

Appendix F – Regeneration Evidence Pack

**Considered by the Member-led Working Group on
24th May 2017**

Summary of the service 1

■ Housing estate renewal

- Programme management of the LBB regeneration activity
- Project management of individual regeneration projects
- The development of new regeneration projects and place based innovation

■ Development pipeline

- Managing the development of new homes on LBB owned land
- Preparation of appraisals necessary to bring new sites forward for development

■ Key infrastructure

- Managing the development of the new community infrastructure needed to support regeneration and renewal
- Managing relationships with affordable housing providers
- Assisting negotiation of developer contributions to affordable housing (S106)

Summary of the service 2

- Town Centres
 - Supporting vibrant Town Centres and reducing the number of vacant shops
- Skills and Employment
 - Develop partnerships to increase employment and skills support in the borough with a focus on reducing youth unemployment
 - S106 – Developer contributions to employment and skills
 - Developing and monitoring our agreements – to create job opportunities
- Business Hub/Economic Development
 - Engaging with local businesses to support them to grow, increasing business satisfaction and survival rates
- Strategic
 - Policy
 - Funding opportunities
 - Project initiation e.g. North Finchley, Upper and Lower Fosters
 - Partnerships including with West London Alliance (WLA)

Key people

- LBB Commissioning Leads:
 - Commissioning Director, Growth and Development: Cath Shaw
 - Strategic Lead: Neil Taylor
 - Strategic Lead: Rachel Williamson
 - Strategic Lead: Paul Shipway
 - Commissioning Lead: Susan Curran
- RE Service Leads:
 - Operations Director: Alun Parfitt
 - Director of Place: Stephen McDonald
 - Business Director, Regeneration: Paul Pawa
 - Head of Business, Employment and Skills: Katie Randall
 - Programme Manager: Max Houseago

Key figures 2015/16

- Share of the annual contract fee allocated to the core service (based on indicative cost at transfer): £1,337,000
- Expenditure on additional work (Special Projects) that is not covered by the management fee: £740,782, covering, for example, Upper and Lower Fosters phase 1, Parks in Colindale and Sports & Physical Activity (funded from developer contributions)
- Further expenditure on Special Projects approved in 2015/16:
 - Brent Cross Programme: £2,800,000 (developer contributions)
 - Colindale Offices: £1,500,000 (capital programme)
 - Development Pipeline: £2,700,000 (capital programme)
- Staff numbers:
 - On service commencement: 20.3 FTEs
 - Now: 24 FTEs

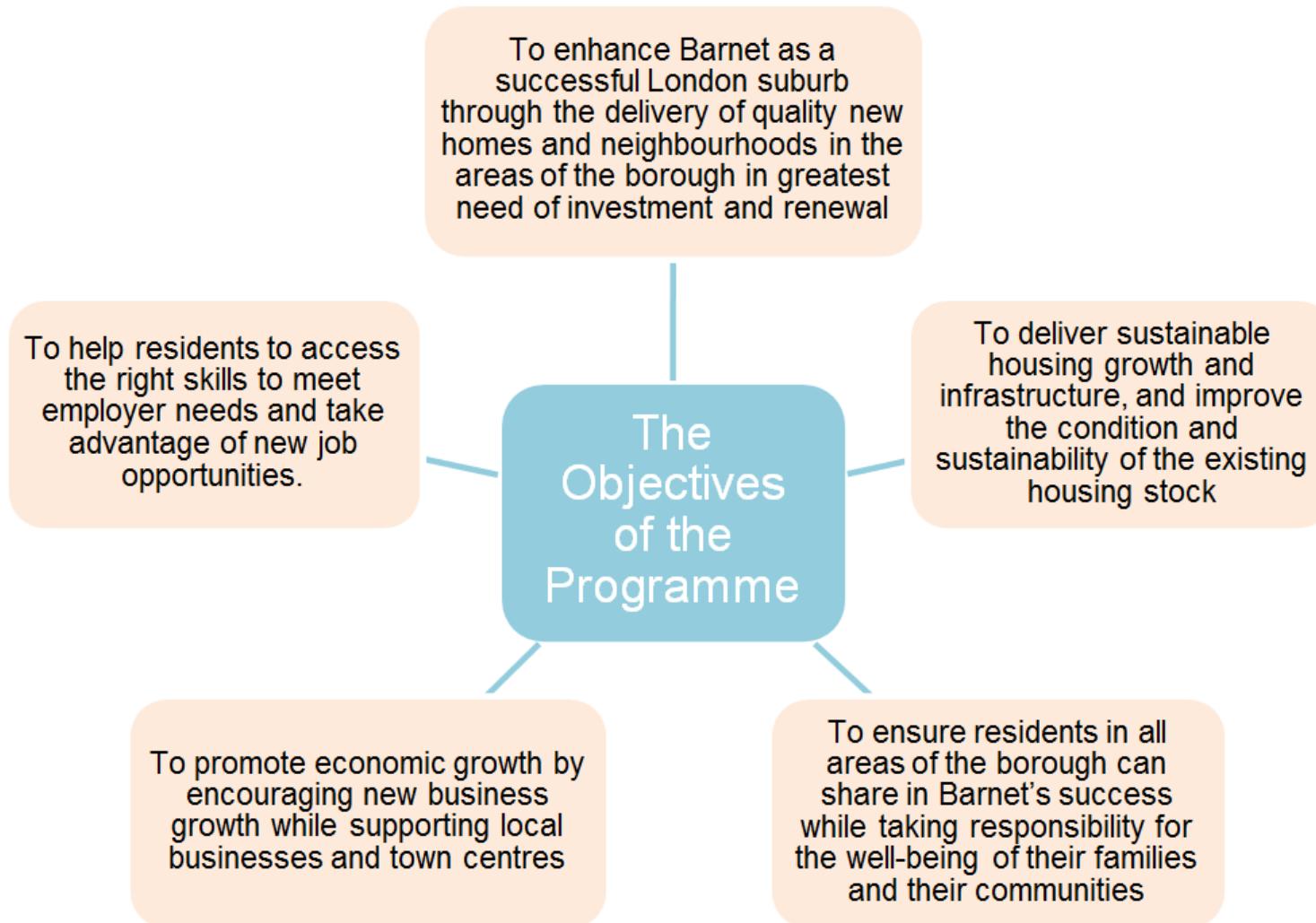
Headline outputs of the programme

- Barnet is largest Borough in London and continues to grow
- Growth and Regeneration Programme to facilitate growth by:
 - £6bn private sector investment over the next 25 years
 - 27,000 new homes by 2030
 - 30,000 jobs by 2030
 - £17m additional council income via council tax and business rates by 2020

Service journey

- Established the following to act as a point of governance and decision making across all Regeneration activities:
 - Growth and Regeneration Operations Board (GROB)
 - Brent Cross (BX) Governance Board
 - Development Pipeline Programme Board
 - Enterprise Barnet Operations Board (EBOB)
- Established a Project Management Office
- Implemented an improved KPI reporting regime mechanism
- Retaining critical experience and continuity through the successful transfer of knowledgeable staff to Re from LBB
- The overall acceleration of the Regeneration Programme – see slides below:

Growth and Regeneration Programme Objectives: Summary



Service journey – regeneration schemes 1

- Brent Cross Regeneration
 - Planning Consent – Section 73
 - Government funding for Thameslink Station
 - Approval of full business case by HM Government for the scheme
 - Formation of JV with developers
 - Expected to deliver 7,500 homes
- Colindale Regeneration
 - Secured funding for new tube station
 - New Community Hub design completed
 - Construction of new LBB Office
 - 3453 homes delivered so far, of total 10,170
- Dollis Valley Regeneration
 - Phase 1 construction completed
 - Hope Corner Community Facility and new Nursery
 - 168 homes delivered so far, of total 634

Service journey – regeneration schemes 2

- Grahame Park
 - Sainsbury's store opening
 - Barnet and Southgate College, Barnet Council Library and Centre for Independent Living built
 - Former Lanacre Avenue diverted and rebuilt
 - 593 homes delivered so far, of total 2,756
- Granville Road
 - Planning Permission obtained August 2016
 - Expected to deliver 132 homes
- Millbrook Park
 - Completion of Millbrook Park Primary School
 - Completion of East – West link road
 - Completion of Central Park, Eastern Park, Barracks Park, and Officers Mess Gardens
 - 394 homes delivered so far, of total 2,240

Service journey – regeneration schemes 3

■ Stonegrove

- First Regeneration scheme that will be wholly completed in 2017
- Award winning Community Centre, Church, Nursery and Cafe
- Stonegrove Community Trust established
- 850 homes delivered so far, of total 999

■ West Hendon

- Completion of Phases 1 and 2 with 194 homes delivered
- Completion of Phase 3A with 358 homes delivered
- Delivery of Interim Community Hub
- Planning submission for Phase 4
- 552 homes delivered so far, of total 2,186

Entrepreneurial Barnet

- Increase in outcomes secured through s106 for Employment and Training with over 300 apprenticeships secured in the borough
- Increase from a target six apprentices into work through development related opportunities at beginning of contract to 56 apprentices into work in the 2016/17 year through development related opportunities
- Creation and adoption of Town Centre categorisation approach along with a town centre offer
- Delivering the North Finchley and Cricklewood Town Centre projects and Burnt Oak Town Centre project delivery underway.
- Secured additional investment into the borough at no cost to the Council through working partnerships with European Social Fund (ESF) funded organisations such as Paddington Development Trust

Achievements 1

- Regeneration schemes all underway:
 - Brent Cross - underway
 - Stonegrove renewal - nearing completion
 - West Hendon renewal Phase 1 & 2 complete, Phase 3 underway and future phases being accelerated
 - Dollis Valley renewal Phase 1 complete, Phase 2 underway
- Successful Compulsory Purchase Order delivery; 11 completed or in progress

Achievements 2

- Employment and Skills being delivered through regeneration schemes:
 - Building relationships with developers
 - Delivering Employment and Skills Action Plans – Brent Cross South and West Hendon delivered in 2016/17
 - Monitoring collection of Employment and Skills outcomes secured via s106 - quarterly monitoring process in place
 - Working with partners to deliver Entrepreneurial Barnet competition

Performance to date – summary of commitments

22 total commitments*

9 delivered (one of which now re-opened due to change in circumstances)

7 delivered but not signed off

3 delivered and now an on-going annual commitment

2 in progress

1 not yet delivered

*Includes “Barnet Observatory” commitments, which is a data repository and analysis tool that operates across a range of services and are included here for completeness

Performance to date – “Barnet Observatory” commitments

Commitment	Status	Comments
<p>T3-091: The Service Provider shall invest £250,000 (over ten years) in the Barnet Observatory to provide an agreed programme of needs-driven research, required to underpin investment decisions to drive growth and renewal in the Borough. Further detail is provided in the Regeneration SIDP</p>	<p>Was delivered and signed off – now re-opened</p>	<p>Delivered in 2014 via contract with Local Futures, but cancelled in 2016 due to inability to facilitate effective outcomes. Will be replaced with new observatory provided by the CSG Insight Team. A programme manager has been appointed to deliver this.</p>
<p>T3-097: The service provider will implement a Barnet Observatory which will provide Borough-wide economic and socio economic intelligence utilising the expertise of Middlesex University's Centre for Enterprise and Economic Research (CEEDR). The Observatory will provide forward-looking intelligence to inform the Regeneration Strategy, Housing and Planning Policy making and implementation of the Core Strategy i.e. informing prioritisation of projects within the Regeneration Programme and providing informed opinion at key major programme investment and implementation decision making points.</p>	<p>In Progress</p>	<p>Dependency from T3-091, new approach should enable effective delivery of outcome</p>
<p>T3-098: The service provider will create a bespoke data base and web-site for the Observatory, accessible both internally and externally providing:</p> <ul style="list-style-type: none"> • fast access to published data and be used to establish economic and socio-economic baselines for places e.g.. estates; • real-time regeneration impact monitoring during programmes of work; • a data-exchange interface with the NSCSO, importing people profile data; • qualitative data feeds from CEEDR, Business and cross Council departments; • ‘place promotion’ externally, supporting businesses who want to invest in Barnet, • Members and senior internal officials direct access to Borough wide data-mining. <p>The web-site content will be managed and updated by CEEDR.</p>	<p>Not yet delivered</p>	<p>Dependency from T3-091, new approach should enable effective delivery of outcome</p>

Performance to date – other examples of commitments

Commitment	Status
<p>T3-105: The Service Provider will provide additional in-house resource over the first year for the Grahame Park Project, to:</p> <ul style="list-style-type: none">• develop a master developer/sub-developer approach with Genesis to accelerate development including a shared financial model to underpin the concept, and• undertake a feasibility studies into:<ul style="list-style-type: none">◦ community run multi-service hub independent from the Council;◦ community led service company to take charge of running the estate	In Progress (NB resources have been in place from the start of the contract)
<p>T3-094: The Service Provider will undertake a Borough-wide Estates Review in conjunction with Barnet Homes and NSCSO property review to identify opportunities for development and tenure diversification to accelerate housing delivery</p>	Delivered and signed off by named officer
<p>T3-108: The Service Provider will undertake a feasibility study on the introduction of Tax Incremental Reinvestment Zones across Town Centres (TCs) or groupings of TCs to incentivise TC growth by ring-fencing incremental NNDR increases for re-investment into the town centre.</p>	Delivered and signed off by named officer
<p>T3-095: The service provider will invest in a new full time post of 'Place Director' role throughout the term of the contract to lead and orchestrate the DRS place making services.</p>	Completed and ongoing annual commitment

Performance to date – other examples of commitments

Commitment	Status
<p>T3-090: The Service Provider will invest additional in-house resource over the first three years of the term of the contract for the Brent Cross Cricklewood project, to:</p> <ul style="list-style-type: none"> • develop a south side financial model to allow Council to test optimal approaches to development with development partners, give Council greater visibility and control over the project and ensure that returns both financial and non-financial to the Council are optimised including impact of incremental NNDR and timing; • prepare an investment strategy report proposing how the Council should optimise its opportunities to secure financial and other benefits from the regeneration of the south side; • establish a project team to proactively develop and deliver an implementation plan for the south side regeneration. 	Delivered and signed off by named officer
<p>T3-104: The Service Provider will provide additional in-house resource on the West Hendon project in order to maintain development, reduce impact on Barnet Homes budgets and secure the right master plan through to final delivery. The Service provider will focus the resource on:</p> <ul style="list-style-type: none"> • establishing a shared model with Barratt to assist project analysis and Council scrutiny/control over the scheme proposals and to ensure that solution proposed is optimal and recognises Barnet Homes liabilities and model decant programme. • a pro-active approach to the new planning application and new PDA agreement with Barratt, and • develop a next phase as a side agreement to ensure momentum continues whilst re-master planning takes place e.g. the British Waterways car park site 	Delivered and signed off by named officer
<p>T3-106: The Service Provider will invest additional in-house resource over the first year for the Colindale AAP to develop CHP implementation strategy (inc with met police and other local occupiers), incorporating a plan to implement the strategy, and accelerate the production of public realm design guidance, integrated with the area marketing strategy.</p>	Delivered, but not yet signed off by named officer

Performance to date – KPIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
REGENKPI01 : Number of New Homes completed		1433	1423	1324	1453	1529
REGENKPI02 : Regeneration budgetary and financial controls (% of invoices sent to developers within timescales)	85%	157%*	85%	105%**	85%	98%
REGENKPI03 : Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits	80%	79%	85%	87%	85%	100%
REGENKPI05 : Delivery of affordable housing completions	184	344	367	383	256	257

* £924,435 invoice raised against the annual target of £297,175

** £3,165,195 invoice raised against the annual target of £3,025,415

Performance to date – KPIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
SKPI 1 : Increase business survival rate (compared against other boroughs)	not due		2.7%	4.3%	4.2%	1.9%
SKPI 3 : Reduce the number of "Vacant High Street Properties" ("VHSP") across the Borough	not due		8.3%	6.5%	7.9%	6.9%
SKPI 2 : Reduction in Youth Unemployment (including graduates and school leavers) - 16-24 year olds	not due		18.9%	11.9%	18.7%	22.6%*
REGENKPI04 : Improving Employment opportunities – Achieving agreed deliverables and milestones	100.0%	100.0%	100.0%	100.0%	100.0%	92.3%
REGENKPI06 : S106 obligations for employment & training activities	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

* Provisional figure.

Performance to date – remedies applied

Year	KPI Number	KPI Description	Deduction
2015/16	SKPI 1	Increase business survival rate (compared against other boroughs)	£45,240.00
2015/16	REGENKPI04	Improving Employment opportunities – Achieving agreed deliverables and milestones	£5,089.50
Total			£50,329.50

Overall assessment of performance

- The service has delivered some excellent outcomes for Barnet and continues to do so
- There are concerns about resource levels, including the lack of a head of service, which have impacted particularly on the town centre agenda, although there have been recent improvements
- The regeneration agenda has changed significantly since the contract was let and there is a clear disconnect between the service that was defined by the output specification and KPIs at the time and the council's current requirements

Desired outcomes

- Updated and clearly understood output specification that covers the core Regeneration service and known workplan for next four years
- Agreed and resourced workplan to deliver agreed commissioning outcomes for business support, town centres and skills development (the Economic Skills and Development service)