



Assets, Regeneration and Growth Committee

13 June 2019

Title	Growth Strategy
Report of	Chairman Assets, Regeneration and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – draft Growth Strategy
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Summary

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

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

Officers Recommendations

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

1. WHY THIS REPORT IS NEEDED

- 1.1 On 27th November 2017 Assets, Regeneration and Growth Committee authorised the preparation of a new regeneration strategy for the borough.
- 1.2 An update on the preparation of the Regeneration Strategy was presented to Committee in June 2018 and the proposed structure of the strategy was approved. Since then considerable work has been undertaken to refine the themes and the proposed approach to growth. Given that the existing Entrepreneurial Barnet Strategy is due to end in 2020, it has also been decided that its remit should be incorporated in the regeneration strategy and the strategy renamed as the Growth Strategy.
- 1.3 Barnet is also currently engaged in a refresh of its Local Plan, incorporating revisions to address identified need for housing alongside addressing challenges around transport, sustainability and wellbeing. The borough will need to respond to current challenges as it did to the challenges presented by the previous Local Plan. Where the Local Plan sets the spatial framework for all development in the borough, the Growth Strategy sets out how and where the council will direct its attention in relation to development and regeneration.
- 1.4 Officers have now prepared the draft Growth Strategy for the consideration of the Assets, Regeneration and Growth Committee which is attached at Appendix 1.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of the draft strategy by Assets, Regeneration and Growth Committee, a consultation exercise is planned to take place from June to September 2019.
- 4.2 Assets, Regeneration and Growth Committee will be asked to consider and approve a final version of the strategy. It is proposed that a delivery plan will also be presented in November 2019 that will account for feedback from the consultation exercise.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Growth Strategy contributes to all three outcomes of Barnet 2024, but in particular, will directly deliver against the outcome 'A pleasant, well maintained borough that we protect and invest in'. It will also work to capitalise on the opportunities that growth and development can bring to the borough.
- 5.1.2 It is designed to shape the council's future role in delivering spatial change and planning for future growth by bringing together regeneration, employment and enterprise ambitions within a single revised and updated document.
- 5.1.3 While aligning with Barnet 2024, the Growth Strategy brings together:
 - Work on a new Local Plan (2021-2036), to set out the policies that will manage growth and change within the borough, identifying Growth Areas and the development sites that will enable delivery of sustainable growth.
 - Delivery of the new Housing Strategy 2019-2024, supporting the council to meet the objective to deliver more homes that people can afford to buy and rent.
 - Preparation of the forthcoming Long-Term Transport Strategy, to ensure planning for future housing and transport needs is delivered in a joined-up way.

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

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

Finance and value for money

- 5.2.1 The report to ARG on 27 November 2017 and 14 June 2018 noted a requirement for a £50,000 budget, which was allocated and funded from Community Infrastructure Levy administration income, to support preparation of a Regeneration Strategy that would guide future development and the role of infrastructure to support it. £25,154 of this funding has been expended to date, leaving a budget of just over £24k to support remaining activities including consultation. The strategy will inform future housing delivery, with the potential to bring both revenue and capital benefits to the council.
- 5.2.2 Outside of the project budget, the cost of staff input into the production of the strategy has been met through core staffing expenditure. Background work undertaken to consider future development opportunities, was funded through planning fee income as this work will also support preparation of the revised Local Plan.
- 5.2.3 The issues of funding and implementation of any potential interventions proposed by the Growth Strategy, will be considered as part of the Delivery Plan which will be accompany the final version of the Strategy. The Delivery Plan will examine a range of external funding opportunities and will consider impact, longevity and value for money.
- 5.2.4 As set out in the Strategy, the income generated from development can fund infrastructure improvements including, but not limited to roads, schools, community facilities and parks as well as council services.

Procurement

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

Staffing

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

IT and Sustainability

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

5.3 Social Value

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

5.4 Legal and Constitutional References

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

5.5 Risk Management

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

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

5.6 Equalities and Diversity

5.6.2 The 2010 Equality Act outlines the Public Sector Equalities Duty that requires Public Bodies to have due regard to the need to:

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

5.6.3 The Corporate Plan 2015 – 2020 sets a strategic equalities objective that citizens will be

treated equally, with understanding and respect, and will have equal access to quality services that provide value to the tax payer.

- 5.6.4 Changes to policies and services are therefore analysed to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.
- 5.6.5 A draft equalities impact assessment has been produced that has identified that in relation to most protected characteristics there is minimal impact or a net positive impact because of the strategy, in the long term. However, for characteristics such as disability and race where they are disproportionately represented within existing social housing located within regeneration estates, there may be short term impacts from construction.
- 5.6.6 In general, the approach taken in the strategy has deliberately sought to account for demographic shifts. This change has the most significant effect on the strategy, with an increase in the 65+ age group proportionately more greatly affecting the centre and east of the borough. The objectives and priorities set out within the strategy have therefore sought to ensure suitable housing including extra care provision is made available for older people, alongside improvements to transport accessibility, an enhanced leisure offer including the range of services within town centres and quality of open spaces.
- 5.6.7 In addition to the protected characteristics identified under the Equalities Act, the Council also seeks to track the impacts of its policies and strategies upon five groups, namely:
- Unemployed people and young people not in employment, education or training
 - People with specific disabilities (including people with mental health problems)
 - Lone parents
 - Families and people with low incomes
 - Carers (including young and parent carers)
- 5.6.8 The entrepreneurial borough theme, with its objectives around employment and training support, has specifically sought to address the needs of many of these groups of people and to maximise the impact on Barnet's population; the council should therefore ensure that potential benefits of growth are particularly targeted towards these communities of people with higher levels of need. Again, the prevalence of these characteristics is higher in areas with greater levels of deprivation. Parts of the west of the borough, particularly around Burnt Oak, together with specific areas around Underhill and in Finchley near the A406 therefore are priority locations for growth to be used to unlock new social and economic opportunities.
- 5.6.9 As with the recognition that improvements to the broader environmental context benefits older and younger people; these five groups also should experience a net beneficial impact from improved accessibility and connectivity of transport, healthier streets and high streets, alongside significant enhancements to social infrastructure and open spaces; particularly if the delivery plan prioritises the location of planned enhancements.
- 5.6.10 This draft equalities impact assessment will be reviewed and updated following public consultation. The updated equalities impact assessment for the Growth Strategy will then be reported to Assets, Regeneration and Growth Committee in November 2019 alongside the revised strategy and consultation report.

Health Impact Assessment

- 5.6.11 A draft Health Impact Assessment (HIA) has been conducted on the strategy to consider how it will meet the health and wellbeing priorities for the council. This assessment has mapped existing health indicators for each area and provided a review of academic literature and previous HIAs on regeneration to explore potential impacts of the strategy through the prism of the Health & Wellbeing Board priorities.
- 5.6.12 The draft Growth Strategy describes a variety of place-based interventions that are likely to have wide-ranging economic, social and physical impacts across the borough. The importance of the environmental context in shaping wellbeing and contributing to societal health inequalities is recognised. The activities listed within the Growth Strategy therefore have the potential to significantly influence the health of Barnet's population.
- 5.6.13 The draft HIA indicates the Growth Strategy will over time benefit the West of the borough; through enhanced connectivity, new active travel choices, local employment and training opportunities, improved housing quality, and better social and economic opportunities within new mixed-use neighbourhoods. There will be a negative health impact in the short to medium term relating to disruption to travel networks and noise & air pollution from construction activities. In addition, the social impact from decanting existing residents may have some longer-term impacts for particular individuals or families.
- 5.6.14 The greatest concern is where long-term programmes of construction activity intersect with disadvantaged and vulnerable populations. Here, effective scheme design and decanting strategies will be critical, in addition to general mitigation efforts including 'considerate construction' practices, construction management plans, community consultations, and timely infrastructure improvements. With the appropriate mitigation in place, over time the net positive health impact could be realised.
- 5.6.15 In the centre of the borough, lower density suburban forms of development have reduced concerns about negative health impacts during construction phases, whilst the aspirations for a new regional park and improved sports hubs are seen as beneficial not just locally but for a large proportion of residents across the borough if accessibility and connectivity limitations can be addressed.
- 5.6.16 In the east of the borough, beyond temporary negative impacts of construction activities, the enhancement of town centres and the focus on delivering healthy streets will not only ensure more sustainable forms of development that positively promote more active travel behaviour and healthier lifestyle choices, but should have a more generally positive impact on the health of the population as a whole in this area.
- 5.6.17 As part of the consultation process, the draft HIA will also be considered and the final version of the HIA will be reported to Assets, Regeneration and Growth Committee alongside the finalised strategy in November 2019.

5.7 Corporate Parenting

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

strategy, the objectives set out in the strategy do provide opportunities to support the council's role as corporate parent through the employment, skills and training programmes that are delivered in relation to the strategy.

5.8 Consultation and Engagement

- 5.8.2 Initial consultation has been undertaken with some of the council's stakeholders, including the Children and Young Person's Partnership Board and the Youth Board. Feedback from the Local Plan vision sessions in 2017 has also informed the strategy.
- 5.8.3 Subject to approval by the Assets, Regeneration and Growth Committee, a wider public consultation will take place during June 2018 to September 2019. This will include an online survey and inviting comments from partner organisations and other stakeholders.

5.9 Insight

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

6 BACKGROUND PAPERS

- 6.2 Assets, Regeneration and Growth Committee, 27 November 2017, Regeneration Strategy,
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>
- 6.3 Assets, Regeneration and Growth Committee, 14 June 2018, Regeneration Strategy,
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9480&Ver=4>