the Growth Strategy either directly or with partners. The programme is indicative and will be updated annually as noted in the Growth Strategy.

Structure of the delivery plan

It is structured to mirror the two key aspects of the approach to growth, the first being the 5 themes and their 20 objectives, and then the second being the 3 spatial areas and their identified list of priority projects. It is recognised that there would be the potential for some overlap in the delivery plan between the themes and the spatial areas; therefore, specific deliverables have been included under the themes and objectives if they relate to an area-wide or boroughwide matter; with deliverables that are generally related to a specific location within the borough being included within the areas and projects section.

This delivery plan recognises that the council broadly has three main roles / mechanisms for securing delivery of outcomes, in relation to the 5 themes these three roles have been further explored:

Policies – Through statutory and non-statutory policy-making processes the council can influence and guide the behaviour of landowners, developers, businesses and residents.

Partnerships – Through formal and informal partnerships and networks the council can encourage work towards the delivery of specific outcomes.

Direct Delivery – As a commissioner and deliverer of services, and also as a landowner and developer of housing and other developments the council can specifically deliver outcomes.

Resourcing the delivery plan

The council's budget for 2020/21 recognises the step change in approach and resourcing is required to unlock the benefits of growth by delivering the outcomes envisioned within the Growth Strategy. The scaling up of capacity and programmes of work will be delivered through a new corporate resource allocation for growth and development linked to income generated from development, such as the New Homes Bonus. If changes to this system of funding are implemented by government during the lifetime of this strategy, then this may require the council to re-evaluate the cost-benefit of its investments in growth and development.

The preparation of this delivery plan has focused on the revenue implications of the more extensive and comprehensive programme of regeneration activities set out within the Growth Strategy. This delivery plan is indicative as it contains a mixture of approved and agreed schemes together with new and emerging project ideas. Although projects are referenced in this delivery plan, they all will require a business case to determine if they should be delivered; potential projects identified here may fall away due to the capital investment, land or other constraints. An Infrastructure Delivery Plan is being developed over the coming 12 months to inform the new Local Plan; this will help to assess the broad capital cost for all potential infrastructure investments, together with clarifying if there is a funding gap.

Theme: A Growing Borough

The council's role in new housing delivery stems from three main areas of work:

- a. **Policies**: As Local Planning Authority (LPA), through a Local Plan, the council seeks to encourage the right number, type and quality of homes to be built to address identified need. It then uses decision-making powers relating to planning applications to test and determine whether proposals are acceptable and respond to policy. The Housing Strategy also sets out the requirements in terms of local need.
- b. **Partnerships**: Through development partnerships and work with Registered Social Landlords (RSLs) the council enables a variety of new homes to be delivered across available development sites, regeneration estates and across growth areas.
- c. **Direct Delivery**: The council commissions and procures the delivery of new homes, including a large proportion of homes that will meet the definition of 'affordable homes.' These developments are delivered on land owned by the council. The Barnet Group manages housing stock, delivers housing-related services and support, alongside directly delivering new housing.

Objectives	Projects & Deliverables	Timing
Increase the supply of housing	<ul style="list-style-type: none"> • Provide annual updates to the 'Housing Delivery Action Plan' to help deliver new housing and target resources to address issues that are delaying the completion of homes. The Action Plan published in September 2019 identified the following actions: <ul style="list-style-type: none"> ○ <i>Lobby GLA for a small sites one-stop shop for advice</i> ○ <i>Create a new post to actively reach out to developers to bring forward applications, and support the delivery of smaller sites with planning permission.</i> ○ <i>Consider where support can best assist developers of medium-sized and larger sites (NB/ proposals below)</i> ○ <i>Keep conditions under review and explore the scope for additional measures (streamlining and discharge)</i> ○ <i>Monitor built out times according to scheme heights.</i> ○ <i>Publish Draft Local Plan (Regulation 18)</i> ○ <i>Prepare area frameworks for development (SPDs)</i> ○ <i>Identify best practice for small sites development.</i> 	2020/21 & Ongoing
		Ongoing 2020/21
		(See below)
		Ongoing
	<ul style="list-style-type: none"> • Conduct assessment of sites in the borough and engage with developers and landowners to bring forward delivery (including tophatting opportunities within town centres). • Actively engage with housing associations in the borough to review potential opportunities for infill and development. • Consider feasibility of strategic interventions to unlock housing delivery across town centres and at New Southgate. 	2020/21
		2020/21
		2020/21 & ongoing

Objectives	Projects & Deliverables	Timing
	<ul style="list-style-type: none"> • Consider the scope for planning guidance to foster growth and shape improvements within areas of development opportunity including all main town centres, major thoroughfares and emerging growth opportunities such as Brent Cross West: <ul style="list-style-type: none"> ○ <i>Middlesex University and the Burroughs</i> ○ <i>Edgware Town Centre</i> ○ <i>Whetstone Town Centre</i> ○ <i>Height Strategy for Major Thoroughfares</i> • Continue Draft Local Plan update, including Regulation 19 stage consultation in Autumn 2020, proceeding to adoption by 2022. • Ensure the council is securing permissions for development of 3,060 homes per year to 2030 through annual monitoring of progress against current and forthcoming Local Plan objectives. • Adopt revised Community Infrastructure Levy (CIL) rates to ensure new homes demonstrate support for infrastructure. • Update Sustainable Design and Construction SPD. • Consider the development of planning frameworks to assist future growth e.g. for New Southgate Opportunity Area. • 	<p>2020/25</p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p>2020/22</p> <p>2020/22</p> <p>2020/22</p> <p>2021/30</p> <p>Ongoing</p> <p>2021-23</p> <p>2025-30</p>
Deliver more homes that people can afford	<ul style="list-style-type: none"> • Acknowledge London Plan policy for up to 50% of new homes (minimum 35% without viability review) to be new affordable housing through the new Local Plan and monitor progress. • Identify opportunities for new affordable homes to be secured within town centre regeneration schemes. • Work with The Barnet Group to identify opportunities for delivering infill affordable housing within existing estates. • Support the Barnet Group to deliver over 1700 new affordable homes within existing estates, infill sites, top hatting and through up to 600 housing acquisitions. • Work with development partners to continue delivery of new and replacement affordable homes within regeneration estates. • Continue work with the Mayor of London and Housing Associations to secure new affordable homes within Barnet. • Continue delivery of new and replacement affordable homes within regeneration schemes, on council sites & in town centres. 	<p>Ongoing</p> <p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2025/30</p>
Support our growing older population	<ul style="list-style-type: none"> • Work with Adults Services to prepare a needs assessment to quantify Adult Social Care need, by 2021. • Prepare action plan to address disproportionately high rate of need identified in Barnet Dementia Needs Assessment. • Deliver an additional 175 extra-care homes; at Stag House (Burnt Oak) and Cheshir House (Hendon) by 2024. • Prepare the business case for new nursing care home capacity for people with complex needs (up to 100 places). • Deliver against policy of 10% of new homes, in developments with more than 10 units, to be wheelchair accessible. 	<p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2020/21</p> <p>Ongoing</p>

Objectives	Projects & Deliverables	Timing
	<ul style="list-style-type: none"> • Work with Adults Services to develop a forward programme in response to the adopted needs assessment and action plan. 	2020/25
Deliver homes on public sector land	<ul style="list-style-type: none"> • Continue to work with development partners to bring forward delivery of new homes within regeneration schemes. • Complete Capital Delivery Plan defining project investments in the Councils Estate • Improve existing homes due to be occupied at Grahame Park beyond 2024 to the Decent Homes Standard. • Build 1100 new homes on council land. • Continue providing leadership through the One Public Estate (OPE) Board to unlock new homes through key strategic partnerships such as with the NHS and TfL. • Develop schemes for new student bed spaces in partnership with Middlesex University. • Identify pipeline of future projects and strategic interventions. 	Ongoing 2020/21 2020/22 2020/25 2020/25 Ongoing 2020/25 ongoing

Theme: A Connected Borough

The council's role in transport and communications infrastructure improvements includes:

- a. **Policies**: By developing a long-term transport strategy, provide a strategic plan for the needs and priorities for the borough in relation to transport. As Local Planning Authority, Highway Authority, and Lead Local Flood Authority, the council will seek to ensure new housing and jobs are delivered alongside appropriate support for active and sustainable travel improvements, appropriate provision of parking and/or implementation of controls, together with travel planning measures.
- b. **Partnerships**: Through grant opportunities, development partnerships and our Local Implementation Plan (LIP) shared with our partner Transport for London, the council will secure or directly deliver a variety of transport improvements, especially in and around regeneration estates and growth areas.
- c. **Direct Delivery**: The council's Environment Service will seek to deliver projects where these fall within the responsibilities of the local authority and have secured funding, or are directed and funded projects from the council's Environment or Area Committees.

The following table provides an indicative set of projects that will be amended and updated as the Long-Term Transport Strategy is taken forward and delivery priorities are clarified. More broadly the update of the borough Infrastructure Delivery Plan in 2020/21 to support the new Local Plan will inform the required physical infrastructure improvements and funding sources:

Project	Deliverables	Timing
Enable new and enhanced public transport connections	<ul style="list-style-type: none"> • Update Infrastructure Delivery Plan to confirm social infrastructure requirements and funding arrangements. • Secure funding for greater capacity to engage on and champion public transport matters in the borough. • Investigate proposals for improvements associated with the Draft Long-Term Transport Strategy, including: <ul style="list-style-type: none"> • Express and orbital bus routes (PT1) • Improvements to existing bus routes (PT2) • Improvements to existing rail services (PT3) • On-demand services (PT4) • Improvements to gateways and interchanges (PT5) • Complete Feasibility Studies to clarify whether and how the following projects could inform the preparation of transport strategy public transport improvement schemes: <ul style="list-style-type: none"> • Mill Hill / Colindale / Edgware connections study • Bus Rapid Transit study, • TFL rail - capacity enhancement study (Moorgate Line) • Support the West London Alliance to secure delivery of the West London Orbital Line. 	<p>Ongoing</p> <p>2020/30</p> <p>2020/30 <i>(subject to resources)</i></p> <p>2020/23</p> <p>2020/21</p> <p>2021/22</p> <p>2022/23</p> <p>2020/25</p>

	<ul style="list-style-type: none"> • Complete plan for rollout of Step Free Access to remaining stations, especially stations on National Rail Lines. • Explore the public transport improvements required to support wider delivery of the proposed regional park. • Secure further bus route improvements to respond to areas of growth and development with lower PTALs (e.g. The Hyde). 	<p>2022/24</p> <p>2023/25</p> <p>2021/25</p>
<p>Deliver healthier street design to support all forms of travel</p>	<ul style="list-style-type: none"> • Investigate proposals for improvements associated with the Draft Long-Term Transport Strategy, including: <ul style="list-style-type: none"> ○ Healthier routes to schools (W1) ○ Low traffic neighbourhoods (W2) ○ Signage and wayfinding (W3) ○ Active route – the Barnet Loop (W4) ○ Investing to improve the footway network (W5) ○ Cycle parking (C1) ○ Cycle network (C2) ○ Cycle Provision (C3) ○ Cycle training (C4) • Prepare healthy streets assessments and public realm improvement plans (including the town centres): <ul style="list-style-type: none"> ○ A5 corridor ○ A1000/A598 corridor • Plan for leisure walking and cycling route investments • Deliver improvements to leisure walking and cycling routes. • Commence work with partners on walking and cycling improvements at initial core areas: Finchley, Hendon, Burnt Oak/Colindale and Brent Cross. • Deliver public realm and healthy streets improvements along A5 and A1000/A598 corridors <i>(subject to funding)</i> • Ensure appropriate public realm guidance is in place to inform standards for delivery of healthy streets interventions • Prepare healthy streets assessments and public realm improvement plans (including the town centres): <ul style="list-style-type: none"> ○ A504 corridor ○ A110 corridor • Extend walking and cycling network improvements to three further locations: Brent Cross, Golders Green and Edgware. • Deliver public realm and healthy street improvements along A504 and A110 corridors <i>(subject to funding)</i> 	<p>2020/30 <i>(subject to resources)</i></p> <p>2020/21</p> <p>2021/22</p> <p>2020/21</p> <p>2021/30</p> <p>2020/25</p> <p>2021/26</p> <p>2021/23</p> <p>2024/25</p> <p>2025/26</p> <p>2025/30</p> <p>2026/30</p>

<p>Deliver a cleaner, greener, and more pleasant borough</p>	<ul style="list-style-type: none"> • Investigate proposals for improvements associated with the Draft Long-Term Transport Strategy, including: <ul style="list-style-type: none"> • Car clubs (R1) • Electric Vehicle Charging Provision (R2) • Road Safety Improvements (R3) • Workplace Parking Levy (R4) • Better management of parking (R5) • Road User Charging (R6) • Alternative Fuels for Freight (F1) • Consolidation (F2) • Behaviour Change Programme (BC1) • Education Training and Publicity (BC2) • Travel Planning (BC3) • Improve air quality across the borough, including around schools and tree planting along road corridors. • Assess feasibility of park and ride services to reduce the number of vehicles passing through the borough. • Consider the potential for a corridor approach between the M1, A1 and A41 to reduce congestion and improve the opportunity for more sustainable travel. • Support the development of a smarter city, including the transition to connected and autonomous vehicles, use of data analytics and dynamic parking systems. 	<p>2020/30 <i>(subject to resources)</i></p> <p>Ongoing</p> <p>2021/22</p> <p>2022/23</p> <p>2024/30</p>
<p>State of the art digital infrastructure</p>	<ul style="list-style-type: none"> • Secure arrangements with West London Alliance for new joint capacity to deliver on smart cities and 5G agenda. • Support programme to deliver Ultrafast Broadband to communities and businesses via programme to upgrade TfL and other public assets. • Work with Argent Related to pilot smarter cities initiatives in Brent Cross South, identifying best practice which can be rolled out across the borough. • Work with partners to identify priority smarter cities solutions for the council, for example in relation to 5G technologies. Develop a Smart Barnet Plan to look at opportunities across Growth and Development (including town centre renewal), Adults Social Care, Environment and Customer Transformation 	<p>2020/21</p> <p>2021/23</p> <p>2020/25</p> <p>2020/25</p>

Theme: An Entrepreneurial Borough

The council's role in delivery of jobs and skills development includes:

- a. Policies: As Local Planning Authority, the council seeks to ensure new developments do not harmfully impact on places of work and opportunities for local employment and business, moreover that they should contribute towards opportunities for training and assisting people into work. The council has adopted guidance to inform the application of policy in this area.
- b. Partnerships: Through partnerships with West London Alliance, Job Centre Plus, local employment support partners, and regeneration/development partnerships, the council seeks to ensure opportunities to assist people into the work, to provide training opportunities and to support the local supply chain are secured as part of growth and development. In addition, ongoing work with local small business networks and chambers of commerce, informs support the council seeks to deliver to address barriers and local challenges affecting SMEs, together with business start-up and support programmes.
- c. Direct Delivery: The council directly commissions a welfare to work service known as BOOST that brings together support services to assist residents with welfare, housing and employment issues through a one-stop shop approach.

Objectives	Projects & Deliverables	Timing
Deliver first class customer service to the borough's businesses	<ul style="list-style-type: none"> • Work with council Customer Transformation Programme to deliver sustained customer service improvements, helping to streamline and enhance business-focused council services. 	2020/25
	<ul style="list-style-type: none"> • Launch a new Council communication channel for local businesses, focusing on their areas of interest and need. 	2020/21
	<ul style="list-style-type: none"> • Convene regular business events to directly engage with and understand the needs of Barnet-based businesses. 	2020/21
	<ul style="list-style-type: none"> • Produce an annual Business Vitality Report to measure and understand the vitality of Barnet's economy, and to assess the impact of services provided to businesses by the council. 	2020/21
	<ul style="list-style-type: none"> • Maintain and deliver new customer service improvements through occasional reviews of local needs and service impact. 	2025/30

Objectives	Projects & Deliverables	Timing
Identify and support growing business sectors across the borough	<ul style="list-style-type: none"> • Identify and engage with strategically important sectors, and those of potential greater future importance in Barnet’s local economy, to assess ways that the council can support them to maintain and grow their contribution to the borough. • Initial sectors of focus are proposed as: <ul style="list-style-type: none"> ○ Health and Social Care ○ Hospitality ○ Recreation and Leisure ○ Construction ○ Retail ○ Creative Industries • Work with Higher and Further Education institutions, and other partners, to launch a new programme of support focused on these key sectors. • Working with partners across the region and sub-region, undertake an ‘inward investment readiness audit’ to identify actions the council can take to increase investment. 	2020/21 2020/25
Maximise employment opportunities through growth	<ul style="list-style-type: none"> • Conduct a comprehensive borough-wide employment and skills needs assessment to identify key groups in need of support, the current level and quality of provision, and any recommendations for future action • Continue delivery of targeted programmes to support entrepreneurs, including Pop Up Business School and Entrepreneurial Barnet Competition • Continue delivery and support for projects such as BOOST that support those furthest from employment, those on low incomes and key groups including NEETs and care leavers • Work with Brent Cross Employment and Skills Steering Group partners to progress actions identified in the Delivery Plan: <ul style="list-style-type: none"> ○ Construction phase employment skills support ○ Supply chain opportunities ○ Support in relation to end use jobs • Continue to secure further employment and skills outcomes through obligations relating to new development. • Increase the number of apprenticeship opportunities available across the council and key partners. • Revise the council’s Delivering Skills, Employment, Enterprise and Training SPD (Supplementary Planning Document) from Development to increase and improve delivery of outcomes from new developments relating to employment and skills. • Work with partners (The Barnet Group, Cambridge Education and DWP) to implement actions identified in the employment and skills needs assessment, ensuring council resources are targeted at those most in need, including: <ul style="list-style-type: none"> ○ People on low incomes, ○ People not in employment, education or training ○ Young people leaving the care system 	2020/21 Ongoing Ongoing Ongoing Ongoing 2020/25

Objectives	Projects & Deliverables	Timing
	<ul style="list-style-type: none"> • Deliver enterprise, employment and skills initiatives that will help to address future skills shortages through work with educational institutions and other partners around key sectors: <ul style="list-style-type: none"> ○ Professional and Financial Services, ○ Care and Health, ○ Hospitality, ○ Recreation and Leisure, ○ Construction ○ Retail • Promote and deliver skills and productivity initiatives with partner boroughs through the West London Alliance. 	
Support the local economy including promotion of local supply chains	<ul style="list-style-type: none"> • Work with council services, as appropriate, to develop a more targeted approach to local supplier procurement. • Enhance delivery of local supply chain commitments through potential policy changes, new regeneration scheme contracts, and council-wide social value contractual commitments. • Develop a new supply chain initiative to better promote the opportunities for, and benefits to, local businesses in relation to the regeneration of Brent Cross Cricklewood. 	<p><i>2020/21</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p>

Theme: A Borough of Thriving Town Centres

The council's role in enabling town centres in Barnet to thrive includes:

- a. ***Policies***: As Local Planning Authority (LPA), through the Local Plan, the council seeks to encourage appropriate investments in town centres to diversify and strengthen the offer whilst delivering improvements and economic growth. Other areas of policy include licensing, parking and regulatory enforcement policies that will influence the quality of place and services on offer within town centres.
- b. ***Partnerships***: The council seeks to work with Town Teams and Residents Associations to ensure that planning decisions and investment in town centres strengthens and supports the range of economic services and functions to be successful.
- c. ***Direct Delivery***: The council's Business, Enterprise, Skills and Town Centres (BEST) team seek to provide direct support to town teams and local businesses, to realise ambitions for investment and improvement in town centres. In addition, the council's estates team and other services seek to maximise the benefit and outcomes from council-owned assets.

Objectives	Projects & Deliverables	Timing
<p>Strengthen and diversify town centres to ensure they are fit for the future</p>	<ul style="list-style-type: none"> • Plan and deliver town centre public space and public realm improvement projects including: <ul style="list-style-type: none"> ○ Improvements to West Hendon Broadway ○ Finchley Square to activate Finchley Central • Work with development partners on proposals for the comprehensive revitalisation of town centres (account for financial viability and deliver a joined-up approach including more effective community engagement), <ul style="list-style-type: none"> ○ Pilot in North Finchley. • Deliver projects and improvements identified within adopted Town Centre Strategies and Community Plans: <ul style="list-style-type: none"> ○ Develop the business case for priority projects in the Golders Green Town Centre Strategy ○ Work with The Barnet Group, local businesses and communities to deliver improvements in Burnt Oak Town Centre and around Colindale. ○ Work with the community and businesses to complete the Chipping Barnet Community Plan • Promote and celebrate the unique characteristics of the borough's town centres through work with partners to improved identity, wayfinding and centre promotion: <ul style="list-style-type: none"> ○ Pilot in Colindale ○ Pilot in West Hendon • Support preparation a shared vision for town centres of strategic importance for development by engaging with 	<p>2020-2030</p> <p>Ongoing 2020/21 Ongoing</p> <p>2020/21</p> <p>2020/21 (ongoing) 2020/21</p> <p>2020/21</p> <p>2020/21 2020/21</p>

	<p>stakeholders and local communities in the preparation of new planning policy guidance:</p> <ul style="list-style-type: none"> ○ Pilot in Cricklewood (masterplan) ○ Pilot in Edgware (SPD) ● Work with local communities, businesses, developers and others to implement Town Centre Strategies, bringing forward economic development opportunities, better public realm and an improved mix of uses, including homes, workspace, leisure and community facilities ● Ensure ongoing support for Town Teams in the borough, helping to signpost services when they deal with the council and supporting their growth and sustainability through new tools and resources <ul style="list-style-type: none"> ○ Support existing Town Teams ○ Test the appetite for Town Teams where they do not currently exist (Main Town Centres) ● Launch a crowdfunding initiative aimed at established Town Teams and community groups capable of delivering projects to improve / animate their local town centre. ● Work with land owners and development partners to scope and pilot a new approach to land use within town centres aimed at bringing forward new homes, focusing retail provision on a sustainable core, and diversifying the uses of appropriate parts within existing town centres. 	<p>Ongoing 2020/21 2020/25</p> <p>2020/25</p> <p>Ongoing 2020/25</p> <p>2020/21</p> <p>2025/30</p>
<p>Support joined-up service delivery across the council for healthier high streets</p>	<ul style="list-style-type: none"> ● Establish new council officer group to address needs in relation to individual town centres, aligning: <ul style="list-style-type: none"> ○ Services, strategies and activities ○ Action to address issues including planning and other enforcement activities, licensing, street cleansing, and waste collection. ○ Consider concerns about parking arrangements. ● Provide input to the council’s MARAC group and take a joined-up approach to addressing community safety in town centres, starting with cases in Burnt Oak ● Work with partners to launch a programme to address the impact of empty shops on the borough’s high streets ● Scope a programme aimed at repurposing vacant retail units in town centres through meanwhile uses such as pop-up shops, arts and community ● Consider a more active council approach to assessing and improving the health outcomes of town centres: <ul style="list-style-type: none"> ○ Pilot in Finchley Central ● Work with planning colleagues at pre-application stage to ensure proposed development in town centres will fully support and help to deliver the council’s ambitions in relation to both the Local Plan and the Growth Strategy. ● Partner with neighbouring boroughs to address cross-borough issues impacting town centres. 	<p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2020/25</p>

<p>Deliver high quality workspace</p>	<ul style="list-style-type: none"> • Conduct a workspace viability assessment to identify demand and target locations <ul style="list-style-type: none"> ○ Pilot project – location TBC • Engage real estate agents and landowners to identify ways to unlock and improve access to commercial stock • Align main town centres approach with local plan classifications (major, district and local centres etc). • Deliver new, specialist SME, creative and light industrial workspace aimed at key sectors through investment in council assets and by influencing private development • Revise the council’s Delivering Skills, Employment, Enterprise and Training SPD (Supplementary Planning Document) from Development to increase outcomes and to improve delivery of affordable and flexible workspace. • Ensure provision of at least one affordable workspace unit in every main town centre 	<p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2025/30</p>
<p>Build on existing strengths to create a thriving evening economy</p>	<ul style="list-style-type: none"> • Support preparation of Regulation 19 stage Local Plan and the Visitor Economy Plan by using best practice to identify locations and activities that best support new ‘evening economy zones’ to enable joined-up regulatory support for cafes, bars, festivals and activities. <ul style="list-style-type: none"> ○ Pilot new evening economy zones. ○ Ensure Barnet’s town centres remain safe and antisocial behaviour is minimised. • Support the enhancement of existing and development of new markets in town centres to animate public space. • Support community-led initiatives to promote the distinctive cultural and heritage merits of town centres 	<p>2020/21</p> <p>2020/25</p>

Theme: A Great Borough to Live in and Visit

The council's role in delivering the social infrastructure and related services to make Barnet a great borough to live in and visit includes:

- a. **Policies**: As Local Planning Authority (LPA), through the Local Plan and its associated Infrastructure Delivery Plan, the council seeks to ensure delivery of homes and jobs is accompanied by the infrastructure improvements necessary to address need and support existing and new populations to live successfully. Aside from planning policies, the council sets policies and prepares strategies and plans for other service areas including education, greenspaces, leisure and community facilities. The Adults team will look at revising the Fit & Active Barnet Framework in late 2020.
- b. **Partnerships**: Through partnerships including with Cambridge Education, West London Alliance, Schools Partnerships, Better Ltd, community and voluntary services partnerships, together with regeneration and other development partnerships, the council seeks to ensure opportunities to improve the quality of and access to services are improved to manage the potential impacts of growth and development. Common to all these services are the focus on delivering improvements to people's lives; including improved health and wellbeing, resilience, educational outcomes, alongside reduced dependence on the state.
- c. **Direct Delivery**: The council directly commissions a range of services for residents to meet educational, wellbeing and other outcomes, the approach to delivery can be affected by the quality of the estate from which services are delivered and this is something that the Growth Strategy can specifically help to tackle.

In 2020/21 a key deliverable will be the completion of an Infrastructure Delivery Plan to confirm the social, physical and green infrastructure required to support the new Local Plan: including schools, healthcare facilities, community facilities, parks, highways, transport and other needs.

Objectives	Projects & Deliverables	Timing
Delivering Social Infrastructure	<ul style="list-style-type: none"> • Update Infrastructure Delivery Plan to confirm social infrastructure requirements and funding arrangements. 	Ongoing
	<ul style="list-style-type: none"> • Deliver new and improved community facilities at Brent Cross Cricklewood, Grahame Park and West Hendon. 	2020/25
	<ul style="list-style-type: none"> • Explore the potential of a new programme of leisure services investment, to include consideration of: <ul style="list-style-type: none"> • Improve/replace Finchley Lido Leisure Centre • Replace and upgrade Hendon Leisure Centre • Potential new / replacement Leisure Centre for 'North-East Barnet' and future of Burnt Oak. 	2020/21
	<ul style="list-style-type: none"> • Deliver new and expanded capacity for primary, secondary, and special educational needs where identified as required within the Infrastructure Delivery Plan. 	2020/30

	<ul style="list-style-type: none"> • Deliver new and improved childcare and early years provision to support regeneration and growth, as well as the free entitlement to early years education for 2-4 year olds as set out within the Infrastructure Delivery Plan. • Support the NHS to deliver appropriate service capacity improvements for primary and secondary care facilities, including new provision within Colindale and Brent Cross. 	2020/30 2020/25
Get the best out of the boroughs green assets	<ul style="list-style-type: none"> • Update Infrastructure Delivery Plan to confirm green infrastructure requirements and funding arrangements. • Prepare Biodiversity Action Plan to inform conservation, biodiversity and relationship to development in Barnet. • Update Green Infrastructure SPD. • Implementation of the Parks and Open Spaces Strategy 2016-2026 including: <ul style="list-style-type: none"> ○ Expanded programme of parks events and activities ○ Strategic investments in public parks within Colindale, Finchley and New Barnet. ○ Prepare masterplan for North West Green Belt Lands ○ Annual programme of smaller parks investments ○ Planning and delivery of Sports Hubs/masterplans (see below) • Prepare business case for each masterplan area: <ul style="list-style-type: none"> ○ <i>West Hendon Playing Fields</i> ○ <i>Barnet and King George V Playing Fields</i> ○ <i>Copthall and Mill Hill Open Spaces</i> ○ <i>North West Green Belt</i> • Deliver Sports Hubs and Masterplans (<i>subject to funding</i>): <ul style="list-style-type: none"> ○ <i>West Hendon</i> ○ <i>Barnet and King George V Playing Fields</i> ○ <i>Copthall (facilities and infrastructure)</i> ○ <i>Copthall and Mill Hill Open masterplan</i> ○ <i>North West Green Belt masterplan</i> • Wider W. Hendon / Welsh Harp improvements 	Ongoing 2020/21 2020/25 Ongoing Ongoing Ongoing 2020/21 2020/30 2020/30 2020/25 2020/30 2025/30
Grow the visitor economy	<ul style="list-style-type: none"> • Prepare 'Visitor Economy Plan' (incorporating update and replacement of the Arts and Culture Strategy) <ul style="list-style-type: none"> ○ <i>Map existing visitor assets</i> ○ <i>Scope focused visitor economy support</i> ○ <i>Consider supporting sectors (hotels, food and drink)</i> ○ <i>Key objectives mapped</i> • Scope potential for major sporting events in Barnet • Establish partnerships to explore potential opportunities associated with a regional park (e.g. Upper Dollis Brook) • Work with neighbouring boroughs to prepare a joined-up signage strategy, beginning with Colindale. • Implement recommendations of the Visitor Economy Plan 	2020/21 2020/21 2020/25 2020/21 2020/25

	<ul style="list-style-type: none"> • Focused regeneration for evening economy zones, increasing opportunities for hospitality and entertainment businesses 	2020/25
Provide a broader canvas for creative industries	<ul style="list-style-type: none"> • Strengthen existing Arts and Culture Board as active forum of stakeholders, programmers and change-makers. 	2020/21
	<ul style="list-style-type: none"> • Conduct a cultural audit, mapping the borough's existing creative industries assets and identifying gaps in access: <ul style="list-style-type: none"> ○ Consider the opportunities for and barriers to growth of the creative industries sector. ○ Explore need for arts provision in west of Barnet. ○ Identify gaps in support for creative industries. 	2020/21
	<ul style="list-style-type: none"> • Update Arts and Culture Strategy into visitor economy plan. <ul style="list-style-type: none"> ○ Identify cultural hubs as part of visitor strategy 	2020/21
	<ul style="list-style-type: none"> • Implement recommendations of the cultural audit. 	2020/30

Area: West of the Borough

This section focuses on the specific area-based regeneration projects in the West of the Borough.

Project	Deliverables	Timing
Area Wide / A5 Corridor	<ul style="list-style-type: none"> • Work with neighbouring boroughs to update vision and strategy for A5 corridor, including: <ul style="list-style-type: none"> ○ Heights strategy to inform future approach to development and building heights, including focal areas at: Edgware, Colindale, West Hendon, Brent Cross West and Cricklewood. ○ Prepare Healthy Streets Assessment and plan for delivery of improvements to the road corridor and public realm. ○ Cross-boundary work to identify key junctions, public realm improvements, and ensure joined-up parking controls. • Work with developers to open-up new cycling routes including alongside the Silk Stream, A5 corridor, and within town centres. • Prepare walking and cycling improvement plan. • Prepare business case and deliver A5 corridor improvements. 	2020/21
		Ongoing
		2020/21
		Ongoing
		Ongoing
		2020/21 2020-2025
Brent Cross Cricklewood	<ul style="list-style-type: none"> • Deliver Brent Cross West Thameslink Station including <ul style="list-style-type: none"> ○ Replacement TOC facility ○ Re-location of railway sidings ○ Relocation of NLWA waste transfer facility ○ New Thameslink Rail Station • Deliver critical infrastructure works packages to support development including key junctions and highways improvements • Secure step free access and interchange improvements: <ul style="list-style-type: none"> ○ Cricklewood Thameslink Station ○ Brent Cross Underground Station • Deliver Brent Cross South (phase 1) with partners including: <ul style="list-style-type: none"> ○ Deliver temporary open space (subject to feasibility) ○ Remodel and improve existing open spaces ○ Deliver new open spaces ○ Deliver replacement units for the Whitefield Estate ○ Deliver BXS first phase plots ○ Deliver new station transport interchange ○ Deliver new high street with supporting infrastructure • Continue work with Brent Cross North partners when ready with plans for the shopping centre redevelopment. 	Ongoing
		2020/25
		2020/25
		Ongoing
	<ul style="list-style-type: none"> • Further development of Brent Cross South with future phase delivery, including public realm, replacement schools and healthcare provision. 	2025/30
Burnt Oak / Colindale	<ul style="list-style-type: none"> • Delivery of Montrose and Silk Stream Park improvements by 2020. • Undertake signage and wayfinding improvements in Colindale • Explore the potential for development and further town centre improvements in Burnt Oak Town Centre, including: 	2020/21
		2020/21
		2020/25

	<ul style="list-style-type: none"> ○ Step Free Access at Burnt Oak Tube Station, ○ Housing delivery, ○ Shopfront improvements, and ○ Business support mechanisms ● Delivery of Colindale Park and Rushgrove Park improvements by 2022 ● Hard and soft landscaping of Heybourne Park (inc. play and MUGA) ● Complete new Saracen’s High School and Saracen’s Primary School ● Demolition of former Orion primary school site and transformation into sports pitches and facilities to support Saracen’s High School. ● Replacement and expansion of Grahame Park Health Centre ● Completion of new retail at Colindale Gardens ● Determine highways improvements required at Colindale Avenue and Colindale Roundabout by 2021, and secure delivery by 2023. ● Delivery of highway safety improvements at Bunns Lane by 2022 ● Complete studies to review travel in Colindale and prepare programme of transport and public realm improvements by 2022 ● Facilitate delivery of new Colindale Station interchange by 2023. ● Deliver improvements in Colindale including ongoing decluttering, alongside improvements to the cycling and walking experience. ● Delivery of regeneration at Grahame Park Estate including: <ul style="list-style-type: none"> ○ Demolish existing properties on plot 10 ○ Complete the construction of 209 new homes on plot 10 ○ Demolish existing properties on plot 12 ○ Construct 219 homes on plot 11 ○ Construct 113 homes on plot 12 ○ Plot 9 / completion of new public square office ○ Completion of replacement community centre at Plot 12 ● Completion of approx. 2,700 new homes (excluding Grahame Park) ● Plan remaining development plots – PHE, A5 and Platt Hall sites ● Support preparation of 400 home scheme at Douglas Bader Estate ● Further Burnt Oak Town Centre improvements if funding available. ● Completion of affordable housing schemes in Burnt Oak: <ul style="list-style-type: none"> ○ Burnt Oak Broadway, ○ Back Lane and ○ The Croft. ● Delivery of Stag House Extra Care scheme. 	<p>2020/22 2020/25</p> <p>2020/23</p> <p>2020/22 2020/22</p> <p>2020/23 2020/25</p> <p>Ongoing</p> <p>2020/25</p> <p>2020/25</p> <p>2020/25 2020/25</p> <p>2020/25</p>
	<ul style="list-style-type: none"> ● Completion of new nursery at Colindale Gardens ● Future phases of Grahame Park regeneration scheme ● Delivery of approx. 3000 new homes across remaining development plots including Douglas Bader (400) and Colindale Gardens (1300). ● Secure final Silk Stream river corridor improvements in Colindale with new green links through ‘PHE’ and ‘Colindeep Lane’ sites. ● Promote retail across Colindale as joined-up local centre. ● Feasibility for development at Burnt Oak and Watling Car Park. 	<p>2025/30</p>

Edgware	<ul style="list-style-type: none"> • Prepare a planning framework for the town centre by 2021. • Work with TfL to understand technical requirements associated with relocation of the bus station and unlocking railway lands. • Work with partners to prepare feasibility study for new leisure uses that will support economic growth, including consideration of the potential for relocation of the library and a new leisure centre. • Commencement of development in key growth areas and completion of early phases of new housing. 	2020/21 2020/25 2020/25 2020/25
	<ul style="list-style-type: none"> • Deliver relocation of the bus station and improvement of station frontage / square together with new facilities for interchange. • Deliver leisure improvements to the town centre • Completion of initial areas of growth (retail, leisure and housing) 	2025 - 2030
West Hendon / The Hyde	<ul style="list-style-type: none"> • Complete the delivery of 3500 new homes alongside new local jobs • Deliver West Hendon Estate regeneration programme, including: <ul style="list-style-type: none"> ○ Tenant relocation from Marsh Drive by December 2020 ○ Complete expansion of Community Hub by 2022 ○ Complete Phase 4 and commence Phases 5 + 6 by 2022 ○ Deliver A5 highway improvements, including removal of gyratory, enhancement of the public realm, and new pedestrian and off-road cycling routes. • Deliver initial West Hendon Town Centre action plan projects • Deliver the West Hendon Sports Hub Masterplan • Use developments in the area to catalyse a programme of local training, job brokerage & skills enhancement • Facilitate introduction of new and improved commercial & retail floorspace to support West Hendon Broadway Local Centre. • Adopt planning guidance to reflect the potential from the West London Orbital Line and ensure improved urban realm. • Secure improvements to Hendon station including Step free access 	2020 - 2025
	<ul style="list-style-type: none"> • Complete regeneration of the West Hendon Estate in 2027 • Monitor requirement for 2FE primary school and early years centre. • Work with Brent Council & other partners to implement a long-term improvement and management strategy for the wider Welsh Harp. 	2025-2030
Hendon / Brent Street	<ul style="list-style-type: none"> • Prepare a planning framework for Middlesex University and The Burroughs by 2020. • Feasibility and design competition to identify programme of strategic interventions for Belle Vue Estate and Brent Street town centre • Prepare full business case for Upper and Lower Fosters scheme. • Prepare a business case for new student accommodation in the vicinity of Middlesex University. • Support delivery of 251 homes at Westhorpe Gardens Estate. • Complete Upper and Lower Fosters Estate scheme. 	2020/21 2020/21 2020/21 2020/21 2020/25
	<ul style="list-style-type: none"> • Forward programme for growth will be developed. 	2025/30

Area: Centre of the Borough

This section focuses on the specific area-based regeneration projects in the Centre of the Borough.

Project	Deliverables	Timing
Mill Hill East	<ul style="list-style-type: none"> Support delivery of new homes and jobs Ensure delivery of Step Free Access at Mill Hill East station in 2020. Support joined-up approach to new retail and public square Deliver improvements to Bittacy Hill Park Facilitate joined-up planning process for all remaining sites, including coordination with DfE about proposed application site. 	2020/25
	<ul style="list-style-type: none"> Completion of Mill Hill East regeneration programme (Millbrook Park, NIMR and Watchtower House, IBSA House and the station). 	2025/30
Dollis Valley Estate / Underhill	<ul style="list-style-type: none"> Support completion and opening of Ark Pioneer Academy Support delivery of 651 new homes and local jobs by completing the remaining phases of Brook Valley Gardens scheme. Deliver A1000 / Mays Lane highway junction improvements. Prepare business case for Barnet Playing Fields Sports Hub masterplan by 2022 and programme delivery. Explore opportunities for new partnerships to protect and enhance biodiversity in the Upper Dollis Brook. 	2020/21 2020/25 2020/25 2020/25 2020/25
	<ul style="list-style-type: none"> Deliver new partnership opportunities in the Upper Dollis Brook. Delivery of new homes and improvements at Barnet Hospital site. 	2025/30
Regional Park	<ul style="list-style-type: none"> Undertake a study on the potential for a regional park, including: <ul style="list-style-type: none"> Defining the geographic area to inform policy-making, Mechanisms for funding delivery and maintenance Preparation of an associated work programme. Commission a Copthall Transport Improvement Study by 2022. Secure delivery of Step Free Access at Mill Hill Broadway. Commission a North West Green Belt Lands Masterplan by 2022. Plan for new and improved open spaces and programme delivery where funding is available (e.g. Mill Hill East, Barnet Playing Fields Sports Hub, Copthall and Mill Hill Open Spaces Masterplan...etc). 	2020/21 2020/25 2020/23 2020/22 2020/25
	<ul style="list-style-type: none"> Continued delivery of Sports Hub Masterplan programmes. Secure delivery of North West Green Belt Lands Masterplan. Deliver enhancements to biodiversity across Regional Park area. Launch new Regional Park 	2025-2030

Area: East of the Borough

This section focuses on the specific area-based regeneration projects in the East of the Borough.

Project	Deliverables	Timing
Area Wide for A1000 / A598 Corridor	<ul style="list-style-type: none"> Heights Strategy SPD – A1000/A598 Corridor Study to inform future approach to developments and acceptable building heights, including detailed site assessments for key areas where growth is expected. Healthy Streets Assessment by 2022 Delivery of programme of A1000/A598 corridor improvements. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
Town Centres in Barnet	<ul style="list-style-type: none"> Complete Chipping Barnet Town Centre pavement widening in 2020 Secure improvements to High Barnet interchange, including public realm and junction improvements. Support 550th Anniversary of Battle of Barnet with town festival Delivery of Victoria Quarter development and planning for nearby sites Prepare planning framework for future developments Plan leisure, arts and culture improvements to revitalise centres 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
Town Centres in Finchley	<ul style="list-style-type: none"> Deliver public realm improvements in Finchley Central town centre, including delivery of a new public square Secure improvements to Finchley Central interchange and public realm. Deliver public realm improvements in North Finchley town centre, including pedestrianised public space, and healthy streets junctions. Secure reconfiguration of North Finchley bus station and develop a public realm and gyratory removal scheme with development partners Plan leisure, arts and culture improvements to revitalise centres. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
Infill / Estate Improvement Schemes	<ul style="list-style-type: none"> Complete delivery of new homes at Granville Road Estate. Prepare scheme for new housing at The Grange. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
A406 / New Southgate Corridor	<ul style="list-style-type: none"> Masterplan housing, leisure development and improvements at Great North Leisure Park and Glebelands, and consider connections and improvements along MOL corridor to Coppetts Wood. Explore growth potential following orbital transport improvements. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2020/30

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Summary – Equalities Impact Assessment of Barnet Growth Strategy

Introduction and methodology

An Equality Impact Assessment is conducted to assess the potential Impacts (positive and negative) of a proposed policy on the population and those with protected characteristics. An EIA produces a set of mitigations that will keep any negative affect of the Growth Strategy to a minimum, while demonstrating the positive impact it can have on the population. To assess the potential equalities impact of the Barnet Growth Strategy, a range of existing evidence and resources were reviewed.

Summary of assessment

The table below is a summary of the EIA:

Equality Strand	Affected?	Affected how?	Actions to mitigate impact
1. Age	Yes	Barnet is set to see a significant increase in the older population, with a 68% rise in the number of people over-60 living in the borough ¹ . However, for younger people, while Colindale is set to grow by 54% up to 10,000, many areas look set to reduce ² . Similarly, the centre and east of the borough are both set to see a small decline in young and working age population by 2030. The overall population in Barnet is set to significantly rise by 2030. This means that there is a need to increase housing supply, to meet our growing population and to ensure delivery of homes that people can afford. Transport networks and town centres will also need to be made more accessible, both from an ageing population perspective and a young people being able to access other, and potentially cheaper, parts of the borough. Open spaces, schools, health and community facilities should also reflect the needs of a diverse population.	The Growth Strategy outlines new extra care housing schemes, equipped to support those that are older as well as affordable housing being built for those who are younger. Moreover, LEAD agency to keep landlords up to standard for young people renting. Development of green spaces, accommodating for all ages and address low levels of physical activity. Additionally, provisions for schools, health and community facilities have been made within the Strategy.

¹ Census 2011

² Greater London Authority (GLA, 2018). Borough Preferred Option data

2. Disability	Yes	The 2011 census indicated that within Barnet, 6% of the overall population have their day to day activities limited a lot by their health, while 14% of residents suffered from a long-term health problem or disability ³ . Therefore, there is a need for accessible homes. Accessibility needs should also be accounted for in future transport improvements. This includes improvements to infrastructure and pavements.	The Council will build accessible homes, creating 32 that are accessible wheelchair properties, as well giving grants for adaption costs of a home. The new and refurbished stations within the borough, at Brent Cross and Colindale, will be built with improved accessibility. Infrastructure like paving will only be approved if it is disabled accessible.
3. Gender re-assignment	No	The council does not collect data on this.	The council will take precautions to ensure that there are no adverse impacts on those who are gender reassigned in future development.
4. Pregnancy and maternity	Yes	The General Fertility Rate (GFR: all live births for women aged 15-44 years) for Barnet (64.8 per 1,000 women) in 2016 (JSNA, 2016) ⁴ . With the projected growing population will come the need for more family friendly properties, greenspaces and facilities.	The borough is committed to becoming the most 'Family Friendly' borough by 2020. Part of this means that houses with 3 or more bedrooms will be built. Greenspaces are to be enhanced with children in mind and Youth Clubs, like UNITAS, provide space for children and teenagers to socialize.

³ Census 2011

⁴ Barnet Council, available at: <https://jsna.barnet.gov.uk/4-health>

5. Race/Ethnicity	Yes	The population of Barnet is projected to become increasingly diverse. The proportion of Black, Asian and Minority Ethnic (BAME) people in the borough rising from 39.5% in 2018 to 42.3%. BAME minorities are over-represented in social housing relative to general population levels. Whilst also being under-represented in home ownership.	The additional houses built as affordable housing will help to make houses more accessible for those who are BAME. There will also be a focus on placemaking leadership across the borough, particularly on those areas with a high percentage of BAME people. The improvement of Town Centres will highlight and celebrate cultural diversity.
6. Religion/Belief	No	N/A	The council will take precautions to ensure that there are no adverse impacts on those who are religious or have a belief in future development.
7. Gender/Sex	Yes	In 2018, population estimates for the borough suggest 50.5% of residents are female and 49.5% are male ⁵ . Single parents tend to be female and are more likely to be homeless than those who are married and in a nuclear family. This means that women will be disproportionately affected if there is not affordable housing available to them.	The building of 500 units of affordable housing will benefit single parents, who are more likely to be women.
8. Sexual Orientation	No	The council does not collect data on this.	The council will take precautions to ensure that there are no adverse impacts on different sexual orientations in future development.

⁵ Census 2011

9. Marital Status		Within Barnet, 46.8% of the over-16 population are married, with 37.2% single, 7.12% divorced, 5.8% widowed, 2.8% separated and 0.2% in a same-sex civil partnership ⁶ . The increase in population could mean for an increase in people who are single. This means that housing should consider the needs of those who are single as well as those who are families.	The Growth Strategy will recommend the building of houses of different types, in addition to all House of Multiple Occupancy being licensed, which will give different options to single parent families and single people. Additionally, the growth of the night-time economy, alongside the enhanced parks and open spaces local offer, provides placemaking leadership to support the forming of distinct places in family friendly areas.
10. Carers		According to the 2011 census, there were 32,256 residents who classified themselves as a carer in Barnet. Carers are more likely to be economically inactive and so less likely to own a home. Therefore, providing affordable homes is paramount to this characteristic.	The focus on providing affordable housing within the Growth Strategy should help carers who are unemployed or economically inactive. The provision of extra care services may enable them to re-enter the market.
11. People with specific disabilities	Yes	The rate of incidence for all mental health conditions in Barnet is high, with 56,333 people aged 18-64 in the borough with a mental health problem in 2015 ⁷ . Between 2018 and 2035, it is estimated that common mental disorders will increase by 14% amongst adults aged 18 to 64. Mental health issues can cause problems with housing, or difficulties with housing can exacerbate existing conditions. Similarly, having mental health problems can be an additional barrier to work. MIND have identified a correlation between healthy parks and healthy minds through the formation of building links with the public and place.	As part of the mental health scheme within the council's Housing Allocation Scheme, the individual can apply a discretion regarding Community Contribution. The Welfare Reform Taskforce helps those with mental health issues find work. The improvement of parks will also positively contribute as there is a correlation between healthy minds and parks.
12. Lone parents	Yes	According to the 2011 census, 7.36% of households are lone parents with	The increase in affordable housing supply in the

⁶ Census 2011

⁷ Census 2011

		<p>dependent children. 26% of all dependent children are from lone parent families⁸. Lone parents need different types of housing to those that are families, for example they need smaller and affordable housing. Furthermore, lone parents need access to jobs to support their family.</p>	<p>borough will give lone parents more access to affordable housing. Developments within the borough also include access to much need facilities, for example at West Hendon. Additionally, the placemaking leadership should provide more employment opportunities for lone parents.</p>
13. Families and people with a low income	Yes	<p>Barnet is ranked 157 out of 326 Local Authorities nationally, and 25 out of 33 London boroughs in the 2015 Index of Multiple Deprivation. A higher provision of jobs and more affordable housing is important for families and people with a low income. The increase of a more diverse housing stock is also necessary to accommodate for the number of families in the borough.</p>	<p>The regeneration of Brent Cross will provide thousands of homes and jobs that can help give new opportunities and homes to people on low income. There will also be an increase in the number of family friendly properties, with two thirds of the new housing stock appropriate for families. The development of a regional park will create a family friendly environment and more job opportunities.</p>
14. Unemployed people and young people not in employment, education or training	Yes	<p>Up to June 2018, the unemployment rate in Barnet was 4.6%, lower than the London rate of 5.1% but higher than the Great Britain rate of 4.2%⁹. As of 2015, there were 220 young people not in employment, education or training in Barnet, a rate of 2.0%¹⁰. Young people are at greater risk of becoming homeless than those in older age groups. Those not in employment, education or training will likely be at further risk due to the low income.</p>	<p>The development of 400,000 sqm of commercial workspace should create opportunities for different types of businesses within the borough, thus creating more jobs and opportunities for young people. BOOST will also be increased and will offer help young, unemployed individuals into work.</p>

⁸ Census 2011

⁹ Information on the unemployment rate in Barnet and the rest of the UK is found at: <https://www.nomisweb.co.uk/reports/lmp/la/1946157261/report.aspx>

¹⁰ Information on young people not in employment, education or training is found at: <https://data.london.gov.uk/dataset/young-people-not-employment-education-or-training-borough>

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Summary – Health Impact Assessment of Barnet Growth Strategy

Introduction and methodology

A Health Impact Assessment (HIA) is conducted to assess the potential Impacts (positive and negative) of a proposed policy on population health and wellbeing. The assessment also addresses the distribution of these impacts within the population. A HIA produces a set of recommendations that aim to maximise the positive health impact while minimising negative health impacts of the proposed policy and address wider determinants of health.

To assess the potential health impact of the Barnet Growth Strategy, a range of existing evidence and resources were reviewed. Part of this methodology involved reviewing previous HIAs that were done on regeneration schemes, town centre plans and local plans. Academic literature and toolkits for best practice such as from the London Healthy Development unit were also reviewed.

Summary of assessment

The table below is a summary of the HIA separated into the three regions discussed in the growth strategy.

The summary uses the following scoring criteria¹:

++	Likely to benefit a large proportion of Barnet population. The effects are likely to be direct and permanent and the magnitude will be major.
+	Positive health impact affecting a small proportion of the Barnet population. The effects can be direct or indirect, temporary or reversible.
0	Neutral
-	Negative health impact affecting a small proportion of the Barnet population. The effects can be direct or indirect, temporary or reversible.
--	Negative health impact affecting a large proportion of the Barnet population. The effects are likely to be direct and permanent and the magnitude will be major.
?	Not sufficient information to make a robust assessment of impact
NA	Not applicable for the assessment criteria

¹ Scoring criteria developed from: Camden Council (2017). Consolidated Sustainability Appraisal of Camden's Local Plan, Available at: <https://www.camden.gov.uk/local-plan-documents>

Regeneration Area focus	Integrating health and social care and providing support for those with mental health problems and complex needs	Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	Improving services for children and young people and ensuring the needs of children are considered in everything we do	Creating a healthy environment	Continuing improvements on preventative interventions	Overall health impact (including assessment on PHE evidence)	Comments <i>Public Health England (PHE) evidence identified five key areas where spatial planning can influence population health (neighbourhood design, housing, healthier food environment, natural and sustainable environment and transport)². These are considered for each area focus and comments are provided for relevant aspects.</i>
West of the borough	- (during implementation) + (outcomes aspired to)	- (during implementation) ++ (outcomes aspired to)	? Not sufficient information to make a robust assessment of impact	--(during implementation) + (outcomes aspired to)	NA	-- (during implementation) ++ (outcomes aspired to)	<p>Housing – Housing improvements are beneficial, but process of displacement is negative for vulnerable populations’ health.</p> <p>Transport – short term disruption to networks from development, focus on healthy streets and expected increase in Public Transport Accessibility Level (PTAL) score are positive.</p> <p>Natural & sustainable environment – Initial issues arising from construction will be detrimental to the environment. Long term improvements in transport connectivity may improve access to existing greenspaces for some of the population.</p> <p>Neighbourhood design - Aspirations for a healthy streets approach and mixed-use neighbourhoods are positive for health.</p> <p>Healthier food environment - The strategy references using more local government powers in shaping town centres. If applied with a focus on food options this could be very beneficial for the local population.</p> <p>Other – the extensive development work offers employment and training opportunities positive for health, however there is the potential much of these opportunities may not go to local residents.</p> <p>.....</p>

² Public Health England. (2017). Spatial Planning for Health: An evidence resource for planning and designing healthier places. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729727/spatial_planning_for_health.pdf

Regeneration Area focus	Integrating health and social care and providing support for those with mental health problems and complex needs	Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	Improving services for children and young people and ensuring the needs of children are considered in everything we do	Creating a healthy environment	Continuing improvements on preventative interventions	Overall health impact (including assessment on PHE evidence)	Comments <i>PHE evidence identified five key areas spatial planning can influence population health (neighbourhood design, housing, healthier food environment, natural and sustainable environment and transport). These are considered for each area focus and comments are provided for relevant aspects.</i>
Centre of the borough	? Not sufficient information to make a robust assessment of impact	+	? Not sufficient information to make a robust assessment of impact	++	NA	++	<p>Natural & sustainable environment – aspirations to enhance biodiversity, access to open spaces and develop a new park promote health.</p> <p>Neighbourhood design – the planned sports hub offers extra opportunities for physical activity for residents.</p> <p>Transport – extension of bus route positive, but the area remains poorly connected.</p>
East of the borough	? Not sufficient information to make a robust assessment of impact	- (during implementation) ++ (outcomes aspired to)	? Not sufficient information to make a robust assessment of impact	- (during implementation) ++ (outcomes aspired to)	NA	- (during implementation) ++ (outcomes aspired to)	<p>Neighbourhood design – A focus on a healthy streets approach, development of arts/leisure opportunities and mixed-use neighbourhoods offer the potential for wide health gains.</p> <p>Healthier food environment - The strategy references using more local government powers in shaping town centres. If applied with a focus on food options this could be very beneficial for the local population.</p> <p>Transport – issues remain in improving Transport for London (TfL) infrastructure for some transport links in the east of the area.</p>

Mitigations and recommendations

Mitigations for reducing the potential health and wellbeing harms were recommended in the draft HIA. The mitigation actions were as follows:

- Considerate construction practices will be key to minimise disruption and harm in areas of heavy development such as the west of the borough (e.g. ensuring air pollution is minimised);
- Community consultation could be undertaken in these areas to reduce resident concerns about developments;
- Formulation of a strategy to include mitigation actions for those affected across the borough can help address this, together with community consultations to alleviate concerns about displacement;
- Provision of shared amenities across all mixed-tenure housing, whenever possible, can promote community cohesion;
- Consultation with local commissioning teams and healthcare providers to ensure the expected population growth across the borough, and in the west particularly, is met with adequate health and other infrastructure plans;
- New high-density developments across the borough to include playscapes for children that are open, attractive & safe;
- Adequate planning of infrastructure support to match housing growth is essential.

The draft HIA made the following recommendations to maximise health benefits of the growth strategy:

- Recruitment schemes/apprenticeships targeting the local area before wider advertising would bring more economic opportunity to Barnet residents. This could be achieved via Targeting Training and Recruitment clauses.
- It would be positive if new housing developments meet the New London Plan Housing Quality & Standards³ to protect health
- Appropriate number of new homes could be designed in a dementia friendly style to reflect the older demographics in areas such as High Barnet & Underhill.
- Aspirations in the final strategy to create a green centre of the borough which promotes physical activity.
- Consultation with TfL to improve connectivity in areas of the east of the borough;
- Following active design principles when redeveloping town centres across the borough, integrating a healthy streets approach.
- Building further HIAs and other assessment into delivery of the strategy.
- Utilising local government regulatory powers to ensure town centres promote healthy choices and avoid over proliferation of outlets such as fast-food takeaways and gambling establishments that can be negative for health.
- Ensure that all new community areas built include access to free drinking water and changing places.

³ <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/draft-new-london-plan/chapter-3-design/policy-d4-housing-quality-and-standards>



Housing and Growth Committee

27 January 2020

Title	Brent Cross Cricklewood Update Report
Report of	Councillor Richard Cornelius
Wards	Childs Hill, Golders Green and West Hendon
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1: General Vesting Declaration Orders made Appendix 2: Letter: LB Barnet to residents on southern junctions Appendix 3 Southern junctions first phase programme
Officer Contact Details	Cath Shaw, Deputy Chief Executive, cath.shaw@barnet.gov.uk Stephen McDonald, Director of Growth Stephen.McDonald@Barnet.gov.uk Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563

Summary

This report provides a progress update on the comprehensive regeneration of the Brent Cross Cricklewood (BXC) programme since the Committee meeting on 26 November 2019. In particular it provides an update on progress on relocation of the Whitefield Estate Part 1 and on the southern junction works which commence on 20 January 2020 and confirmation that the council has now entered into the station contract with VolkerFitzpatrick and associated Asset Protection Agreement with Network Rail.

Officers Recommendations

That the Committee:

- 1) Notes the progress update across the scheme since the last report to the committee on 26 November 2019.
- 2) Delegates to the Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into a Deed of Variation to the Funding Development Agreement between L&Q to reflect the current programme and to be consistent with the Part 2 Whitefield Estate Shared Equity Offer and council policy as set out in paragraph 1.4.
- 3) authorise the extension of the scope of Conway Aecom (who have been commissioned to construct the Southern Junctions) to include detailed design and installation of the temporary access road for plots 53 & 54 as set out in paragraph 1.6
- 4) Notes that an introductory report will be submitted to the Financial Performance and Contracts Committee on 29 January 2020 providing an overview of the individual works delivery construction contracts that the council has placed (and needs to place) to meet its delivery obligations in respect of the BXC project alongside the project's funding arrangements as set out in paragraph 1.15 of this report. The link to that report will be circulated to this Committee on publication.
- 5) Notes that the council entered into contract with Volker Fitzpatrick on 23 December 2019 to design, build and handback the Brent Cross West Station and completed the Asset Protection Agreement with Network Rail on 9 January 2020.

1. WHY THIS REPORT IS NEEDED

- 1.1 This report provides the quarterly update on progress since the last Committee meeting on 26 November 2019. At that meeting, the Committee:
- Noted that the Policy and Resources Committee on 3 October 2019 approved the appointment of Volker Fitzpatrick as the preferred bidder to design, build and handback the Brent Cross West Station and Vinci Taylor Woodrow as reserve bidder; and authorised Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into the NEC contract to deliver the Brent Cross West Station with the preferred bidder (or with the reserve bidder should it prove not to be possible to complete contracts with the preferred bidder).

- Approved the amendments to the Brent Cross South (BXS) Business Plan Executive Summary and delegated authority to the Chief Executive in consultation with the Chairman of this Committee to finalise and agree the BXS Business Plan main report in accordance with paragraphs 1.8-1.24 of this report.
- Noted that a revised First Phase Proposal is being developed to reflect the update to the Business Plan and authorised the Chief Executive to determine that the Best Consideration requirement has been met following:
 - approval of the Business Plan by this Committee;
 - completion of the Phase Project Valuer (PPV) review and on receipt of a formal letter on Best Consideration from the PPV Valuer at a minimum of £10.5m; and
 - confirmation that the tests set out in paragraph 1.31 of that report are met.
- Re-confirmed that the council Land Value be re-invested in BXS to secure a revenue stream and authorise Officers to explore options for securing this investment for consideration by this Committee in due course.
- Authorised the Deputy Chief Executive in consultation with the Chairman of the Committee to update and make any consequential changes as may reasonably be required to the BXS legal documentation in light of the updated Business Plan and revised Phase Proposal and Homes England Loan Facility Agreement.

1.2 The link to the Committee report is here:
<https://barnet.moderngov.co.uk/documents/g9930/Public%20reports%20pack%2026th-Nov-2019%2019.00%20Housing%20and%20Growth%20Committee.pdf?T=10>

BXC Programme Wide Progress Update

- 1.3 The Committee is asked to note the following programme wide progress update;
- The Train Operating Company (TOC) Building works are now complete and Govia Thameslink Railway (GTR), the incumbent TOC, are now using the building.
 - The council entered into contract with VolkerFitzpatrick (VF) to design, build and handback the Brent Cross West Station on 23 December 2019. VF are now engaged and progressing with the detailed design. The council also completed the associated Asset Protection Agreement with Network Rail for the station works.
 - The council are developing an integrated rail industry endorsed programme with Department of Transport, Network Rail, Train Operating Companies, VF and Brent Cross South to take account of the delays associated with the TOC building and loss of track possessions as reported to the last Committee. This will be incorporated into the Memorandum of Understanding between the council and rail industry partners. The emerging programme maintains a 2022 station opening date. The revised programme and updated budget forecast is expected to be finalised and endorsed by the rail industry in February 2020 and will be reported to the next Committee.
 - The BXS demolitions within BXS are now well advanced. The photographs below show the clearance and demolition of the Claremont Industrial Estate.



March 2019



August 2019



December 2019

- The council and Argent Related are finalising the project legal documentation to take account of the revised delivery strategy and scheme development. The variations required will be completed in February in accordance with the delegations provided by this Committee on 27 November 2018.
- The negotiations with Homes England for BXS JVLP to secure funding to deliver both physical and social infrastructure, land acquisition and section 106 costs to accelerate development is expected to conclude by the end of February 2020 following approval of the BXS Business Plan. The revised First Phase Proposal is expected to be finalised shortly.
- BXS are working to place the first significant infrastructure contract in January to commence infrastructure works by mid-2020 to enable plot development to commence on Plot 12 in early 2021.
- The land assembly strategy is now being implemented. Land is being acquired either under private treaty or under CPO if required to meet the delivery programme. This includes residential and hardship acquisitions within the Whitefield Estate. General Vesting Declarations have been served on properties listed at appendix 1.
- The council is continuing to progress the critical infrastructure workstreams to deliver the highway improvements to the junctions of Claremont Road / Cricklewood Lane and

Cricklewood Lane / A5 Edgware Road (known as the Southern Junctions). The first tranche of works will start on 20 January 2020 with the main significant works taking place over the summer 2020 as explained in paragraph 1.10 below.

- In respect of the rehousing of Part 1 of the Whitefield Estate replacement homes which will be built on Plots 53 and 54 off Brent Terrace, the novation of the L&Q Funding Agreement from BXN to the council was completed on 12 November 2019 and main works are expected to start on site in Spring 2020 as set out in paragraph 1.5 below. The Council hosted two events, an 'Drop in' evening for the Brent Terrace Residents on Monday 2 December 2019 and an Information Event for residents on the Whitefield Estate on Tuesday 3 of December 2019. Representatives from the Council/RE and its partners on the Brent Cross Cricklewood Scheme were on hand to respond to queries and provide information updates on aspects of the scheme. PEP, the Whitefield Estate Resident Independent Advisor will also present at the Information Event on the Whitefield Estate.
- Further additional design works is continuing to confirm feasibility and identify a single option to enable passive provision for an interchange arrangement for the WLO within the Brent Cross West Station for incorporation within the GRIP5 station detailed design stage by the station contractor.
- In respect of the revised waste programme, the council met with North London Waste Authority (NLWA) and London Energy Limited (LEL) on 14 January 2020 to discuss next steps. The Chief Executive in consultation with the Chairman of the Committee council will finalise the procurement strategy in accordance with existing delegations shortly.
- There remains no further update on the proposals for Brent Cross North (BXN) as yet.
- A site visit to for the Committee is being arranged.

Relocation of the Part 1 Whitefield Estate

1.4 The council and L&Q are in the process of agreeing the programme for the relocation of the Whitefield Estate. The Funding Development Agreement between the council and L&Q needs to be updated to align with the emerging programme as well as to allow for minor changes which are to be incorporated within a Deed of Variation. These are as follows:

- to allow for an earlier start on site than within the existing contract terms;
- to address disparities between CPO1&2 shared equity offer to Whitefield leaseholder and to align rents with existing Barnet Rents;
- to enable L&Q to appoint a main contractor to deliver the build with L&Q's own construction services team being responsible for early site enabling and establishment works allowing for fixed main build cost and greater certainty on grant level before construction
- to reduce interest cost (and grant level) by allowing the majority of the grant to be drawn 10 days after the start on site date.

1.5 Committee approval is sought to delegate to the Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into a Deed of Variation to the Funding Development Agreement with L&Q within the parameters identified within paragraph 1.4.

- 1.6 Tree removal works will be undertaken in February before the start of the bird nesting season ready for the main works to start in the Spring.
- 1.7 In order to deliver Plots 53 and 54, the council has agreed to construct a temporary access road through the former Acre Metals site in the Claremont Industrial Estate linking to the North end of Brent Terrace South to minimise construction traffic along Brent Terrace. This road will be for construction vehicles only, and will significantly reduce the number of HGV movements travelling the full length of Brent Terrace South, which is a residential road. This is funded from the HMG grant. To facilitate the delivery of the access road by early 2020, the Committee's confirmation is sought to extend the scope of Conway Aecom (who have been commissioned to construct the Southern Junctions) to include detailed design and installation of the temporary access road.
- 1.8 Previously, the Council served Initial Demolition Notices on properties in the Whitefield Estate Part in November 2015. These Notices are due to expire on 18 November 2020 and as such the Council will be serving Final Demolition Notices in October 2020 to extend this period by a further two years. Whilst the Initial Demolition Notices are active, the Council will not complete on any new or existing 'Right to Buy' applications. A Final Demolition Notice completely suspends the 'Right to Buy' for an additional two year period.
- 1.9 The council regeneration team is continuing to work with L&Q to develop a stakeholder engagement strategy and action plan taking into consideration the impacts on both residents from the Whitefield Estate, and neighbouring properties of plots 53 and 54.
- 1.10 L&Q jointly with Barnet Homes will update the Housing Needs Surveys on the secure tenants later this year.

Southern Junctions Work and Consultation Programme

- 1.11 Highway infrastructure improvements along Cricklewood Lane at its junctions with Claremont Road and the A5 have been agreed as part of the planning permission for the Brent Cross Cricklewood regeneration programme. This will include the installation of new traffic signals and street lighting, and provide additional traffic capacity by widening the Eastbound (A407) and Southbound (Claremont Road) approaches.
- 1.12 The first phase highway improvement work will commence on 20 January 2020 at the junction of Cricklewood Lane with Claremont Rd/Lichfield Rd, initially with the demolition of the wall at 1 Claremont Road to create the new boundary wall. The improvement works will last approximately 25 weeks and includes the installation of new traffic signals and street lighting, and provide additional traffic capacity at this junction. Traffic management processes have been agreed with TfL and the work has been planned to minimise disruption during works. Works will take Monday to Fridays between 8am to 5pm and 8am to 1pm on Saturdays. A letter has been issued to residents on 9 January 2020 and is attached at appendix 2 alongside a plan of the junction. The proposed programme of works is attached at appendix 3.
- 1.13 There will be five traffic management phases during the construction period which have been designed to cause as little disruption as possible. Before each new phase begins communication will be issued to the affected stakeholders explaining impacts.

- 1.14 The more substantial works will take place on the second junction of Cricklewood Lane and the A5 (Cricklewood Broadway) and are scheduled to take place in July 2020. Further details on these works will be shared with affected parties closer to the time through direct engagement in line with TfL and LBB Highways protocols.

Stopping Up

- 1.15 Two existing footpaths (one serving a former playground with Plot 54 and the other which crosses over Plot 53 from Brent Terrace in the West to join a path to the East from Claremont Park to Clitterhouse Crescent) require Stopping-Up orders so that the development can proceed in accordance with the approved detailed reserved matters consent. There are several alternative routes available to these existing footpaths. These or similar alternative routes will be retained within the completed BXS development in accordance with the S73 consent. A combined Stopping-Up for both Plots 53 and 54 was advertised on 11 September 2019 three objections were received. One from the Rambler Association which has now been withdrawn. A meeting was held with the two objectors in December to address their concerns with respect to the consultation process and the provision of an alternative route. An update will be provided to the next Committee.
- 1.16 Stopping-Up orders are also required for some existing highway and public footpaths which will form part of the new and improved parks and public realm within BXS.
- 1.17 Within the current phase of BXS, stopping-up orders for Claremont Way East and paths within Claremont Park which are to be re-aligned within the new development have now been advertised, with further stopping up orders to be made as the scheme progresses.

Finance Performance and Contracts Committee

- 1.18 Overall budget, performance and risk information across the BXC programme is reported to this Committee on a quarterly basis. Now that the project is in delivery and that contracts of significant value have been let, an introductory report is being finalised to the Financial Performance and Contracts Committee on 29 January 2020. The report to that Committee will focus on the performance of contracts that have been let by the council and BXS.
- 1.19 The report will provide an introductory overview of the individual works delivery construction contracts that the council has placed (and need to place) to meet its delivery obligations in respect of the overall project alongside the project's funding arrangements. Future reports will provide greater information on those individual contracts to enable the Committee to monitor and review the financial and delivery performance of each contract going forward. The link to that report will be circulated to this Committee on publication.

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 None in the context of this report.

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 Housing and Growth Committee.

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

Budget Monitoring

5.1.1 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

5.1.2 The approved budget for land acquisition to facilitate the BXC programme is £63.13m, furthermore, there was expenditure on advanced acquisitions of £4.06m. This is in addition to the Thameslink budget. Actual spend to date is £52.16m. The current forecast for 2019/20 is £4.78m.

Thameslink Station

5.1.3 The current approved budget in the capital programme is £364.47m following confirmation of the HMG grant funding agreement.

5.1.4 Cost of work to date is £116.88m (Dec 19)..The total contractual commitments at the end of December 2019 is £292.31m. The current remaining forecast for 2019/20 is £27.42m for the period Jan 20 – Mar 20, totalling £90.1m for 19/20. The council has submitted drawdown requests against the HMG grant totalling £197.51m, of which all has been paid to date.

Critical Infrastructure

5.1.5 As part of the revised delivery strategy as set out in the report to the June Committee, the council is taking forward the delivery of parts of the newly created 1AN Infrastructure phase. The council has entered into contract with Conway Aecom to deliver these works and is engaging DP9 to discharge the pre-commencement planning conditions and New Steer on CPO matters as outlined above.

5.1.6 These works are funded from the £55m core critical infrastructure budget that is being provided as part of the MHCLG Revised Funding Agreement for Brent Cross Cricklewood. Actual spend to date is £0.676m. The current forecast for 2019/20 is £12.56m.

Brent Cross North/London

5.1.7 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

5.1.8 As previously reported, the council has agreed to provide funding of £23m to the council's Joint Venture Limited Partnership with Argent Related (the JVL) to provide infrastructure to facilitate the development of the southern area. The facility has now been entered and completed as at December 2019. As explained in paragraph 1.45-1.55 above, the HBF loan facility will also be used to repay the funding provided by the council through the Strategic Infrastructure Loan to fund early enabling and demolition works.

Social Value

5.1.9 As indicated in sections within this report, the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

5.2 Legal and Constitutional References

5.2.1 The council's Constitution, Article 7.5 responsibility for function, states the functions of the Housing and Growth Committee, includes responsibility for regeneration schemes and asset management.

5.2.1 Council, Constitution, Article 10 Table A states that the Housing 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 interpreted out at s 123(2) of the Local Government Act 1972.

5.2.2 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. .

5.3 Risk Management

5.3.1 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:

5.3.2 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. A cost review of the BXT budget is underway and will conclude shortly to take account of the contract awards and review the programme and cost implications as a result of the shift in possessions.

- 5.3.3 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. This risk has materialised with the loss of railway possessions for the track slews as reported to the November Committee. The council is now working with DfT and Network Rail alongside the Train and Freight Operators to develop a revised industry integrated programme. This also has programme and cost risks for BXS that need to be worked through. An update will be provided to the next Committee meeting.
- 5.3.4 Network Change – it is necessary to resolve outstanding issues to confirm Network Change. This is required by January 2020 so to enable the commissioning of the south sidings. As reported above, this risk is being actively managed and should be resolved shortly. Network Change has now been achieved. The council is reviewing the documentation provided by Network Rail and if all in place and agreed by legal advisers.
- 5.3.5 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.
- 5.3.6 Thameslink delivery costs – as with all major programmes there is the risk that costs will increase during programme delivery. The BXT budget is under review to take account of the contract awards on both the station and waste as well as progress on the TOC and Rail Systems and Sidings contracts. This risk is being actively managed. 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, the regular senior level meetings between Network Rail and the council/Re delivery are continuing 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.
- 5.3.7 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.

5.3.8 Critical Infrastructure (Grant Funded Works) - The council is now responsible for delivering the Southern Junctions and as the Funder, delivery of Plots 53 & 54 providing new homes to rehousing residents from the Whitefield Estate.

5.3.9 Homes Building Fund - It is market norm for infrastructure loans to be secured against land. 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 are 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. In addition, BXS JVLP has agreed to provide an indemnity to cover council losses.

5.3.10 Resourcing – the project is now in the delivery stage. In addition, the council has taken on additional delivery items through the revised delivery strategy and needs to deploy sufficient resources. There is a need to ensure resilience within the programme in the event that key persons depart the project as well as to update the succession planning strategy.

5.3.11 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.

5.3.12 Economic – There is a risk that the prevailing economic position for the traditional retail

sector will continue alongside residential and commercial given current market conditions. 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.

5.3.13 Planning – There is a risk that the BXN Partners do not meet the timescales established in the s73 Permission. This risk has been mitigated through the planning applications submitted as part of the revised delivery strategy.

5.4 Equalities and Diversity

5.4.1 As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.4.2 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.

5.5 Corporate Parenting

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

BXC Programme wide

5.6.1 Led by the Strategic Communication Lead for BXC, communications leads from across the three projects continue to meet monthly, and work collaboratively in ensuring a 'one voice' approach to communications around the programme.

BXC Channel Strategy

5.6.2 The development of a dedicated microsite is on track to launch in January. A holding page is up at BXCRegeneration.com and the website is scheduled to go live, with a phased launch, on 16 January with a secondary launch including the interactive map of development work in the area due for completion by the beginning of February. The website will provide a landing page for the whole development, with programme-wide updates and information to minimise the impact of construction on residents. The website will also tell the story of Brent Cross Cricklewood and promote the overall vision for the area.

5.6.3 In January, to coincide with the launch of the website, a quarterly BXC resident newsletter will also be launched. The newsletter will include an update on each project and outline the forthcoming communications residents can expect to receive from our partners regarding construction works in the area. The newsletter will promote key consultations, news, information and community opportunities.

- 5.6.4 In December both Argent Related and Brent Cross Thameslink provided a printed update to residents in the development area on their respective programmes.
- 5.6.5 A dedicated email BXCRenovation@Barnet.gov.uk has been created for resident comments and questions and widely publicised on printed communications since November.

Community Engagement

- 5.6.6 In December we held two resident engagement events to provide an update on forthcoming works, and provide residents with a chance to ask questions about the BXC programme. Representatives from Argent related, L&Q, Brent Cross Thameslink and the programme were on hand. A separate session specifically provided an update to residents of the Whitefield's Estate.
- 5.6.7 Brent Cross Thameslink team continue to provide a weekly email update to near neighbours on construction work for the coming week.

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>

- 6.7 Assets, Regeneration and Growth Committee, 13 June 2019, Brent Cross Cricklewood Update Report
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9928&Ver=4>
- 6.8 Assets, Regeneration and Growth Committee, 16 September 2019, Brent Cross Cricklewood Update Report
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9929&Ver=4>
- 6.9 Housing and Growth Committee, 16 September 2019, Brent Cross Cricklewood Update Report
<https://barnet.moderngov.co.uk/documents/g9930/Public%20reports%20pack%2026th-Nov-2019%2019.00%20Housing%20and%20Growth%20Committee.pdf?T=10>

Appendix 1 - General Vesting Declaration Orders made

General Vesting Declaration (GVD)	Plot(s)	Interests (if applicable)	Date Executed	Date Notice Served
GVD 1	254, 256	Land forming part of 1 Claremont Way and land to the north of Cricklewood Station to the west of Claremont Road	19th September 2019	30th September 2019
GVD 2	83	Cardiff House	19th September 2019	30th September 2019
GVD 3	263, 264, 265, 266	All interests in 164 to 168 (even numbers only), 57 square meters of land in 2c Cricklewood Lane, 52 Square meters in 2b Cricklewood Lane and 41 square meters of passageway to the south of Cricklewood Lane	14th November 2019	18th November 2019
GVD 4	261, 262	All interests in 18 square meters of stairwell access in Cricklewood Lane and 66 square meters of passageway to the south of Cricklewood Lane.	9th January 2020	13th January 2020 tbc

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Thursday 9 January 2020

Important information

Highways work commencing Cricklewood Lane / Claremont Rd / Lichfield Rd

Dear resident,

As part of the Brent Cross Cricklewood regeneration programme Conway Aecom has been appointed as the main contractor for the delivery of key improvement works to highways in the area. This letter is to provide you with highways works planned over the coming months, during which time we will do our best to minimise any disruption.

When will works take place?

From Monday 20 January 2020 we will be undertaking improvement works at the junction of Cricklewood Lane with Claremont Rd/Lichfield Rd for approximately 25 weeks.

Works will take place Monday to Fridays between 8am to 5pm and 8am to 1pm on Saturdays.

What work is being completed?

Highway infrastructure improvements along Cricklewood Lane at its junctions with Claremont Road and the A5 have been agreed as part of the planning permission for the Brent Cross Cricklewood regeneration programme.

This will include the installation of new traffic signals and street lighting, and provide additional traffic capacity by widening the Eastbound (A407) and Southbound (Claremont Road) approaches.

There will be five traffic management phases during the construction period which have been designed to cause as little disruption as possible. Before each new phase change you will receive a letter outlining the works that will be undertaken.

An outline plan of the improved junction is included below for your information.

How will it affect you?

During the construction it will be necessary to temporarily close footpaths. Clear signage and safe pedestrian crossing facilities will always be provided.

Bus stops will be temporarily relocated to ensure that bus services can still operate as usual during the works. Clear signage will also be provided.

Some parking bays may be suspended for the duration of the works to keep traffic moving safely, you will be notified of parking suspensions affecting your property at least a week before work is due to start.

Contact us

The Brent Cross Cricklewood regeneration programme is transforming the area with a vibrant new town centre, new homes, commercial space, retail, leisure and cultural venues. The development will be supported by excellent new transport links with the new Brent Cross West Thameslink Station, improved highways, walking and cycling routes, new open spaces and parks.

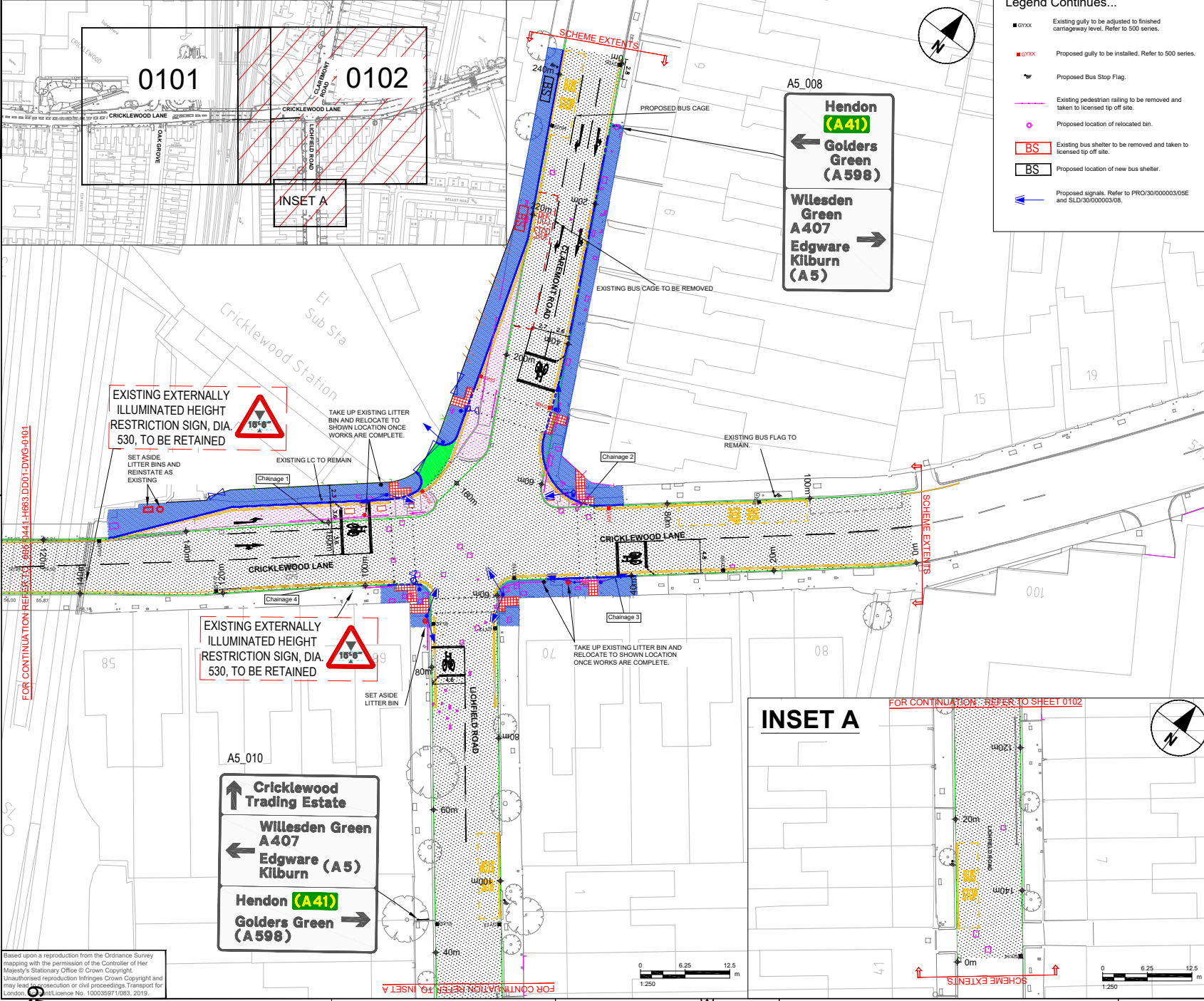
For questions about the Brent Cross Cricklewood regeneration programme, or these works, email BXCRregeneration@barnet.gov.uk

Thank you for your co-operation in enabling these works to go ahead

Yours faithfully



Magedie Pretorius
Highways Delivery Project Manager



Legend Continues...

- Gully: Existing gully to be adjusted to finished carriageway level. Refer to 500 series.
- Gully: Proposed gully to be installed. Refer to 500 series.
- Bus Stop Flag: Proposed Bus Stop Flag.
- Existing pedestrian railing to be removed and taken to licensed tip off site.
- Proposed location of relocated bin.
- BS: Existing bus shelter to be removed and taken to licensed tip off site.
- BS: Proposed location of new bus shelter.
- ←: Proposed signals. Refer to PRO/30/000003/05E and SLD/30/000003/06E.

- ### NOTES
- Do not scale from this drawing.
 - This drawing is based on OS mapping and a topographical survey provided by London Borough of Havering. All dimensions, coordinates and areas are to be checked and agreed on site with the supervisor prior to commencement of any works.
 - The contractor shall be responsible for establishing the position and status of all statutory utility apparatus prior to commencing any works. The contractor shall coordinate and undertake all works in conjunction and agreement with the affected statutory utility companies as necessary.
 - All new signs and road markings are to be laid in accordance with: Traffic Sign Manual, Chapter 5 (2019); Traffic Sign Manual, Chapter 5 (2018); The Traffic Signs Regulations and General Directions 2016 (TSRGD 2016).
 - Based on drawing BXCRA-ACM-AH-01-M2-CE-0001, received on 26/09/19.

- ### LEGEND
- : Change string
 - : Proposed yellow road markings. Refer to 1200 series.
 - : Proposed white road markings. Refer to 1200 series.
 - : Proposed red blister tactile paving. Refer to 1100 series.
 - : Proposed ASP footway. Refer to 1100 series.
 - : Proposed asphalt driveway construction, 100mm inlay. Refer to 700 series.
 - : Proposed full depth carriageway construction. Refer to 700 series.
 - : Proposed carriageway construction, 100mm inlay. Refer to 700 series.
 - : Proposed hooped fencing. Refer to 300 series.
 - : Proposed palisade fencing. Refer to 300 series.
 - : Proposed palisade gate. Refer to 300 series.
 - : Proposed masonry wall. Refer to 300 series.
 - : Proposed fence and retaining wall. Refer to 300 series.
 - : Existing utility cover to be adjusted to finished levels.
 - : Affected stabs cover to be lowered and upgraded to carriageway specifications.
 - : Proposed sign to be installed on new post. Refer to 1200 series.
 - +: Proposed position of relocated lighting column. Refer to BXCRA-ACM-ZZ-14-DR-LE-00018_A02, A01 and A02. For standard details refer to BXCRA-ACM-ZZ-14-DR-LE-00032-00036.
 - : Proposed granite kerb. Refer to 1100 series.
 - : Proposed granite dropped kerb. Refer to 1100 series.
 - : Proposed granite transition kerb. Refer to 1100 series.

Legend Continues...

FOR CONSTRUCTION

0	FOR CONSTRUCTION	KK	SB	16/12/19
A	FOR COMMENT	KK	SB	07/11/19
Rev	Revision details	Chkd	Appd	Date
Drawn:	ME			Preliminary
Design:	ME			For comment
Chkd:	KK			For tender
Appd:	SB			For construction
Date:	NOVEMBER 2019			As constructed
				Other



Project Name
Cricklewood Lane/Clarendon Road
LBB_ZQBC_0001 SM1008

Drawing Title
HIGHWAYS
100 - General Arrangement
(Sheet 2 of 2)

Original Drawing Size	A1	Dimensions - m	
Scale:	1:250	Copyright	ConwayAecom
Drawing No	60570441-H663.DD1-DWG-0102	Rev	0

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**London Borough of Barnet
Housing & Growth Committee
Forward Work Programme
2020**

Contact: Salar Rida – Salar.Rida@Barnet.gov.uk – 0208 359 7113

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
27 January 2020			
Rents	To receive the report and make a determination in respect of the recommendations.	Director of Operations and Property	TBC
Revised 156 Transfer Business Plan	To receive the report and make a determination in respect of the recommendations.	Group Director, Development and Growth	TBC
Development Strategy	To receive the report and make a determination in respect of the recommendations.	Group Director, Development and Growth	TBC
HRA Business Plan (to include Trickle)	To receive the report and make a determination in respect of the recommendations.	Head of Housing Strategy	TBC
Fees & Charges (Private Sector Housing fee increases above inflation for 2020/21)	This report seeks to obtain approval for proposed Private Sector Housing Team related fee increases for 2020/21 and delivery of the front-line service within the Private Sector Housing Team in Re.	Group Manager, Private Sector Housing	Key
Growth Strategy & Implementation Plan	To receive the report and make a determination in respect of the recommendations.	Regeneration and Development Comm. Lead, Growth and Development	TBC
West Hendon Report	To receive the report and make a determination in respect of the recommendations.	Head of Growth / Head of Housing Strategy	TBC
Golders Green & Finchley Town Centres	To receive the report and make a determination in respect of the recommendations.	Head of Business, Employment and Skills	TBC

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
Colindale CPO	To receive the report and make a determination in respect of the recommendations.	Head of Growth	TBC
Upper and Lower Fosters	To receive the report and make a determination in respect of the recommendations.	Head of Growth	TBC
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme and take such decisions as are required.	Brent Cross Programme Director, Director of Growth	Key
Disposal of Land Adjacent to Broadfields School'	To make a determination in respect of the report.	Assistant Director - Estates	Key
Members' Items – Cllr Paul Edwards and Cllr Sara Conway	The Members' Item was deferred by the Committee at its previous meeting.	Head of Governance	Non-Key
23 March 2020			
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	Key
Q3 2019/20 Performance report	To receive a quarterly performance report	Head of Programmes, Performance and Risk	Non-Key

Title of Report	Overview of decision	Report Of (officer)	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.	Director of Growth	Key
The Annual Growth and regeneration report	To receive the Annual Growth and regeneration report.	Director of Growth	Key
Fire Safety Update	To receive progress updates in the Fire Safety Programme as agreed at Housing Committee on 23/10/17.	Housing Lead	Key
CPO of Empty Properties	To approve the compulsory purchaser of empty properties.	Housing Lead	Key
11 May 2020			
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Director of Finance	Key
Hermitage Lane mixed tenure project	To report on the Full Business Case for approval.	Development Manager (New Build)	TBC
Barnet Homes Annual Delivery Plan	To approve Barnet Homes Annual Delivery Plan for 2020-21	Housing Lead	Key
GLA 87	To report to the Committee on the Outline Business Case.	Development Manager (New Build)	TBC

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.	Director of Growth	Key

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