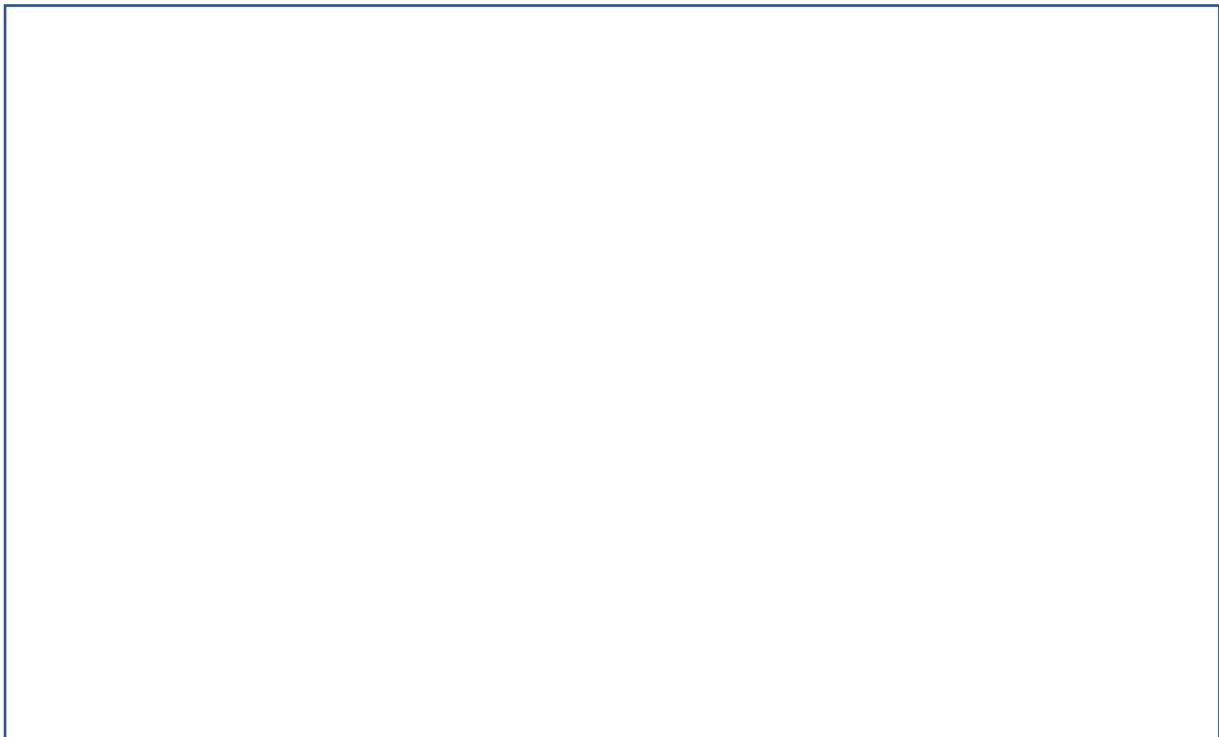




Barnet Growth Strategy 2020 – 2030

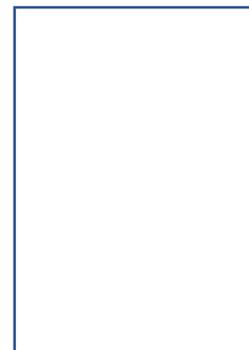


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Foreword



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

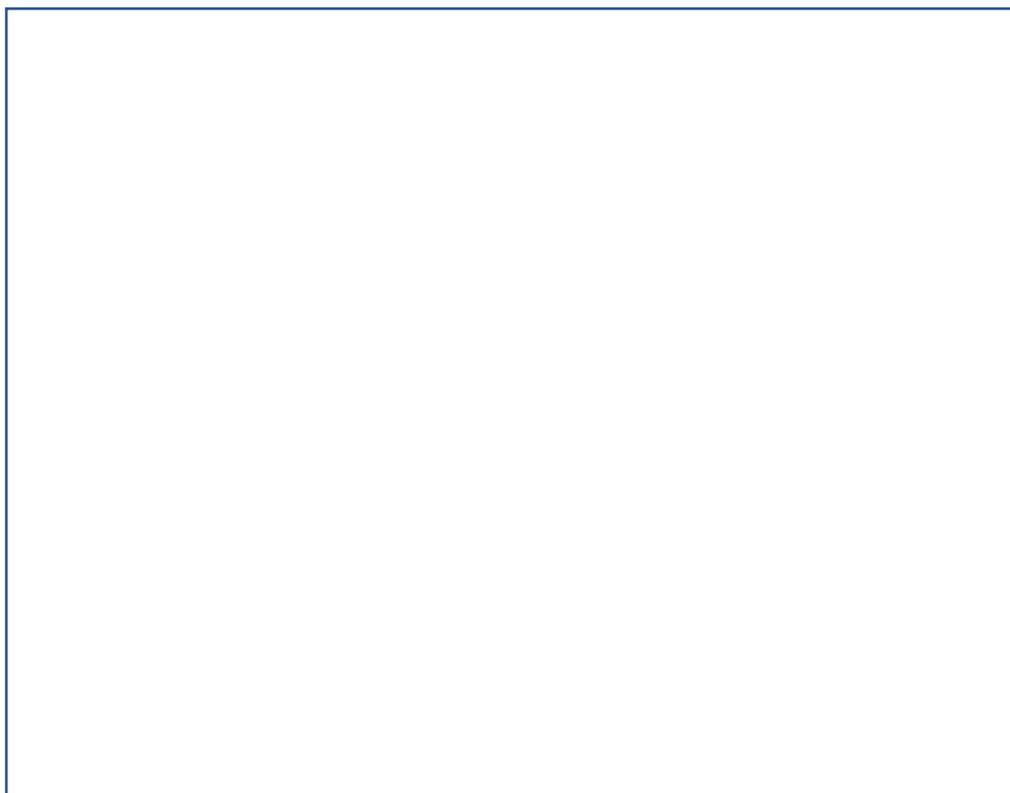
<i>Support the strengthened identity and diversification of town centres</i>	Engage with and support businesses and property owners to deliver an improved mix of town centre uses, including homes, workspace, leisure and community facilities. Work with Town Teams to promote and celebrate the characteristics 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.

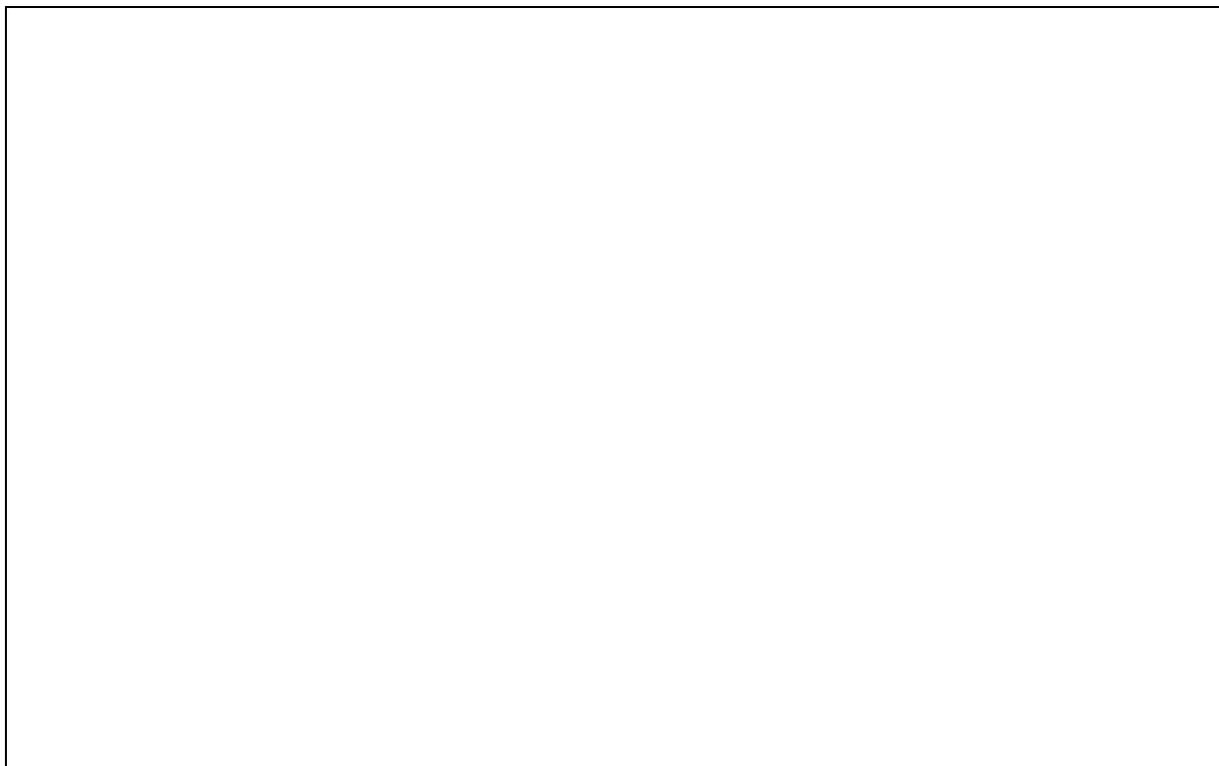
The borough’s aging population stands to benefit from growth. As people lead longer and healthier lives, the 65+ population will increase significantly during the lifetime of this strategy. While some existing homes can be adapted, there is a huge opportunity – and a challenge – for housing growth to 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.

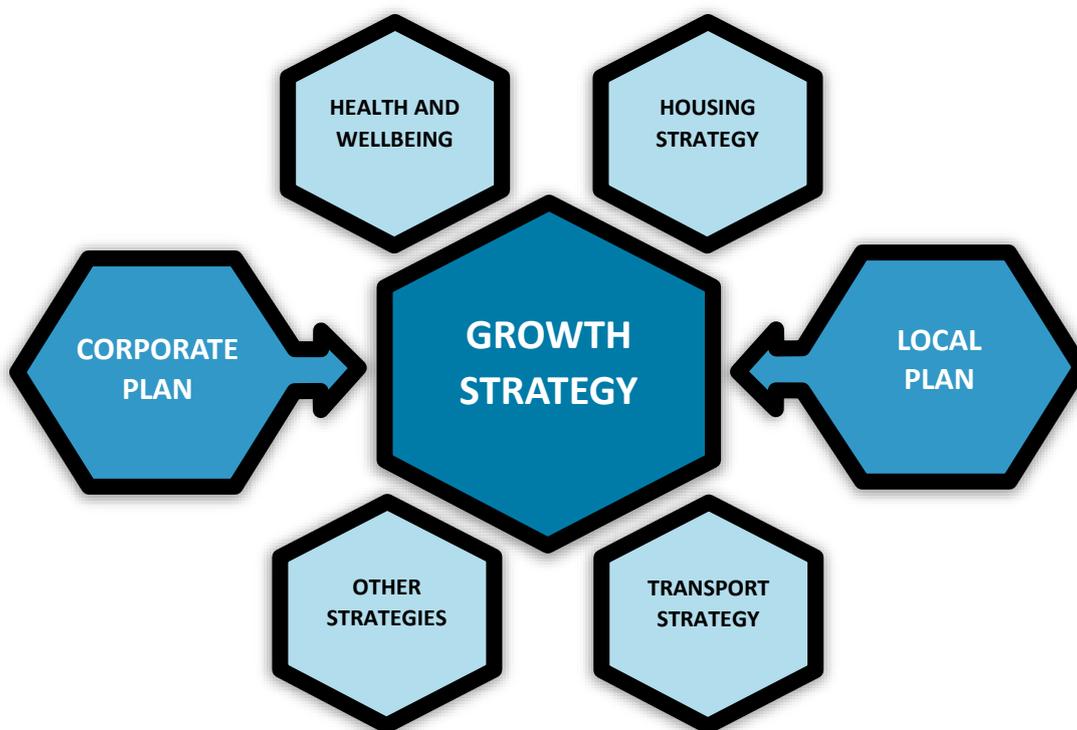


Figure 1 - Relationship of the Growth Strategy to other council strategies

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.

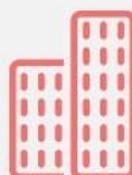


By 2030 the borough will see a:

- 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.

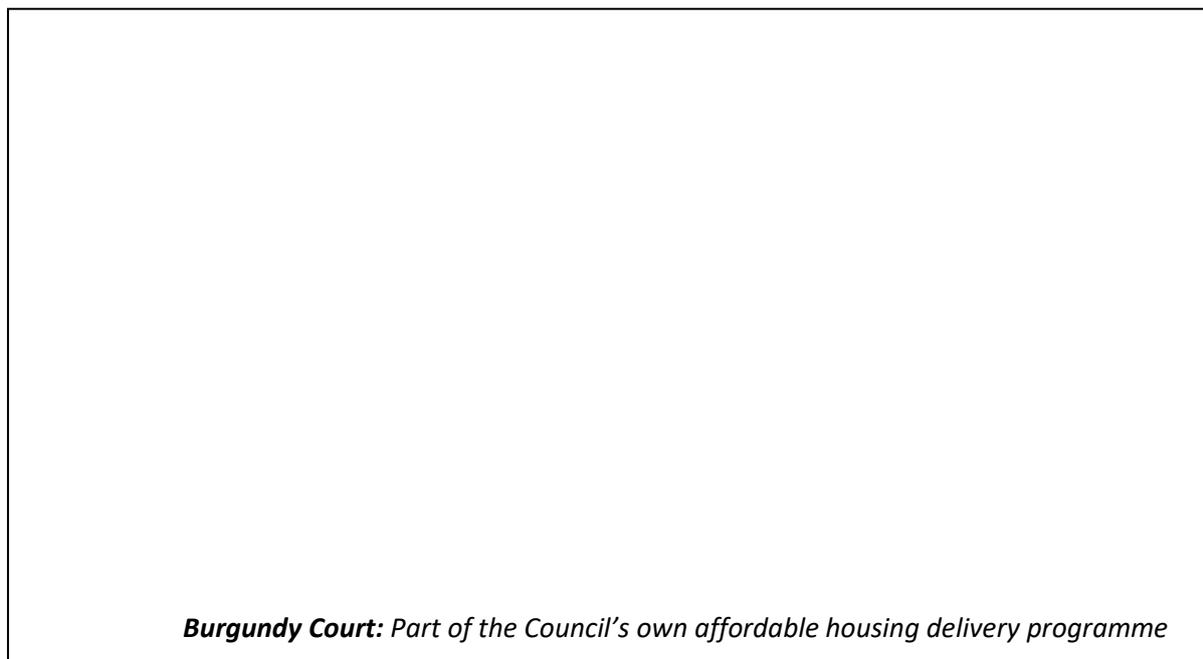
Hendon Waterside: Regeneration of West Hendon Estate is progressing rapidly

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.

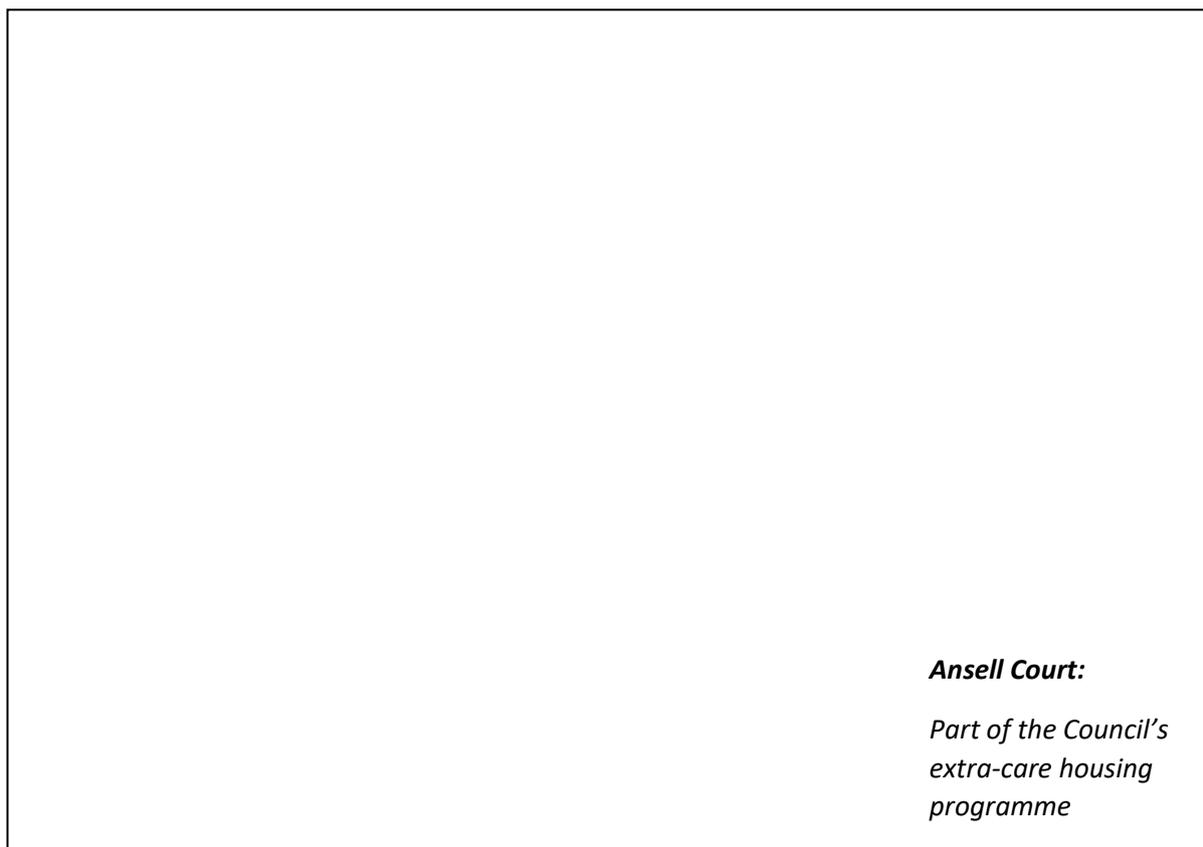


To tackle homelessness and reduce the use of temporary accommodation the council will need to increase the supply of all forms of private and affordable housing available across the borough. To help address this the council has been working with The Barnet Group to build over 800 units of

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.

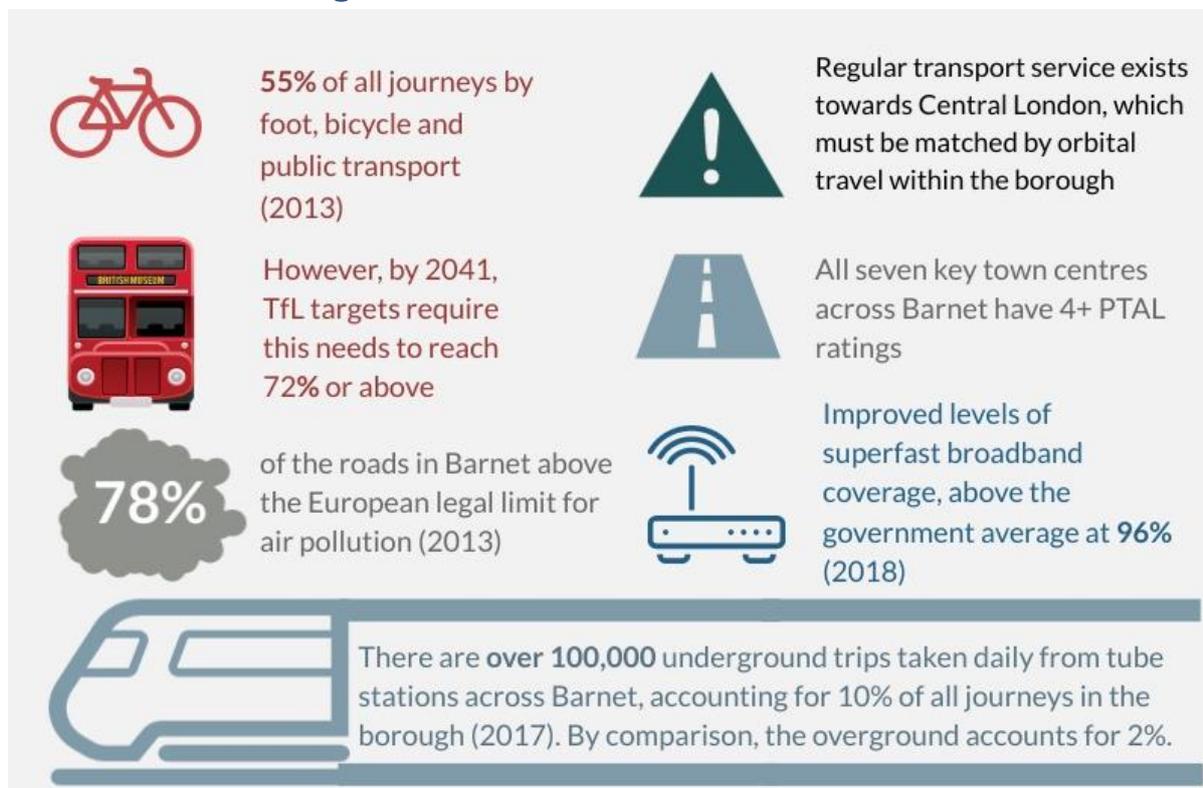
In addition to housing development, the council has for a number of years been successfully buying properties to help increase affordable housing supply. These acquired properties have been let out to households that are most in housing need at affordable rents. The council also operates an additional 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

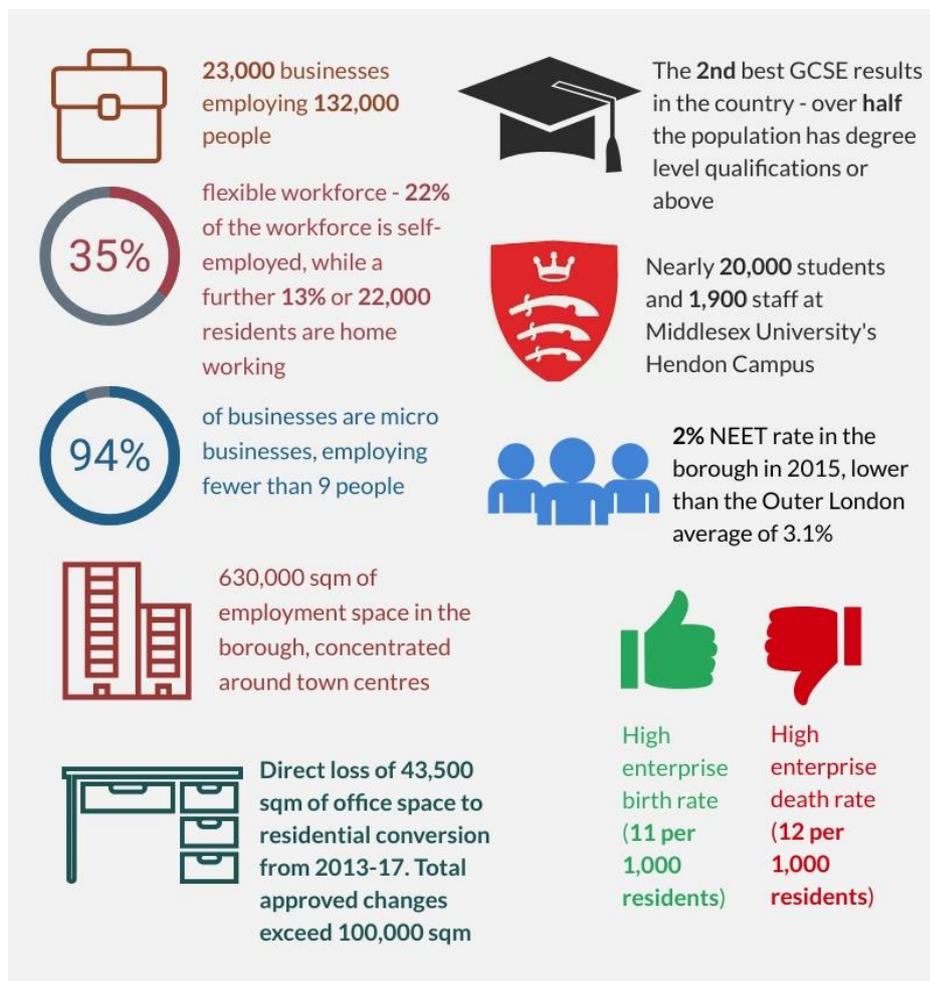
Successful growth is also reliant on access to high quality digital infrastructure to ensure Barnet's homes and workspaces keep pace with the changing economy. The council will secure timely roll-out of ultra-fast broadband to support the growing number of people working from home, businesses across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

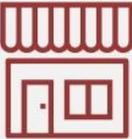
Sector	Number of Businesses	Relative concentration of the sector	Number of jobs	% of total borough employment
Professional and Financial	6,600	1.4x more concentrated than London average	22,000	17%
Care and Health	1,100	1.3x more concentrated than London average	18,500	14%
Education	500	1.3x more concentrated 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.



Barnet Medieval Festival: *annual event in Chipping Barnet (courtesy of Matthew D Crosby Photographics)*

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.

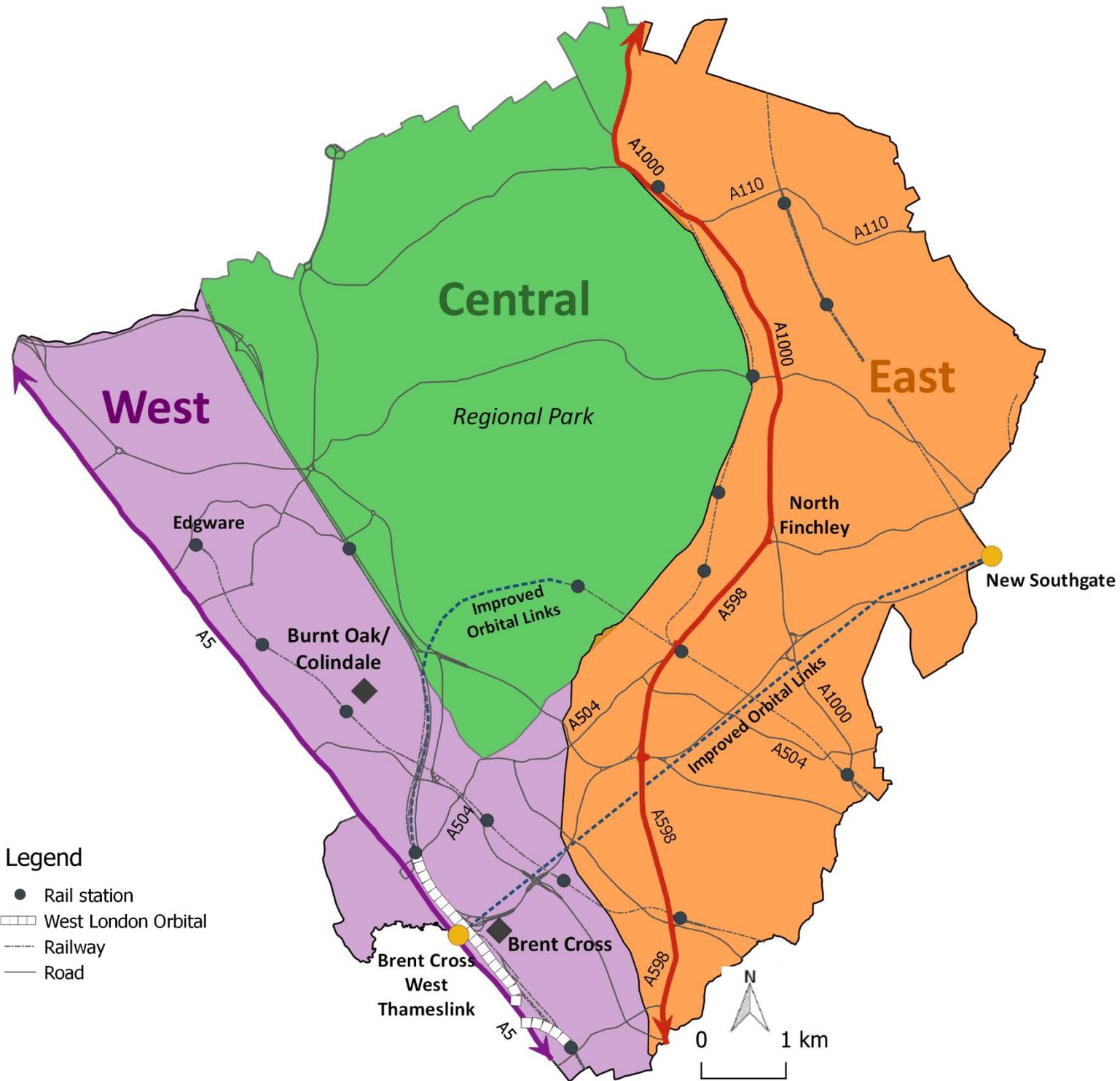
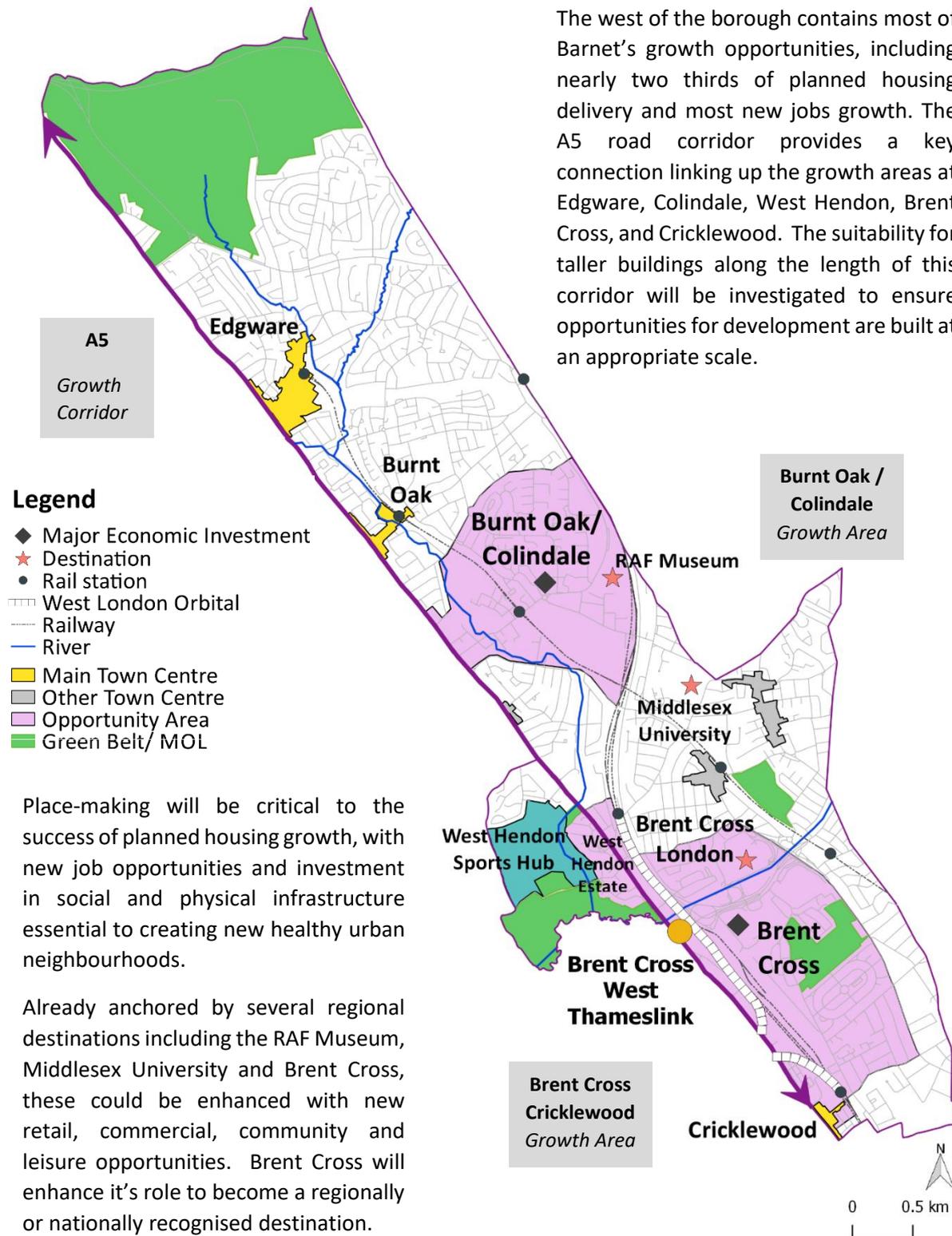


Figure 4 – Spatial Approach

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.

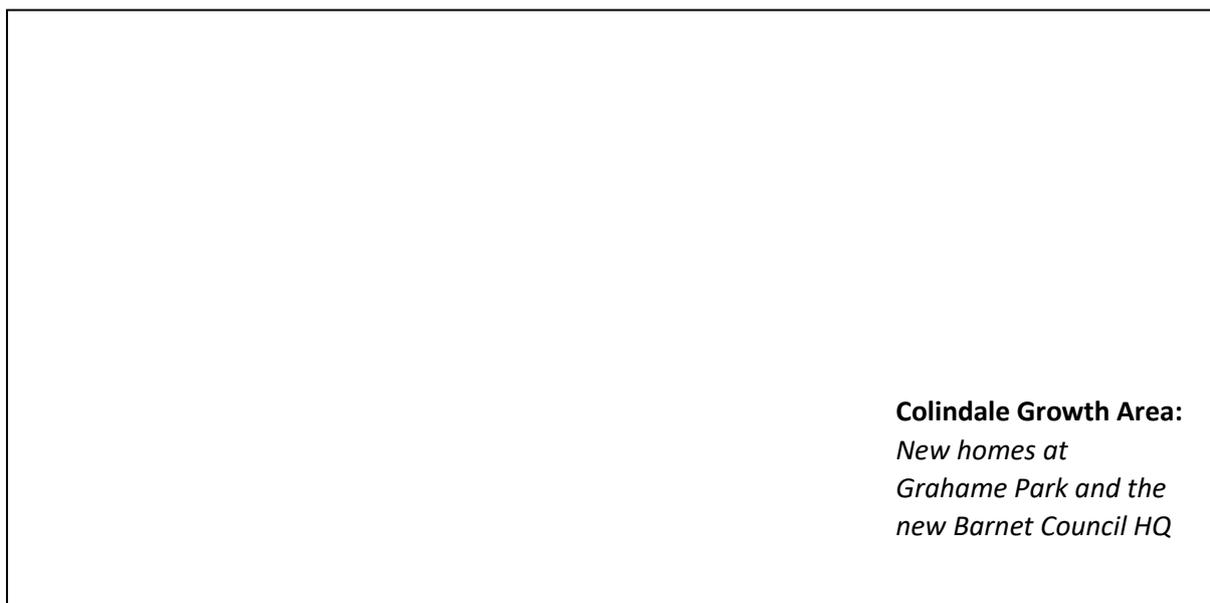
Transformation of **Edgware** town centre will see the opportunity to plan for over 5,000 new homes, alongside local business growth, and a re-balancing of uses including a growing leisure sector. The economic boost will build on the strength as one of Barnet's best-connected areas; strengthening place-identity 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.

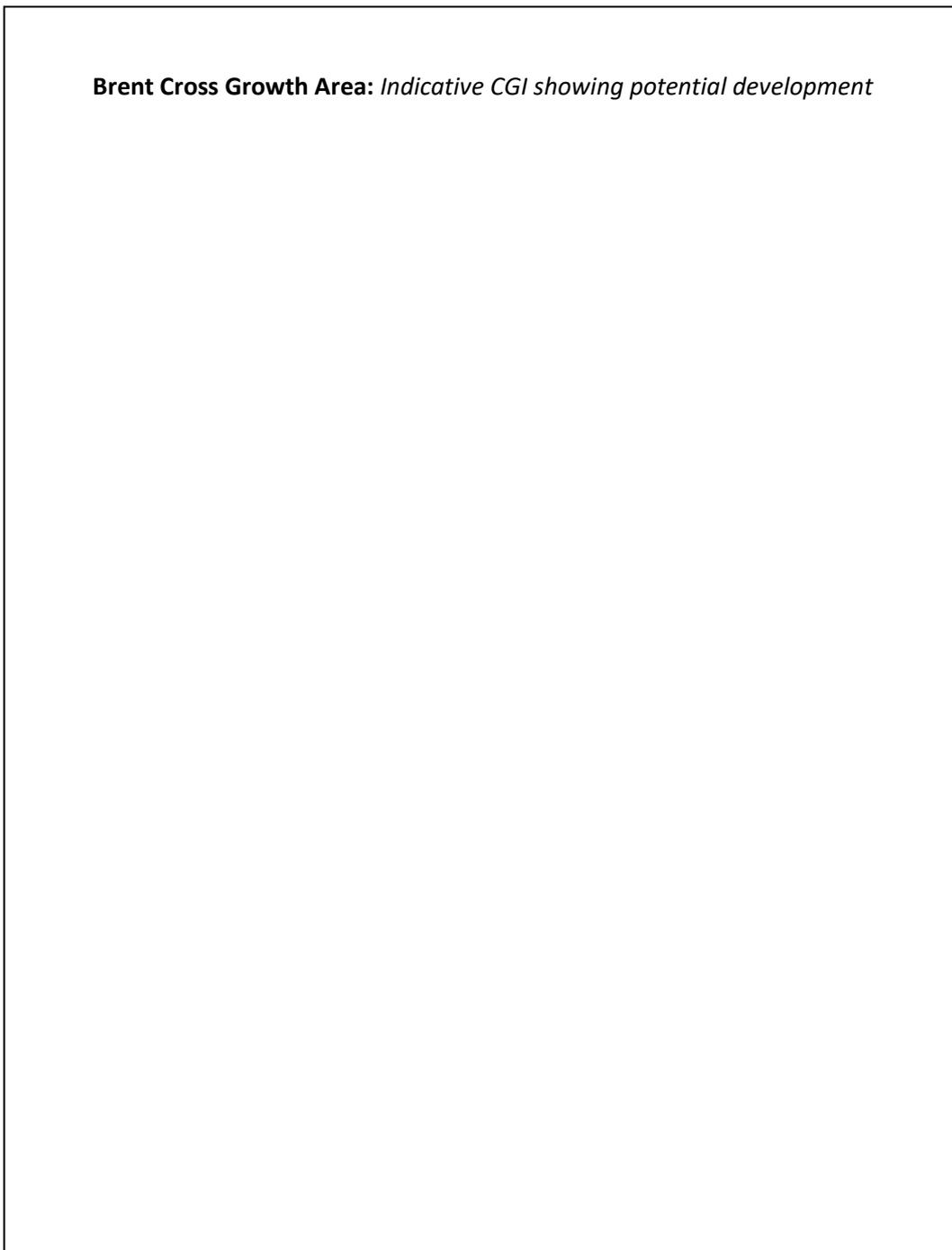


Emerging opportunities near **The Hyde** industrial estate point to an expansion of the **West Hendon** regeneration area to create a new urban quarter with over 3,000 homes. The area will benefit from investment in the West London Orbital Line, alongside bus connections and streetscape improvements 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:

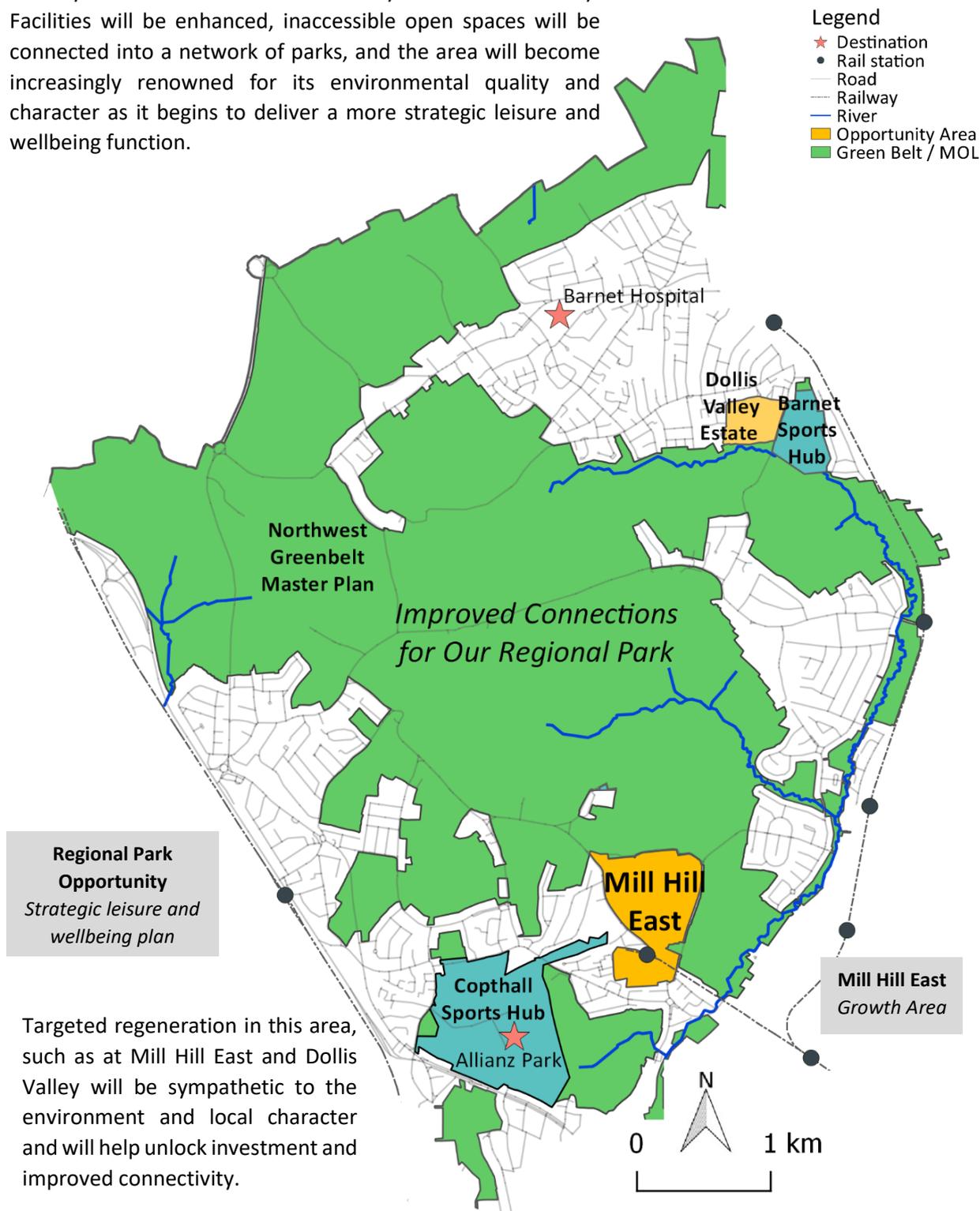
- new Brent Cross West Thameslink Station
- Commencement of construction work at Brent Cross South
- Work with Hammerson and Aberdeen Standard to bring forward Brent Cross North
- Work with LB Brent to plan development at Brent Cross West and sites near the M1.

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.

Copthall Leisure Centre: CGI of our £30m investment in Barnet as a regional sports hub.

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.

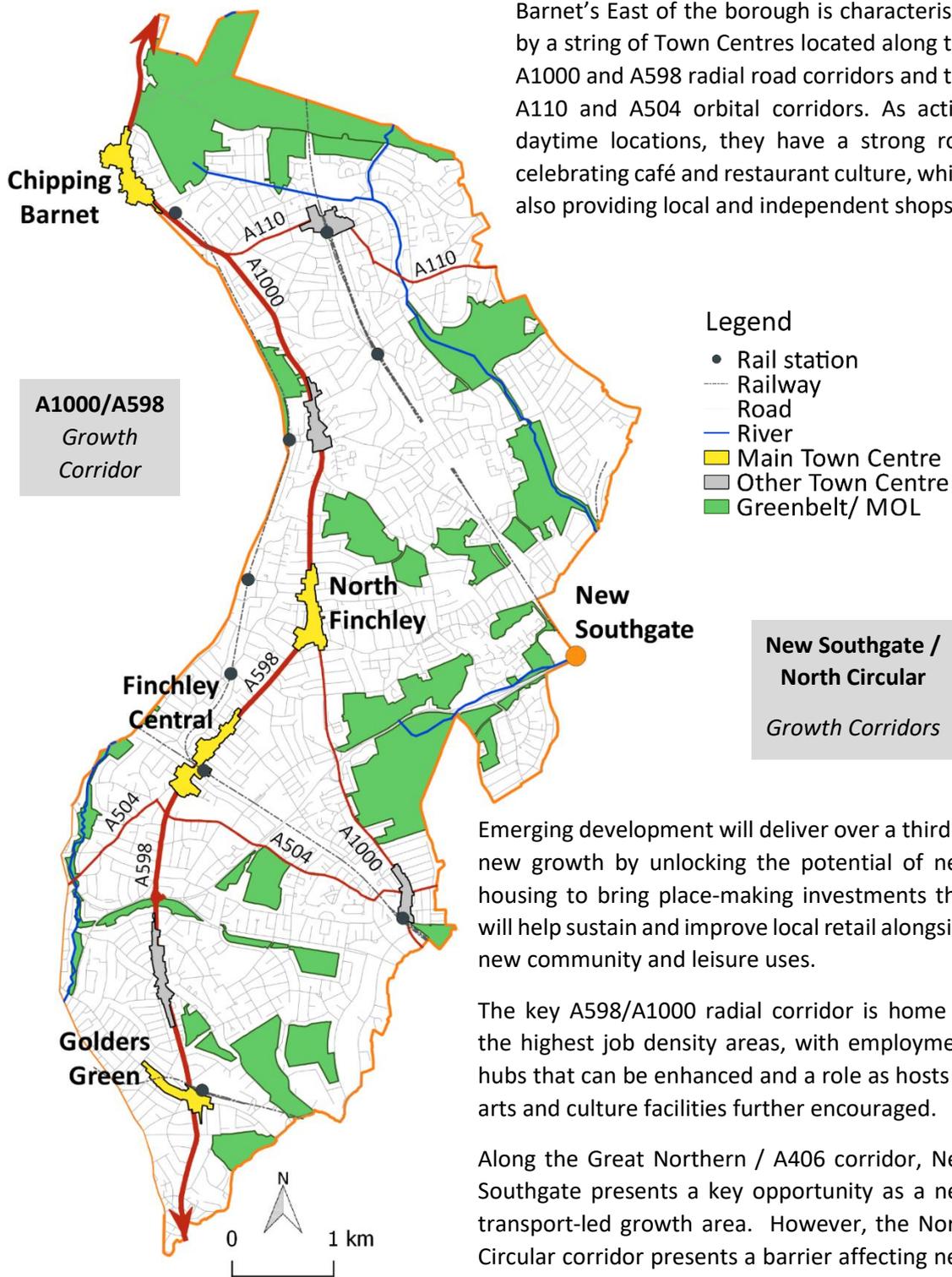
Mill Hill East development includes four new public open spaces and Millbrook Park School

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.