



Housing & Growth Committee

16 November 2021

Title	Town Centres Capital Programme: West Hendon Broadway
Report of	Chairman of Housing and Growth Committee
Wards	West Hendon
Status	Public
Urgent	Yes
Key	Yes
Enclosures	No
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Summary

Housing and Growth Committee is the lead committee for the Thriving theme of the Barnet Plan as well as the council's Growth Strategy. The council's objective is to support a borough of thriving town centres by working to diversify their role, encouraging a broad mix of uses, delivering new housing and creating an environment in which businesses can succeed. By doing so, the council is not only helping to secure the future of town centres but also ensuring that Barnet's economy and community can successfully rebound from the COVID-19 pandemic.

A key component of the council's work is to deliver environmental improvements through investment in the public realm, helping to drive footfall, increase the amount of time that people want to spend in town centres and, ultimately, help ensure that they are places in which people want to work, visit, and live.

Following approval for three town centre projects at the last Housing and Growth meeting, this report sets out proposals for taking forward an exciting programme of public realm investment in West Hendon Broadway.

Officers Recommendations

That the Committee:

1. Delegates approval to the Deputy Chief Executive in consultation with the Chairman of Housing and Growth Committee to:

- Approve Outline and Full Business Cases as required to progress the projects.
- Procure a suitably qualified consultant team(s) to undertake survey, feasibility, and design work to further develop proposals in consultation with the community, businesses, and key stakeholders.
- Authorise expenditure of approved Town Centre Capital monies to fund project delivery, in line with the budget referenced in paragraph 1.15 and noting that this will be subject to further refinement.
- Commence procurement and approve the contract award for a suitably qualified contractor, or contractors, to deliver the public realm interventions, following a procurement exercise, and to authorise any change requests during the lifetime of the contract(s), as required
- Negotiate, finalise, and complete such other documents as may be required to effectively implement, fund, deliver and/or manage the projects and, if required, to vary the same.

1. Why this report is needed

- 1.1 Housing and Growth Committee is the lead committee for the Thriving theme of the Barnet Plan as well as the Growth Strategy. Together, these policy documents set out a vision for supporting thriving town centres across the borough. This will be achieved, among other things, by working to diversify the role of town centres, encouraging a broad mix of uses, delivering new housing and by creating an environment in which businesses can succeed.
- 1.2 The council is primarily focused on the borough's seven main town centres as these serve the greatest number of residents and have the broadest economic footprint. However, given the level of investment targeted at the regeneration of the West Hendon Estate, officers have also been focused on supporting complementary improvements on West Hendon Broadway.
- 1.3 Over the past year, officers have progressed long-term projects and programmes to both support COVID-19 recovery and to ensure that we achieve the goals set out in the Growth Strategy and Corporate Plan. A key component of this has been the development of proposals for major public realm improvements in town centres. Through enhancements to town centre environments, the council can help to drive footfall, increase the amount of time that people spend there, create new sites for micro businesses, promote community cohesion and pride and reduce the impacts of traffic and congestion. Ultimately, the council aims to ensure that Barnet's town centres are places in which people want to live, work, and visit and that they fully reflect the needs, aspirations and means of the wider community.

- 1.4 Because of this work, the July 2021 Policy and Resources Committee approved £23.5M of Strategic Community Infrastructure Levy (CIL) funding to deliver an ambitious programme of renewal in priority town centres. Housing and Growth Committee on 13 September 2021 approved proposals to commence drawing down this funding to deliver public realm interventions in Finchley Central, Burnt Oak and Golders Green. This paper requests permission to progress a further scheme in West Hendon Broadway as a part of the wider Highways works associated with the adjacent estate renewal.
- 1.5 The regeneration of Hendon Waterside offers an outstanding opportunity to strengthen the area, supporting a more resilient local economy, in which both new and existing businesses can flourish. Additionally, West Hendon Broadway has the potential to benefit from development along the A5 corridor, Brent Cross Town to the south and the proposals for West Hendon Playing Fields and the Welsh Harp.
- 1.6 In July 2018, Barnet Council and Barratt Metropolitan LLP commissioned a high street strategy for West Hendon Broadway that identifies short-term improvements as well as a broader strategic direction. The strategy was built on extensive engagement with residents and businesses locally. It identified a series of physical, environmental, and other measures aimed at improving the attractiveness of the town centre and increasing economic vibrancy.
- 1.7 The planned Highways works on the Edgware Road-A5, which are to be implemented in 2022 as part of the Hendon Waterside development, provide a great opportunity to support additional placemaking and public realm investment. The council therefore has an opportunity to deliver significant improvement through place-making in the area in line with the High Street Strategy. This will include:
- New street furniture such as seating and bicycle racks;
 - Greening along the Broadway through parklets and additional tree planting;
 - Improvements to shop fronts;
 - Enhanced wayfinding and connectivity to the Welsh Harp Reservoir and West Hendon Playing Fields;
 - Interventions that address crime and fear of crime, such as improved lighting and additional CCTV;
 - An approach to 'creative placemaking' that will deliver a number of art/mural interventions in designated locations along the Broadway.
- 1.8 This report seeks Committee approval to delegate to the Deputy Chief Executive in consultation with the Chairman all relevant decision making to commence the project, approve relevant Business Cases, appoint consultants and contractors as required and to deliver the project through to completion. On the current timeline, the Highways works are due to commence in the Spring of 2022 and the additional public realm interventions outlined here will form part of this programme.

2. Reasons for recommendations

- 2.1 Officers are taking a comprehensive, cross-service approach to pursuing the council's long-term aspirations for Barnet's town centres. The proposals set out above directly

support the Barnet Plan and Growth Strategy ambitions for thriving town centres, as well as the goals of the Long-Term Transport Strategy.

- 2.2 Importantly, by taking the proposed action, the council is also supporting the economic recovery of town centres and supporting local businesses as they emerge from the COVID-19 pandemic.

3. Alternative options considered and not recommended

- 3.1 The council could opt not to invest in the improvement of the urban fabric of town centres, however this would be a missed opportunity to capitalise on developer and other council interventions. It would also see the gradual degradation of town centres, inviting criticism from residents and businesses and posing increased pressure on council maintenance budgets.

4. Post decision implementation

- 4.1 Following Committee, officers will continue to progress the town centre projects outlined above. Any individual decisions and actions will be taken by the Deputy Chief Executive in consultation with the Committee Chairman, in accordance with the recommendations.
- 4.2 Officers will continue to maintain regular communication with relevant stakeholder groups – residents, businesses, Members, and residents – in accordance with the programme of work.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.2 As noted, the recommendations included in this report directly support council policy, including the Barnet Plan, Growth Strategy and Long-Term Transport Strategy

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

- 5.4 The Highways works to be implemented in early 2022 will improve the traffic flow of the area, and coupled with the additional £2M identified in this report, will enable a renewed focus on placemaking and public realm investment, giving the town a stronger sense of place and identity.

- 5.4.1 As noted, in July 2021 Policy and Resources Committee approved £23.5M of projected Strategic Community Infrastructure Levy (CIL) funds to deliver a programme of town centre renewal. This included £2M allocated to West Hendon Broadway.

- 5.4.2 There are no additional financial implications resulting from these interventions. All costs will be met from within existing approved budgets.

- 5.4.3 The council will procure service contractor(s) in accordance with Barnet's Contract Procedure Rules and the Public Contracts Regulations 2015 to support the delivery of all

associated capital works identified in this report

5.5 Legal and Constitutional References

5.5.1 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing and Growth Committee:

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

5.5.3 To receive reports on relevant performance information and risk on the services, under the remit of the Committee.

5.5.4 The proposal sets out in this report is founded on the development of comprehensive Town Centre Strategies. In addition to community and business engagement, these strategies draw on a range of data and insight sources to draw conclusions and make recommendations for future action in town centres.

5.5.5 Officers will use data and intelligence to assess the impact of major town centre interventions following their completion.

5.5.6 The council will carry out all agreed proposals in line with the council's Constitution all statutory requirements including the Contract and Procedure Regulations 2015.

5.6 Insight

5.6.1 The proposal sets out in this report is founded on the development of comprehensive Town Centre Strategies. In addition to community and business engagement, these strategies draw on a range of data and insight sources to draw conclusions and make recommendations for future action in town centres.

5.6.2 Officers will use data and intelligence to assess the impact of major town centre interventions following their completion

5.7 Social Value

5.7.1 The council must comply with the requirements of the Public Services (Social Value) Act 2012, namely, to consider how what is to be procured might improve the social, economic, and environmental well-being of the area and how it might act to secure such improvement in conducting procurement. Officers will continue to seek Social Value outcomes throughout all stages of delivery.

5.8 Risk Management

5.8.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Managing risk will be an essential part of programme management and will be used to inform key decisions relating to the town centre projects. All significant risks will be reported to Capital Strategy Board and escalated as required.

5.8.2 There is a risk that there will be resistance from the community with regards to some proposals in town centres. All work identified in this report builds directly on priorities already identified through strategies that have been consulted on and the council has allowed for ongoing community and stakeholder engagement throughout the delivery of these projects.

5.9 Equalities and Diversity

5.9.1 The Equality Act, 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act, 2010.
- Advance equality of opportunity between people of different groups; and
- Foster good relations between people from different groups.

5.9.2 In so far as the council has not already done so, prior to being undertaken any proposals will have to take proper consideration of the requirements of the Equality Act 2010.

5.10 Corporate Parenting

5.10.1 Relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

5.10.2 The Barnet Plan and the Growth Strategy are intended to benefit all communities and groups who live, work, and visit the borough, including those with protected characteristics.

5.10.3 An Equalities Impact Assessment and Health Impact Assessment was undertaken on the Growth Strategy, and the outcomes of these were summarised in the report to Housing and Growth Committee seeking approval of the Strategy.

5.10.4 Where individual decisions are required in relation to project delivery, these will be considered on a case-by-case basis to ensure no group is disadvantaged or left behind

5.11 Consultation and Engagement

5.11.1 Engagement with local stakeholders has been a fundamental part of the council's work in town centres to date and has been instrumental in identifying and developing priority projects to take forward. As set out above, officers will continue to support community and business engagement throughout project delivery and beyond

5.12 Environmental Impact

5.12.1 The proposal outlined in this report is designed to improve the quality of the environment for residents, businesses, and visitors to West Hendon Broadway. This includes tree planting, making the pedestrian areas more pleasant, and making it easier to access the Broadway through a range of modes of transport. It is therefore anticipated that the programme will have a positive impact on the local environment, and on the health and wellbeing of local people.

6. Background papers

- 6.1.1 Housing and Growth Committee, November 2017: Entrepreneurial Barnet - Annual Update and Forward Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>
- 6.1.2 Council Budget 2018/19 Financial Forward Plan and Capital Programme, Appendix E2 Capital Programme by Delivery Unit
<http://barnet.moderngov.co.uk/documents/s45350/Appendix%20E2%20-%20Capital%20Programme%20by%20Delivery%20Unit.pdf>
- 6.1.3 Housing and Growth Committee, January 2020: Growth Strategy
<https://barnet.moderngov.co.uk/documents/s52934/Growth%20Strategy.pdf>
- 6.1.4 Housing and Growth Committee, January 2020: Golders Green Town Centre Strategy and update on Finchley Central Housing Infrastructure Fund
<https://barnet.moderngov.co.uk/documents/s57507/Golders%20Green%20Town%20Centre%20Strategy%20and%20update%20on%20Finchley%20Central%20Housing%20Infrastructure%20Fund.pdf>
- 6.1.5 Housing and Growth Committee, June 2021: COVID-19: Recovery Plan – Thriving
<https://barnet.moderngov.co.uk/documents/s65201/COVID-19%20Recovery%20Plan%20Thriving.pdf>
- 6.1.6 Policy and Resources Committee, July 2021: Strategic Community Infrastructure Levy (CIL) Allocations
<https://barnet.moderngov.co.uk/documents/s65921/Strategic%20CIL%20Allocations%20Final.pdf>