

Growth Strategy Delivery Plan

The delivery plan sets out of the projects and programmes that the council will focus its energies on delivering the Growth Strategy either directly or with partners. The programme is indicative and will be updated annually as noted in the Growth Strategy.

Structure of the delivery plan

It is structured to mirror the two key aspects of the approach to growth, the first being the 5 themes and their 20 objectives, and then the second being the 3 spatial areas and their identified list of priority projects. It is recognised that there would be the potential for some overlap in the delivery plan between the themes and the spatial areas; therefore, specific deliverables have been included under the themes and objectives if they relate to an area-wide or boroughwide matter; with deliverables that are generally related to a specific location within the borough being included within the areas and projects section.

This delivery plan recognises that the council broadly has three main roles / mechanisms for securing delivery of outcomes, in relation to the 5 themes these three roles have been further explored:

Policies – Through statutory and non-statutory policy-making processes the council can influence and guide the behaviour of landowners, developers, businesses and residents.

Partnerships – Through formal and informal partnerships and networks the council can encourage work towards the delivery of specific outcomes.

Direct Delivery – As a commissioner and deliverer of services, and also as a landowner and developer of housing and other developments the council can specifically deliver outcomes.

Resourcing the delivery plan

The council's budget for 2020/21 recognises the step change in approach and resourcing is required to unlock the benefits of growth by delivering the outcomes envisioned within the Growth Strategy. The scaling up of capacity and programmes of work will be delivered through a new corporate resource allocation for growth and development linked to income generated from development, such as the New Homes Bonus. If changes to this system of funding are implemented by government during the lifetime of this strategy, then this may require the council to re-evaluate the cost-benefit of its investments in growth and development.

The preparation of this delivery plan has focused on the revenue implications of the more extensive and comprehensive programme of regeneration activities set out within the Growth Strategy. This delivery plan is indicative as it contains a mixture of approved and agreed schemes together with new and emerging project ideas. Although projects are referenced in this delivery plan, they all will require a business case to determine if they should be delivered; potential projects identified here may fall away due to the capital investment, land or other constraints. An Infrastructure Delivery Plan is being developed over the coming 12 months to inform the new Local Plan; this will help to assess the broad capital cost for all potential infrastructure investments, together with clarifying if there is a funding gap.

Theme: A Growing Borough

The council's role in new housing delivery stems from three main areas of work:

- a. Policies: As Local Planning Authority (LPA), through a Local Plan, the council seeks to encourage the right number, type and quality of homes to be built to address identified need. It then uses decision-making powers relating to planning applications to test and determine whether proposals are acceptable and respond to policy. The Housing Strategy also sets out the requirements in terms of local need.
- b. Partnerships: Through development partnerships and work with Registered Social Landlords (RSLs) the council enables a variety of new homes to be delivered across available development sites, regeneration estates and across growth areas.
- c. Direct Delivery: The council commissions and procures the delivery of new homes, including a large proportion of homes that will meet the definition of 'affordable homes.' These developments are delivered on land owned by the council. The Barnet Group manages housing stock, delivers housing-related services and support, alongside directly delivering new housing.

Objectives	Projects & Deliverables	Timing
Increase the supply of housing	<ul style="list-style-type: none"> • Provide annual updates to the 'Housing Delivery Action Plan' to help deliver new housing and target resources to address issues that are delaying the completion of homes. The Action Plan published in September 2019 identified the following actions: <ul style="list-style-type: none"> ○ Lobby GLA for a small sites one-stop shop for advice ○ Create a new post to actively reach out to developers to bring forward applications, and support the delivery of smaller sites with planning permission. ○ Consider where support can best assist developers of medium-sized and larger sites (NB/ proposals below) ○ Keep conditions under review and explore the scope for additional measures (streamlining and discharge) ○ Monitor built out times according to scheme heights. ○ Publish Draft Local Plan (Regulation 18) ○ Prepare area frameworks for development (SPDs) ○ Identify best practice for small sites development. 	2020/21 & Ongoing
		Ongoing 2020/21
		(See below)
		Ongoing
		2020/21
		Ongoing
		2020/21 & ongoing
	<ul style="list-style-type: none"> • Conduct assessment of sites in the borough and engage with developers and landowners to bring forward delivery (including tophatting opportunities within town centres). 	2020/21
	<ul style="list-style-type: none"> • Actively engage with housing associations in the borough to review potential opportunities for infill and development. 	2020/21
	<ul style="list-style-type: none"> • Consider feasibility of strategic interventions to unlock housing delivery across town centres and at New Southgate. 	2020/21

Objectives	Projects & Deliverables	Timing
	<ul style="list-style-type: none"> • Consider the scope for planning guidance to foster growth and shape improvements within areas of development opportunity including all main town centres, major thoroughfares and emerging growth opportunities such as Brent Cross West: <ul style="list-style-type: none"> ○ <i>Middlesex University and the Burroughs</i> ○ <i>Edgware Town Centre</i> ○ <i>Whetstone Town Centre</i> ○ <i>Height Strategy for Major Thoroughfares</i> • Continue Draft Local Plan update, including Regulation 19 stage consultation in Autumn 2020, proceeding to adoption by 2022. • Ensure the council is securing permissions for development of 3,060 homes per year to 2030 through annual monitoring of progress against current and forthcoming Local Plan objectives. • Adopt revised Community Infrastructure Levy (CIL) rates to ensure new homes demonstrate support for infrastructure. • Update Sustainable Design and Construction SPD. • Consider the development of planning frameworks to assist future growth e.g. for New Southgate Opportunity Area. • 	<p>2020/25</p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p>2020/22</p> <p>2020/22</p> <p>2020/22</p> <p>2021/30</p> <p>Ongoing</p> <p>2021-23</p> <p>2025-30</p>
Deliver more homes that people can afford	<ul style="list-style-type: none"> • Acknowledge London Plan policy for up to 50% of new homes (minimum 35% without viability review) to be new affordable housing through the new Local Plan and monitor progress. • Identify opportunities for new affordable homes to be secured within town centre regeneration schemes. • Work with The Barnet Group to identify opportunities for delivering infill affordable housing within existing estates. • Support the Barnet Group to deliver over 1700 new affordable homes within existing estates, infill sites, top hatting and through up to 600 housing acquisitions. • Work with development partners to continue delivery of new and replacement affordable homes within regeneration estates. • Continue work with the Mayor of London and Housing Associations to secure new affordable homes within Barnet. • Continue delivery of new and replacement affordable homes within regeneration schemes, on council sites & in town centres. 	<p>Ongoing</p> <p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2025/30</p>
Support our growing older population	<ul style="list-style-type: none"> • Work with Adults Services to prepare a needs assessment to quantify Adult Social Care need, by 2021. • Prepare action plan to address disproportionately high rate of need identified in Barnet Dementia Needs Assessment. • Deliver an additional 175 extra-care homes; at Stag House (Burnt Oak) and Cheshir House (Hendon) by 2024. • Prepare the business case for new nursing care home capacity for people with complex needs (up to 100 places). • Deliver against policy of 10% of new homes, in developments with more than 10 units, to be wheelchair accessible. 	<p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2020/21</p> <p>Ongoing</p>

Objectives	Projects & Deliverables	Timing
	<ul style="list-style-type: none"> • Work with Adults Services to develop a forward programme in response to the adopted needs assessment and action plan. 	2020/25
Deliver homes on public sector land	<ul style="list-style-type: none"> • Continue to work with development partners to bring forward delivery of new homes within regeneration schemes. • Complete Capital Delivery Plan defining project investments in the Councils Estate • Improve existing homes due to be occupied at Grahame Park beyond 2024 to the Decent Homes Standard. • Build 1100 new homes on council land. • Continue providing leadership through the One Public Estate (OPE) Board to unlock new homes through key strategic partnerships such as with the NHS and TfL. • Develop schemes for new student bed spaces in partnership with Middlesex University. • Identify pipeline of future projects and strategic interventions. 	Ongoing 2020/21 2020/22 2020/25 2020/25 Ongoing 2020/25 ongoing

Theme: A Connected Borough

The council's role in transport and communications infrastructure improvements includes:

- a. **Policies**: By developing a long-term transport strategy, provide a strategic plan for the needs and priorities for the borough in relation to transport. As Local Planning Authority, Highway Authority, and Lead Local Flood Authority, the council will seek to ensure new housing and jobs are delivered alongside appropriate support for active and sustainable travel improvements, appropriate provision of parking and/or implementation of controls, together with travel planning measures.
- b. **Partnerships**: Through grant opportunities, development partnerships and our Local Implementation Plan (LIP) shared with our partner Transport for London, the council will secure or directly deliver a variety of transport improvements, especially in and around regeneration estates and growth areas.
- c. **Direct Delivery**: The council's Environment Service will seek to deliver projects where these fall within the responsibilities of the local authority and have secured funding, or are directed and funded projects from the council's Environment or Area Committees.

The following table provides an indicative set of projects that will be amended and updated as the Long-Term Transport Strategy is taken forward and delivery priorities are clarified. More broadly the update of the borough Infrastructure Delivery Plan in 2020/21 to support the new Local Plan will inform the required physical infrastructure improvements and funding sources:

Project	Deliverables	Timing
Enable new and enhanced public transport connections	<ul style="list-style-type: none"> • Update Infrastructure Delivery Plan to confirm social infrastructure requirements and funding arrangements. • Secure funding for greater capacity to engage on and champion public transport matters in the borough. • Investigate proposals for improvements associated with the Draft Long-Term Transport Strategy, including: <ul style="list-style-type: none"> • Express and orbital bus routes (PT1) • Improvements to existing bus routes (PT2) • Improvements to existing rail services (PT3) • On-demand services (PT4) • Improvements to gateways and interchanges (PT5) • Complete Feasibility Studies to clarify whether and how the following projects could inform the preparation of transport strategy public transport improvement schemes: <ul style="list-style-type: none"> • Mill Hill / Colindale / Edgware connections study • Bus Rapid Transit study, • TFL rail - capacity enhancement study (Moorgate Line) • Support the West London Alliance to secure delivery of the West London Orbital Line. 	<p>Ongoing</p> <p>2020/30</p> <p>2020/30 <i>(subject to resources)</i></p> <p>2020/23</p> <p>2020/21</p> <p>2021/22</p> <p>2022/23</p> <p>2020/25</p>

	<ul style="list-style-type: none"> • Complete plan for rollout of Step Free Access to remaining stations, especially stations on National Rail Lines. • Explore the public transport improvements required to support wider delivery of the proposed regional park. • Secure further bus route improvements to respond to areas of growth and development with lower PTALs (e.g. The Hyde). 	<p>2022/24</p> <p>2023/25</p> <p>2021/25</p>
<p>Deliver healthier street design to support all forms of travel</p>	<ul style="list-style-type: none"> • Investigate proposals for improvements associated with the Draft Long-Term Transport Strategy, including: <ul style="list-style-type: none"> ○ Healthier routes to schools (W1) ○ Low traffic neighbourhoods (W2) ○ Signage and wayfinding (W3) ○ Active route – the Barnet Loop (W4) ○ Investing to improve the footway network (W5) ○ Cycle parking (C1) ○ Cycle network (C2) ○ Cycle Provision (C3) ○ Cycle training (C4) • Prepare healthy streets assessments and public realm improvement plans (including the town centres): <ul style="list-style-type: none"> ○ A5 corridor ○ A1000/A598 corridor • Plan for leisure walking and cycling route investments • Deliver improvements to leisure walking and cycling routes. • Commence work with partners on walking and cycling improvements at initial core areas: Finchley, Hendon, Burnt Oak/Colindale and Brent Cross. • Deliver public realm and healthy streets improvements along A5 and A1000/A598 corridors (<i>subject to funding</i>) • Ensure appropriate public realm guidance is in place to inform standards for delivery of healthy streets interventions • Prepare healthy streets assessments and public realm improvement plans (including the town centres): <ul style="list-style-type: none"> ○ A504 corridor ○ A110 corridor • Extend walking and cycling network improvements to three further locations: Brent Cross, Golders Green and Edgware. • Deliver public realm and healthy street improvements along A504 and A110 corridors (<i>subject to funding</i>) 	<p>2020/30 <i>(subject to resources)</i></p> <p>2020/21</p> <p>2021/22</p> <p>2020/21</p> <p>2021/30</p> <p>2020/25</p> <p>2021/26</p> <p>2021/23</p> <p>2024/25</p> <p>2025/26</p> <p>2025/30</p> <p>2026/30</p>

<p>Deliver a cleaner, greener, and more pleasant borough</p>	<ul style="list-style-type: none"> • Investigate proposals for improvements associated with the Draft Long-Term Transport Strategy, including: <ul style="list-style-type: none"> • Car clubs (R1) • Electric Vehicle Charging Provision (R2) • Road Safety Improvements (R3) • Workplace Parking Levy (R4) • Better management of parking (R5) • Road User Charging (R6) • Alternative Fuels for Freight (F1) • Consolidation (F2) • Behaviour Change Programme (BC1) • Education Training and Publicity (BC2) • Travel Planning (BC3) • Improve air quality across the borough, including around schools and tree planting along road corridors. • Assess feasibility of park and ride services to reduce the number of vehicles passing through the borough. • Consider the potential for a corridor approach between the M1, A1 and A41 to reduce congestion and improve the opportunity for more sustainable travel. • Support the development of a smarter city, including the transition to connected and autonomous vehicles, use of data analytics and dynamic parking systems. 	<p>2020/30 <i>(subject to resources)</i></p> <p>Ongoing</p> <p>2021/22</p> <p>2022/23</p> <p>2024/30</p>
<p>State of the art digital infrastructure</p>	<ul style="list-style-type: none"> • Secure arrangements with West London Alliance for new joint capacity to deliver on smart cities and 5G agenda. • Support programme to deliver Ultrafast Broadband to communities and businesses via programme to upgrade TfL and other public assets. • Work with Argent Related to pilot smarter cities initiatives in Brent Cross South, identifying best practice which can be rolled out across the borough. • Work with partners to identify priority smarter cities solutions for the council, for example in relation to 5G technologies. Develop a Smart Barnet Plan to look at opportunities across Growth and Development (including town centre renewal), Adults Social Care, Environment and Customer Transformation 	<p>2020/21</p> <p>2021/23</p> <p>2020/25</p> <p>2020/25</p>

Theme: An Entrepreneurial Borough

The council's role in delivery of jobs and skills development includes:

- a. **Policies**: As Local Planning Authority, the council seeks to ensure new developments do not harmfully impact on places of work and opportunities for local employment and business, moreover that they should contribute towards opportunities for training and assisting people into work. The council has adopted guidance to inform the application of policy in this area.
- b. **Partnerships**: Through partnerships with West London Alliance, Job Centre Plus, local employment support partners, and regeneration/development partnerships, the council seeks to ensure opportunities to assist people into the work, to provide training opportunities and to support the local supply chain are secured as part of growth and development. In addition, ongoing work with local small business networks and chambers of commerce, informs support the council seeks to deliver to address barriers and local challenges affecting SMEs, together with business start-up and support programmes.
- c. **Direct Delivery**: The council directly commissions a welfare to work service known as BOOST that brings together support services to assist residents with welfare, housing and employment issues through a one-stop shop approach.

Objectives	Projects & Deliverables	Timing
Deliver first class customer service to the borough's businesses	<ul style="list-style-type: none"> • Work with council Customer Transformation Programme to deliver sustained customer service improvements, helping to streamline and enhance business-focused council services. • Launch a new Council communication channel for local businesses, focusing on their areas of interest and need. • Convene regular business events to directly engage with and understand the needs of Barnet-based businesses. • Produce an annual Business Vitality Report to measure and understand the vitality of Barnet's economy, and to assess the impact of services provided to businesses by the council. • Maintain and deliver new customer service improvements through occasional reviews of local needs and service impact. 	<p>2020/25</p> <p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2025/30</p>

Objectives	Projects & Deliverables	Timing
Identify and support growing business sectors across the borough	<ul style="list-style-type: none"> • Identify and engage with strategically important sectors, and those of potential greater future importance in Barnet’s local economy, to assess ways that the council can support them to maintain and grow their contribution to the borough. • Initial sectors of focus are proposed as: <ul style="list-style-type: none"> ○ Health and Social Care ○ Hospitality ○ Recreation and Leisure ○ Construction ○ Retail ○ Creative Industries • Work with Higher and Further Education institutions, and other partners, to launch a new programme of support focused on these key sectors. • Working with partners across the region and sub-region, undertake an ‘inward investment readiness audit’ to identify actions the council can take to increase investment. 	2020/21 2020/25
Maximise employment opportunities through growth	<ul style="list-style-type: none"> • Conduct a comprehensive borough-wide employment and skills needs assessment to identify key groups in need of support, the current level and quality of provision, and any recommendations for future action • Continue delivery of targeted programmes to support entrepreneurs, including Pop Up Business School and Entrepreneurial Barnet Competition • Continue delivery and support for projects such as BOOST that support those furthest from employment, those on low incomes and key groups including NEETs and care leavers • Work with Brent Cross Employment and Skills Steering Group partners to progress actions identified in the Delivery Plan: <ul style="list-style-type: none"> ○ Construction phase employment skills support ○ Supply chain opportunities ○ Support in relation to end use jobs • Continue to secure further employment and skills outcomes through obligations relating to new development. • Increase the number of apprenticeship opportunities available across the council and key partners. • Revise the council’s Delivering Skills, Employment, Enterprise and Training SPD (Supplementary Planning Document) from Development to increase and improve delivery of outcomes from new developments relating to employment and skills. • Work with partners (The Barnet Group, Cambridge Education and DWP) to implement actions identified in the employment and skills needs assessment, ensuring council resources are targeted at those most in need, including: <ul style="list-style-type: none"> ○ People on low incomes, ○ People not in employment, education or training ○ Young people leaving the care system 	2020/21 Ongoing Ongoing Ongoing Ongoing 2020/25

Objectives	Projects & Deliverables	Timing
	<ul style="list-style-type: none"> • Deliver enterprise, employment and skills initiatives that will help to address future skills shortages through work with educational institutions and other partners around key sectors: <ul style="list-style-type: none"> ○ Professional and Financial Services, ○ Care and Health, ○ Hospitality, ○ Recreation and Leisure, ○ Construction ○ Retail • Promote and deliver skills and productivity initiatives with partner boroughs through the West London Alliance. 	
<p>Support the local economy including promotion of local supply chains</p>	<ul style="list-style-type: none"> • Work with council services, as appropriate, to develop a more targeted approach to local supplier procurement. • Enhance delivery of local supply chain commitments through potential policy changes, new regeneration scheme contracts, and council-wide social value contractual commitments. • Develop a new supply chain initiative to better promote the opportunities for, and benefits to, local businesses in relation to the regeneration of Brent Cross Cricklewood. 	<p><i>2020/21</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p>

Theme: A Borough of Thriving Town Centres

The council's role in enabling town centres in Barnet to thrive includes:

- a. ***Policies:*** As Local Planning Authority (LPA), through the Local Plan, the council seeks to encourage appropriate investments in town centres to diversify and strengthen the offer whilst delivering improvements and economic growth. Other areas of policy include licensing, parking and regulatory enforcement policies that will influence the quality of place and services on offer within town centres.
- b. ***Partnerships:*** The council seeks to work with Town Teams and Residents Associations to ensure that planning decisions and investment in town centres strengthens and supports the range of economic services and functions to be successful.
- c. ***Direct Delivery:*** The council's Business, Enterprise, Skills and Town Centres (BEST) team seek to provide direct support to town teams and local businesses, to realise ambitions for investment and improvement in town centres. In addition, the council's estates team and other services seek to maximise the benefit and outcomes from council-owned assets.

Objectives	Projects & Deliverables	Timing
<p>Strengthen and diversify town centres to ensure they are fit for the future</p>	<ul style="list-style-type: none"> • Plan and deliver town centre public space and public realm improvement projects including: <ul style="list-style-type: none"> ○ Improvements to West Hendon Broadway ○ Finchley Square to activate Finchley Central • Work with development partners on proposals for the comprehensive revitalisation of town centres (account for financial viability and deliver a joined-up approach including more effective community engagement), <ul style="list-style-type: none"> ○ Pilot in North Finchley. • Deliver projects and improvements identified within adopted Town Centre Strategies and Community Plans: <ul style="list-style-type: none"> ○ Develop the business case for priority projects in the Golders Green Town Centre Strategy ○ Work with The Barnet Group, local businesses and communities to deliver improvements in Burnt Oak Town Centre and around Colindale. ○ Work with the community and businesses to complete the Chipping Barnet Community Plan • Promote and celebrate the unique characteristics of the borough's town centres through work with partners to improved identity, wayfinding and centre promotion: <ul style="list-style-type: none"> ○ Pilot in Colindale ○ Pilot in West Hendon • Support preparation a shared vision for town centres of strategic importance for development by engaging with 	<p>2020-2030</p> <p>Ongoing 2020/21 Ongoing</p> <p>2020/21</p> <p>2020/21 (ongoing) 2020/21</p> <p>2020/21</p> <p>2020/21 2020/21</p>

	<p>stakeholders and local communities in the preparation of new planning policy guidance:</p> <ul style="list-style-type: none"> ○ Pilot in Cricklewood (masterplan) ○ Pilot in Edgware (SPD) ● Work with local communities, businesses, developers and others to implement Town Centre Strategies, bringing forward economic development opportunities, better public realm and an improved mix of uses, including homes, workspace, leisure and community facilities ● Ensure ongoing support for Town Teams in the borough, helping to signpost services when they deal with the council and supporting their growth and sustainability through new tools and resources <ul style="list-style-type: none"> ○ Support existing Town Teams ○ Test the appetite for Town Teams where they do not currently exist (Main Town Centres) ● Launch a crowdfunding initiative aimed at established Town Teams and community groups capable of delivering projects to improve / animate their local town centre. ● Work with land owners and development partners to scope and pilot a new approach to land use within town centres aimed at bringing forward new homes, focusing retail provision on a sustainable core, and diversifying the uses of appropriate parts within existing town centres. 	<p>Ongoing 2020/21 2020/25</p> <p>2020/25</p> <p>Ongoing 2020/25</p> <p>2020/21</p> <p>2025/30</p>
<p>Support joined-up service delivery across the council for healthier high streets</p>	<ul style="list-style-type: none"> ● Establish new council officer group to address needs in relation to individual town centres, aligning: <ul style="list-style-type: none"> ○ Services, strategies and activities ○ Action to address issues including planning and other enforcement activities, licensing, street cleansing, and waste collection. ○ Consider concerns about parking arrangements. ● Provide input to the council’s MARAC group and take a joined-up approach to addressing community safety in town centres, starting with cases in Burnt Oak ● Work with partners to launch a programme to address the impact of empty shops on the borough’s high streets ● Scope a programme aimed at repurposing vacant retail units in town centres through meanwhile uses such as pop-up shops, arts and community ● Consider a more active council approach to assessing and improving the health outcomes of town centres: <ul style="list-style-type: none"> ○ Pilot in Finchley Central ● Work with planning colleagues at pre-application stage to ensure proposed development in town centres will fully support and help to deliver the council’s ambitions in relation to both the Local Plan and the Growth Strategy. ● Partner with neighbouring boroughs to address cross-borough issues impacting town centres. 	<p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2020/25</p>

<p>Deliver high quality workspace</p>	<ul style="list-style-type: none"> • Conduct a workspace viability assessment to identify demand and target locations <ul style="list-style-type: none"> ○ Pilot project – location TBC • Engage real estate agents and landowners to identify ways to unlock and improve access to commercial stock • Align main town centres approach with local plan classifications (major, district and local centres etc). • Deliver new, specialist SME, creative and light industrial workspace aimed at key sectors through investment in council assets and by influencing private development • Revise the council’s Delivering Skills, Employment, Enterprise and Training SPD (Supplementary Planning Document) from Development to increase outcomes and to improve delivery of affordable and flexible workspace. • Ensure provision of at least one affordable workspace unit in every main town centre 	<p>2020/21</p> <p>2020/21</p> <p>2020/21</p> <p>2020/25</p> <p>2025/30</p>
<p>Build on existing strengths to create a thriving evening economy</p>	<ul style="list-style-type: none"> • Support preparation of Regulation 19 stage Local Plan and the Visitor Economy Plan by using best practice to identify locations and activities that best support new ‘evening economy zones’ to enable joined-up regulatory support for cafes, bars, festivals and activities. <ul style="list-style-type: none"> ○ Pilot new evening economy zones. ○ Ensure Barnet’s town centres remain safe and antisocial behaviour is minimised. • Support the enhancement of existing and development of new markets in town centres to animate public space. • Support community-led initiatives to promote the distinctive cultural and heritage merits of town centres 	<p>2020/21</p> <p>2020/25</p>

Theme: A Great Borough to Live in and Visit

The council's role in delivering the social infrastructure and related services to make Barnet a great borough to live in and visit includes:

- a. **Policies**: As Local Planning Authority (LPA), through the Local Plan and its associated Infrastructure Delivery Plan, the council seeks to ensure delivery of homes and jobs is accompanied by the infrastructure improvements necessary to address need and support existing and new populations to live successfully. Aside from planning policies, the council sets policies and prepares strategies and plans for other service areas including education, greenspaces, leisure and community facilities. The Adults team will look at revising the Fit & Active Barnet Framework in late 2020.
- b. **Partnerships**: Through partnerships including with Cambridge Education, West London Alliance, Schools Partnerships, Better Ltd, community and voluntary services partnerships, together with regeneration and other development partnerships, the council seeks to ensure opportunities to improve the quality of and access to services are improved to manage the potential impacts of growth and development. Common to all these services are the focus on delivering improvements to people's lives; including improved health and wellbeing, resilience, educational outcomes, alongside reduced dependence on the state.
- c. **Direct Delivery**: The council directly commissions a range of services for residents to meet educational, wellbeing and other outcomes, the approach to delivery can be affected by the quality of the estate from which services are delivered and this is something that the Growth Strategy can specifically help to tackle.

In 2020/21 a key deliverable will be the completion of an Infrastructure Delivery Plan to confirm the social, physical and green infrastructure required to support the new Local Plan: including schools, healthcare facilities, community facilities, parks, highways, transport and other needs.

Objectives	Projects & Deliverables	Timing
Delivering Social Infrastructure	<ul style="list-style-type: none"> • Update Infrastructure Delivery Plan to confirm social infrastructure requirements and funding arrangements. 	Ongoing
	<ul style="list-style-type: none"> • Deliver new and improved community facilities at Brent Cross Cricklewood, Grahame Park and West Hendon. 	2020/25
	<ul style="list-style-type: none"> • Explore the potential of a new programme of leisure services investment, to include consideration of: <ul style="list-style-type: none"> • Improve/replace Finchley Lido Leisure Centre • Replace and upgrade Hendon Leisure Centre • Potential new / replacement Leisure Centre for 'North-East Barnet' and future of Burnt Oak. 	2020/21
	<ul style="list-style-type: none"> • Deliver new and expanded capacity for primary, secondary, and special educational needs where identified as required within the Infrastructure Delivery Plan. 	2020/30

	<ul style="list-style-type: none"> • Deliver new and improved childcare and early years provision to support regeneration and growth, as well as the free entitlement to early years education for 2-4 year olds as set out within the Infrastructure Delivery Plan. • Support the NHS to deliver appropriate service capacity improvements for primary and secondary care facilities, including new provision within Colindale and Brent Cross. 	2020/30 2020/25
Get the best out of the boroughs green assets	<ul style="list-style-type: none"> • Update Infrastructure Delivery Plan to confirm green infrastructure requirements and funding arrangements. • Prepare Biodiversity Action Plan to inform conservation, biodiversity and relationship to development in Barnet. • Update Green Infrastructure SPD. • Implementation of the Parks and Open Spaces Strategy 2016-2026 including: <ul style="list-style-type: none"> ○ Expanded programme of parks events and activities ○ Strategic investments in public parks within Colindale, Finchley and New Barnet. ○ Prepare masterplan for North West Green Belt Lands ○ Annual programme of smaller parks investments ○ Planning and delivery of Sports Hubs/masterplans (see below) • Prepare business case for each masterplan area: <ul style="list-style-type: none"> ○ <i>West Hendon Playing Fields</i> ○ <i>Barnet and King George V Playing Fields</i> ○ <i>Copthall and Mill Hill Open Spaces</i> ○ <i>North West Green Belt</i> • Deliver Sports Hubs and Masterplans (<i>subject to funding</i>): <ul style="list-style-type: none"> ○ <i>West Hendon</i> ○ <i>Barnet and King George V Playing Fields</i> ○ <i>Copthall (facilities and infrastructure)</i> ○ <i>Copthall and Mill Hill Open masterplan</i> ○ <i>North West Green Belt masterplan</i> • Wider W. Hendon / Welsh Harp improvements 	Ongoing 2020/21 2020/25 Ongoing Ongoing Ongoing 2020/21 2020/30 2020/30 2020/25 2020/30 2025/30
Grow the visitor economy	<ul style="list-style-type: none"> • Prepare 'Visitor Economy Plan' (incorporating update and replacement of the Arts and Culture Strategy) <ul style="list-style-type: none"> ○ <i>Map existing visitor assets</i> ○ <i>Scope focused visitor economy support</i> ○ <i>Consider supporting sectors (hotels, food and drink)</i> ○ <i>Key objectives mapped</i> • Scope potential for major sporting events in Barnet • Establish partnerships to explore potential opportunities associated with a regional park (e.g. Upper Dollis Brook) • Work with neighbouring boroughs to prepare a joined-up signage strategy, beginning with Colindale. • Implement recommendations of the Visitor Economy Plan 	2020/21 2020/21 2020/25 2020/21 2020/25

	<ul style="list-style-type: none"> • Focused regeneration for evening economy zones, increasing opportunities for hospitality and entertainment businesses 	2020/25
Provide a broader canvas for creative industries	<ul style="list-style-type: none"> • Strengthen existing Arts and Culture Board as active forum of stakeholders, programmers and change-makers. 	2020/21
	<ul style="list-style-type: none"> • Conduct a cultural audit, mapping the borough's existing creative industries assets and identifying gaps in access: <ul style="list-style-type: none"> ○ Consider the opportunities for and barriers to growth of the creative industries sector. ○ Explore need for arts provision in west of Barnet. ○ Identify gaps in support for creative industries. 	2020/21
	<ul style="list-style-type: none"> • Update Arts and Culture Strategy into visitor economy plan. <ul style="list-style-type: none"> ○ Identify cultural hubs as part of visitor strategy 	2020/21
	<ul style="list-style-type: none"> • Implement recommendations of the cultural audit. 	2020/30

Area: West of the Borough

This section focuses on the specific area-based regeneration projects in the West of the Borough.

Project	Deliverables	Timing
Area Wide / A5 Corridor	<ul style="list-style-type: none"> • Work with neighbouring boroughs to update vision and strategy for A5 corridor, including: <ul style="list-style-type: none"> ○ Heights strategy to inform future approach to development and building heights, including focal areas at: Edgware, Colindale, West Hendon, Brent Cross West and Cricklewood. ○ Prepare Healthy Streets Assessment and plan for delivery of improvements to the road corridor and public realm. ○ Cross-boundary work to identify key junctions, public realm improvements, and ensure joined-up parking controls. • Work with developers to open-up new cycling routes including alongside the Silk Stream, A5 corridor, and within town centres. • Prepare walking and cycling improvement plan. • Prepare business case and deliver A5 corridor improvements. 	2020/21
		Ongoing
		2020/21
		Ongoing
		Ongoing
		2020/21 2020-2025
Brent Cross Cricklewood	<ul style="list-style-type: none"> • Deliver Brent Cross West Thameslink Station including <ul style="list-style-type: none"> ○ Replacement TOC facility ○ Re-location of railway sidings ○ Relocation of NLWA waste transfer facility ○ New Thameslink Rail Station • Deliver critical infrastructure works packages to support development including key junctions and highways improvements • Secure step free access and interchange improvements: <ul style="list-style-type: none"> ○ Cricklewood Thameslink Station ○ Brent Cross Underground Station • Deliver Brent Cross South (phase 1) with partners including: <ul style="list-style-type: none"> ○ Deliver temporary open space (subject to feasibility) ○ Remodel and improve existing open spaces ○ Deliver new open spaces ○ Deliver replacement units for the Whitefield Estate ○ Deliver BXS first phase plots ○ Deliver new station transport interchange ○ Deliver new high street with supporting infrastructure • Continue work with Brent Cross North partners when ready with plans for the shopping centre redevelopment. 	Ongoing
		2020/25
		2020/25
		Ongoing
	<ul style="list-style-type: none"> • Further development of Brent Cross South with future phase delivery, including public realm, replacement schools and healthcare provision. 	2025/30
Burnt Oak / Colindale	<ul style="list-style-type: none"> • Delivery of Montrose and Silk Stream Park improvements by 2020. • Undertake signage and wayfinding improvements in Colindale • Explore the potential for development and further town centre improvements in Burnt Oak Town Centre, including: 	2020/21
		2020/21
		2020/25

	<ul style="list-style-type: none"> ○ Step Free Access at Burnt Oak Tube Station, ○ Housing delivery, ○ Shopfront improvements, and ○ Business support mechanisms ● Delivery of Colindale Park and Rushgrove Park improvements by 2022 ● Hard and soft landscaping of Heybourne Park (inc. play and MUGA) ● Complete new Saracen’s High School and Saracen’s Primary School ● Demolition of former Orion primary school site and transformation into sports pitches and facilities to support Saracen’s High School. ● Replacement and expansion of Grahame Park Health Centre ● Completion of new retail at Colindale Gardens ● Determine highways improvements required at Colindale Avenue and Colindale Roundabout by 2021, and secure delivery by 2023. ● Delivery of highway safety improvements at Bunns Lane by 2022 ● Complete studies to review travel in Colindale and prepare programme of transport and public realm improvements by 2022 ● Facilitate delivery of new Colindale Station interchange by 2023. ● Deliver improvements in Colindale including ongoing decluttering, alongside improvements to the cycling and walking experience. ● Delivery of regeneration at Grahame Park Estate including: <ul style="list-style-type: none"> ○ Demolish existing properties on plot 10 ○ Complete the construction of 209 new homes on plot 10 ○ Demolish existing properties on plot 12 ○ Construct 219 homes on plot 11 ○ Construct 113 homes on plot 12 ○ Plot 9 / completion of new public square office ○ Completion of replacement community centre at Plot 12 ● Completion of approx. 2,700 new homes (excluding Grahame Park) ● Plan remaining development plots – PHE, A5 and Platt Hall sites ● Support preparation of 400 home scheme at Douglas Bader Estate ● Further Burnt Oak Town Centre improvements if funding available. ● Completion of affordable housing schemes in Burnt Oak: <ul style="list-style-type: none"> ○ Burnt Oak Broadway, ○ Back Lane and ○ The Croft. ● Delivery of Stag House Extra Care scheme. 	<p>2020/22 2020/25</p> <p>2020/23</p> <p>2020/22 2020/22</p> <p>2020/23 2020/25</p> <p>Ongoing</p> <p>2020/25</p> <p>2020/25</p> <p>2020/25 2020/25</p> <p>2020/25</p>
	<ul style="list-style-type: none"> ● Completion of new nursery at Colindale Gardens ● Future phases of Grahame Park regeneration scheme ● Delivery of approx. 3000 new homes across remaining development plots including Douglas Bader (400) and Colindale Gardens (1300). ● Secure final Silk Stream river corridor improvements in Colindale with new green links through ‘PHE’ and ‘Colindeep Lane’ sites. ● Promote retail across Colindale as joined-up local centre. ● Feasibility for development at Burnt Oak and Watling Car Park. 	<p>2025/30</p>

Edgware	<ul style="list-style-type: none"> • Prepare a planning framework for the town centre by 2021. • Work with TfL to understand technical requirements associated with relocation of the bus station and unlocking railway lands. • Work with partners to prepare feasibility study for new leisure uses that will support economic growth, including consideration of the potential for relocation of the library and a new leisure centre. • Commencement of development in key growth areas and completion of early phases of new housing. 	2020/21 2020/25 2020/25 2020/25
	<ul style="list-style-type: none"> • Deliver relocation of the bus station and improvement of station frontage / square together with new facilities for interchange. • Deliver leisure improvements to the town centre • Completion of initial areas of growth (retail, leisure and housing) 	2025 - 2030
West Hendon / The Hyde	<ul style="list-style-type: none"> • Complete the delivery of 3500 new homes alongside new local jobs • Deliver West Hendon Estate regeneration programme, including: <ul style="list-style-type: none"> ○ Tenant relocation from Marsh Drive by December 2020 ○ Complete expansion of Community Hub by 2022 ○ Complete Phase 4 and commence Phases 5 + 6 by 2022 ○ Deliver A5 highway improvements, including removal of gyratory, enhancement of the public realm, and new pedestrian and off-road cycling routes. • Deliver initial West Hendon Town Centre action plan projects • Deliver the West Hendon Sports Hub Masterplan • Use developments in the area to catalyse a programme of local training, job brokerage & skills enhancement • Facilitate introduction of new and improved commercial & retail floorspace to support West Hendon Broadway Local Centre. • Adopt planning guidance to reflect the potential from the West London Orbital Line and ensure improved urban realm. • Secure improvements to Hendon station including Step free access 	2020 - 2025
	<ul style="list-style-type: none"> • Complete regeneration of the West Hendon Estate in 2027 • Monitor requirement for 2FE primary school and early years centre. • Work with Brent Council & other partners to implement a long-term improvement and management strategy for the wider Welsh Harp. 	2025-2030
Hendon / Brent Street	<ul style="list-style-type: none"> • Prepare a planning framework for Middlesex University and The Burroughs by 2020. • Feasibility and design competition to identify programme of strategic interventions for Belle Vue Estate and Brent Street town centre • Prepare full business case for Upper and Lower Fosters scheme. • Prepare a business case for new student accommodation in the vicinity of Middlesex University. • Support delivery of 251 homes at Westhorpe Gardens Estate. • Complete Upper and Lower Fosters Estate scheme. 	2020/21 2020/21 2020/21 2020/21 2020/25
	<ul style="list-style-type: none"> • Forward programme for growth will be developed. 	2025/30

Area: Centre of the Borough

This section focuses on the specific area-based regeneration projects in the Centre of the Borough.

Project	Deliverables	Timing
Mill Hill East	<ul style="list-style-type: none"> Support delivery of new homes and jobs Ensure delivery of Step Free Access at Mill Hill East station in 2020. Support joined-up approach to new retail and public square Deliver improvements to Bittacy Hill Park Facilitate joined-up planning process for all remaining sites, including coordination with DfE about proposed application site. 	2020/25
	<ul style="list-style-type: none"> Completion of Mill Hill East regeneration programme (Millbrook Park, NIMR and Watchtower House, IBSA House and the station). 	2025/30
Dollis Valley Estate / Underhill	<ul style="list-style-type: none"> Support completion and opening of Ark Pioneer Academy Support delivery of 651 new homes and local jobs by completing the remaining phases of Brook Valley Gardens scheme. Deliver A1000 / Mays Lane highway junction improvements. Prepare business case for Barnet Playing Fields Sports Hub masterplan by 2022 and programme delivery. Explore opportunities for new partnerships to protect and enhance biodiversity in the Upper Dollis Brook. 	2020/21 2020/25 2020/25 2020/25 2020/25
	<ul style="list-style-type: none"> Deliver new partnership opportunities in the Upper Dollis Brook. Delivery of new homes and improvements at Barnet Hospital site. 	2025/30
Regional Park	<ul style="list-style-type: none"> Undertake a study on the potential for a regional park, including: <ul style="list-style-type: none"> Defining the geographic area to inform policy-making, Mechanisms for funding delivery and maintenance Preparation of an associated work programme. Commission a Copthall Transport Improvement Study by 2022. Secure delivery of Step Free Access at Mill Hill Broadway. Commission a North West Green Belt Lands Masterplan by 2022. Plan for new and improved open spaces and programme delivery where funding is available (e.g. Mill Hill East, Barnet Playing Fields Sports Hub, Copthall and Mill Hill Open Spaces Masterplan...etc). 	2020/21 2020/25 2020/23 2020/22 2020/25
	<ul style="list-style-type: none"> Continued delivery of Sports Hub Masterplan programmes. Secure delivery of North West Green Belt Lands Masterplan. Deliver enhancements to biodiversity across Regional Park area. Launch new Regional Park 	2025-2030

Area: East of the Borough

This section focuses on the specific area-based regeneration projects in the East of the Borough.

Project	Deliverables	Timing
Area Wide for A1000 / A598 Corridor	<ul style="list-style-type: none"> Heights Strategy SPD – A1000/A598 Corridor Study to inform future approach to developments and acceptable building heights, including detailed site assessments for key areas where growth is expected. Healthy Streets Assessment by 2022 Delivery of programme of A1000/A598 corridor improvements. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
Town Centres in Barnet	<ul style="list-style-type: none"> Complete Chipping Barnet Town Centre pavement widening in 2020 Secure improvements to High Barnet interchange, including public realm and junction improvements. Support 550th Anniversary of Battle of Barnet with town festival Delivery of Victoria Quarter development and planning for nearby sites Prepare planning framework for future developments Plan leisure, arts and culture improvements to revitalise centres 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
Town Centres in Finchley	<ul style="list-style-type: none"> Deliver public realm improvements in Finchley Central town centre, including delivery of a new public square Secure improvements to Finchley Central interchange and public realm. Deliver public realm improvements in North Finchley town centre, including pedestrianised public space, and healthy streets junctions. Secure reconfiguration of North Finchley bus station and develop a public realm and gyratory removal scheme with development partners Plan leisure, arts and culture improvements to revitalise centres. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
Infill / Estate Improvement Schemes	<ul style="list-style-type: none"> Complete delivery of new homes at Granville Road Estate. Prepare scheme for new housing at The Grange. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2025/30
A406 / New Southgate Corridor	<ul style="list-style-type: none"> Masterplan housing, leisure development and improvements at Great North Leisure Park and Glebelands, and consider connections and improvements along MOL corridor to Coppetts Wood. Explore growth potential following orbital transport improvements. 	2020/25
	<ul style="list-style-type: none"> Forward programme for growth will be developed during 2020-2025. 	2020/30