



Housing & Growth Committee

17 February 2022

Title	Colindale Capital Delivery Programme Allocations
Report of	Chairman of Housing and Growth Committee
Wards	Colindale
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Summary

This report outlines the priorities for capital investment in Colindale over the next three years. By coordinating and planning current and future regeneration activity with teams from across the Council and with public and private partners, the Council has identified investment priorities across seven workstreams. This is to ensure growth and improvements come forward in a managed way, providing more amenity and making Colindale a great place to live, work and visit.

At the 20 July 2021 Policy & Resources Committee, an allocation of £2m was agreed for Colindale as part of the Strategic Community Infrastructure Levy (CIL) Allocations paper, supporting the Thriving theme of the Barnet Plan.

This report seeks approval to allocate this capital investment to suitable priorities emerging for Colindale under officer delegated authority and subject to sign-off of individual programmes and projects by the relevant executive boards and theme committees. Community engagement will be integral to developing and delivering plans.

Officers Recommendations
1. To note the progress made in establishing governance and investment priorities for Colindale
2. That the Committee delegates authority to the Deputy Chief Executive in consultation with the Chairman to authorise the expenditure of approved Colindale Capital monies to fund delivery priorities as set out in this paper. All proposed expenditure will be subject to governance arrangements for Colindale and sign-off of individual programmes. Projects will be in line with the approved scheme of delegation and be signed off by the relevant executive boards and theme committees as appropriate.

1. Why this report is needed

- 1.1 Colindale has grown as a popular destination in the borough to live, work, shop, visit and study. The area continues to make the single largest contribution to housing growth (including affordable housing) in the borough. With 10,000 new homes within a development pipeline up to 2036, Colindale will continue to grow, maintaining its position as one of the biggest growth areas in North London. Over 5,000 new homes have been delivered to date including within major new developments such as The Pulse, Beaufort Park and Colindale Gardens. The renewal and regeneration of Grahame Park Estate by Notting Hill Genesis forms a key part of the development pipeline, upon completion it will have delivered 2,760 new homes. As such, Colindale is now a well-established residential area of choice for thousands of people.
- 1.2 In 2015 Colindale was home to 6% of Barnet's Population by 2030 it will house 10% of the population. As a consequence, ward boundary changes will be implemented in 2022, creating two new wards of Colindale South and Colindale North from the current Colindale ward.
- 1.3 The regeneration of Colindale is a key priority for the Council and this is set out in policies from the Adopted Core Strategy 2012 and within the associated Colindale Area Action Plan (CAAP), adopted in March 2010. The CAAP is a statutory planning document providing policies and guidance to be used in the consideration of development proposals in Colindale and is a material consideration in the determination of planning applications in the CAAP area. It is supported by the 2016 Grahame Park Supplementary Planning Document (SPD) and the 2019 Colindale Station SPD.
- 1.4 The CAAP is over ten years old, and the policy context has evolved to include the Growth Strategy (2015 – 2030) and the Long-Term Transport Strategy (LTTS – 2020 - 2041) among other important emerging policies. In addition, the draft Local Plan (2021 to 2036) and its supporting documents were approved by Council on 19 October 2021 for submission to the Secretary of State for independent examination in public. It includes the draft policy GSS06 to further shape regeneration in the Colindale Growth area.

- 1.5 This context coupled with the impact of and recovery from Covid-19 means that Colindale has already started and will continue to come forward as a place different to that originally envisaged in the CAAP. As such, future investment by the Council will continue to be guided by the CAAP where relevant, the updated Local Plan subject to its adoption in early 2023, in addition to the current and future wider policy context.
- 1.6 With successful housing delivery underway, and supported by the policy context set out above, the Council is renewing its focus on placemaking. Working with teams from across the Council and coordinating with public and private partners to plan current and future regeneration activity, the Council has established priorities for investment. This is to ensure growth and improvements come forward in a managed way, providing more amenity and making Colindale a great place to live, work and visit. The resulting delivery programme will also ensure that plans and proposals consider the relationship of Colindale to Burnt Oak town centre given the walking route through the parks connecting both centres.
- 1.7 Investment priorities have been established across the following seven workstreams.
 1. Connecting Colindale – Transport, Highways, Active & Sustainable travel and Public Realm
 2. Parks, Greening and Open Spaces
 3. Economic Development – including business support, skills and training, day and evening time economy
 4. Social Infrastructure – health, education, community facilities
 5. Communications & Community Engagement
 6. Enabling Growth & Inward Investment – including surveys, feasibility, masterplanning
 7. Strategic Placemaking Partnerships

Capital Investment Priorities for Colindale

- 1.8 At the 20 July 2021 Policy & Resources Committee, an allocation of £2m was agreed for Colindale as part of the Strategic Community Infrastructure Levy (CIL) Allocations paper to support the Thriving theme of the Barnet Plan. The paper identified the following investment priorities:
 - 1.8.1 Investment in projects orientated around Town Centres and some transport initiatives providing healthier routes to schools and active transport joining up various existing routes to enable a circuit of safe active travel.
 - 1.8.2 Providing destinations that allow people to access jobs, leisure and cultural facilities and enjoy attractive public realm, re-invigorated town centres can generate increased footfall and further contribute to local economic prosperity.
- 1.9 In addition, the Council's current draft Infrastructure Delivery Plan (IDP) identifies town centre-type infrastructure to be delivered, among other infrastructure requirements as:
 - Public Realm Improvements

- Creating flexible work/retail/community space
- Day & Night economy infrastructure
- Redesign and construction of TC to support movement (transport and highways)

- 1.10 Supporting the priorities and policy context above, the following section 1.13 to 1.32 sets out proposals for how these monies will be invested by workstreams for Colindale. (Not all workstreams are appropriate for capital investment.) All proposals that go forward will be subject to further feasibility and design where appropriate with the relevant delivery teams and will include appropriate costs for project delivery staff.
- 1.11 Sign-off of individual programmes and projects will follow the scheme of delegation and be approved by the relevant executive boards and theme committees as appropriate. Community engagement will be integral to developing and delivering priorities and projects that go forward for funding.
- 1.12 The following table sets out current total proposed allocations by financial year. Once projects are approved, funds will only be allocated where alternative funding is not available. For example, at the time of writing, the Council is awaiting the outcome of a bid to One Public Estate (OPE) to support workstream 6 (Enabling Growth and Inward Investment) and will continually review other suitable funding such as Section 106, Neighbourhood CIL allocated by Area Committees and consider other external funding opportunities. As such, as projects are approved and alternative funds are secured, allocations between workstreams and financial years are likely to alter.

Total Colindale Strategic CIL allocations by Financial Year	21/22 £000	22/23 £000	223/24 £000	24/25 £000	TOTALS
Totals	5	936	869	190	2,000

Workstream 1: Connecting Colindale

- 1.13 Ensuring a safe, reliable and sustainable multi-modal highway and transport network supported by high quality public in Colindale is a key priority. There is a need to create a movement strategy for the area to set the framework for improving the operation of roads, public transport, active and sustainable travel and improving the adjacent public realm, wayfinding and connectivity, taking account of existing infrastructure delivery and future growth and development plans. This is supported by the LTTS and policy GSS06 in the draft Local Plan which supports a Healthy Streets approach to a range of improvements to key junctions, improved and new pedestrian and cycle linkages and routes and improved public realm and public transport connections.
- 1.14 With this funding, in Spring 2022 the Council will be commissioning a suitably qualified multi-disciplinary transport and urban design consultancy team to deliver a high-level phased and costed multi-modal Sustainable Transport and Public Realm Delivery Plan for Colindale – the Connecting Colindale Delivery Plan (CCDP). The plan, which will be developed over six months, will support growth and place-making in this high-growth area of Barnet. It will set the movement framework and consider the existing and proposed transport, highway and public realm improvements across the area such as

the current consultation proposals for Burnt Oak and Colindale Traffic Management Measures and the new Colindale underground station. The final plan will produce a suite of high-level proposals for the Council to take forward in a phased delivery programme.

- 1.15 These will include improvements to junctions and crossings, public realm improvements, wayfinding and signage, greening and planting, and new and improved walking and cycling routes, with improvements to Colindale Avenue as a priority in the first phase of the plan.
- 1.16 Capital funds will be allocated to priority projects agreed in the plan where there is no alternative funding. These will be identified for delivery from Autumn 2022.

Workstream 2: Parks, Greening and Open Spaces

- 1.17 Policy GSS06 in the draft Local plan supports improvements to amenity public parks and open spaces to create a sense of place Led by the Environment department, a £10m+ parks programme is delivering major improvements to Colindale, Montrose, Silkstream, Rushgrove and Heybourne parks. There is a new park as part of the Colindale Gardens scheme. Improvements to the newly-named Patterson Square in front of the Council building have recently completed.
- 1.18 Capital funds will be allocated to further small-scale infrastructure items and improvements to support more community and cultural activity in Colindale's green and open spaces. Examples include temporary or permanent artistic installations, creative trails and wayfinding, construction of temporary events areas for parks and open spaces, improving access to those areas to facilitate activity, and small-scale equipment to support events such as PA systems. Informed by public engagement, proposals for this investment will be scoped later in the year with the relevant delivery teams.

Workstream 3: Economic Development

- 1.19 COVID-19 has undoubtedly impacted on high street businesses and has exacerbated the long-term challenges that they already faced. Colindale has a series of small shopping parades offering convenience retail and places to eat and drink. They include the concourse on Grahame Park Estate, which is also home to community organisations, and parades along Colindale Avenue which links to the major supermarket and retail outlets along the A5. New retail and commercial space are also coming forward including in the next phase of Colindale Gardens.
- 1.20 The CCDP (see 1.15) will identify proposals to knit together retail and commercial destinations and identify where public realm improvements, signage and wayfinding, and other enhancements such as seating and greening can be introduced to encourage footfall and increase the amount of time people spend in the area. In addition, proposals for meanwhile uses will be developed should empty commercial properties become available to support a range of uses such as business incubation, "pop-up" shops and markets, events and exhibitions.

- 1.21 Informed by engagement with businesses and residents, proposals for public realm and shop front improvements to support local businesses, stimulate the evening economy, and for meanwhile uses will be developed aiming for delivery to commence in late 2022/early 2023.

Workstream 4: Social Infrastructure

- 1.22 Led by the Capital Delivery Team, there has been significant investment in Colindale's schools. The Saracens High School opened in 2018, the Saracens primary school is expected to open in 2022, and The Orion and Blessed Dominic primary schools have been expanded. Barnet and Southgate College has been relocated to Bristol Avenue in a newly-built campus, incorporating a new library and Centre for Independent Living. In addition a new GP health centre is planned along with potential investment in early years education facilities.
- 1.23 Colindale is a popular cultural destination for visitors to the RAF museum. It is home to community organisations and centres including the Old Library on Grahame Park Estate that has been newly refurbished with funds from the GLA's Good Growth Fund and offers a range of programmes from volunteering, youth clubs, to training and employment support.
- 1.24 A capital allocation for small-scale additional improvements to facilities will be considered and proposals will be developed with the relevant delivery teams to provide, for example, investment in facilities to support outreach health, culture or education services for Colindale's residents.

Workstream 6: Enabling Growth & Inward Investment

- 1.25 The draft Local Plan and GSS06 policy for Colindale identifies development areas and site allocations indicating the potential for development in the west of Colindale in particular, with two sites along the A5 and the Public Health England (PHE) included in the current draft Local Plan. (To note, PHE has been replaced by the UK Health Security Agency (UKHSA), responsible for public health protection.)
- 1.26 The Council wishes to fully consider appropriate uses for site allocations in Colindale to ensure they bring forward a strong sense of place, integration with the surrounding area and a mix of viable uses that deliver both new housing and also services and amenities that support the growing population in Colindale. This work is vital to establish viable uses for land to deliver good placemaking in Colindale and to support early engagement and attract investment from development partners.
- 1.27 An allocation has been set aside to support the necessary land investigations and surveys and masterplanning and enabling works to bring forward future development.

2. Reasons for recommendations

- 2.1 Officers are taking a comprehensive, cross-service approach to pursuing the Council's placemaking ambitions and has put in place the appropriate governance to ensure a "whole place" approach for Colindale. The proposed allocations set out above directly support the policy context and investment priorities agreed in the CIL Allocations paper at the July 2020 Policy and Resources Committee.

3. Alternative options considered and not recommended

- 3.1 The regeneration of Colindale is a key priority for the Council. The area continues to make the single largest contribution to housing growth (including affordable housing) in the borough, the area has grown as a popular destination in the borough to live, work, shop, visit and study. As such it makes an important contribution to the Council's approach to economy and regeneration.
- 3.2 The Council could opt not to invest in placemaking improvements and preparation for inward investment, however the opportunity to improve the area for the benefit of all those who live, work and visit Colindale would be missed. It would mean that Colindale would come forward as a series of disparate developments with poor connectivity, disjointed public realm and reduced amenity for the community.

4. Post decision implementation

- 4.1 Following committee, officers will confirm proposals and progress projects subject to sign-off of individual programmes and projects by the relevant executive boards and theme committees as noted in 1.11 above and informed by community engagement.
- 4.2 Officers from across the Council and public and private stakeholders will continue to collaborate to develop proposals and deliver projects within the various workstreams. Proposals will be developed informed by regular communication and engagement with Members, residents and businesses.
- 4.3 Officers will continue to pursue alternative and external funding opportunities should they become available to offset council investment in Colindale
- 4.4 Contract Procedure Rules will apply to the expenditure of external funding.
- 4.5 Delivery progress will be reporting through the Thriving updates report on the Barnet Plan on Housing and Growth Committee.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 As noted, the recommendations in this report directly support council policy including

the draft Barnet Plan, Growth Strategy, CIL allocations policy and the Long-Term Transport Strategy

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

- 5.2.1 As noted, in July 2021 the Policy and Resources Committee approved £2M of projected Strategic Community Infrastructure Levy (CIL) funds to deliver a capital programme for Colindale.
- 5.2.2 There are no additional financial implications resulting from these interventions. All costs will be met from within existing approved budgets.
- 5.2.3 Expenditure on projects, when approved, will be included in the Annual Procurement Forward Plan 2022/23, to be adopted at Policy and Resources Committee.
- 5.2.4 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

5.3 Legal and Constitutional References

- 5.3.1 The Council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing and Growth Committee which include:

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.

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

5.4 Insight

- 5.4.1 The proposals set out in this report are developed from council policies listed in 1.4, including the Colindale Area Action Plan, all of which were subject to extensive public consultation. Individual proposals will draw on a range of data and insight sources to draw conclusions and make recommendations for delivery. Proposals will be informed by community and business engagement.
- 5.4.2 Officers will use data and intelligence to assess the impact of interventions following their completion.

5.5 Social Value

- 5.5.1 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.

5.6 Risk Management

- 5.6.1 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 Colindale Board and relevant executive boards and be escalated as required.
- 5.6.2 As noted, all proposals will be informed by public engagement and build on priorities already identified through strategies that have been consulted on. Officers will ensure ongoing community and stakeholder engagement throughout the delivery of these projects.

5.7 Equalities and Diversity

- 5.7.1 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:
 - 5.7.1.1 Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act, 2010;
 - 5.7.1.2 Advance equality of opportunity between people of different groups; and
 - 5.7.1.3 Foster good relations between people from different groups.
- 5.7.2 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 5.7.3 The draft 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.
- 5.7.4 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. A link to the summary is provided at 6.5.
- 5.7.5 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.

5.8 Corporate Parenting

- 5.8.1 In line with the Children and Social Work Act 2017, the Council has a duty to consider

Corporate Parenting Principles in all relevant decision-making. There are no known implications in relation to the proposals outlined in this report but this will be reviewed as plans are further developed.

5.9 Consultation and Engagement

5.9.1 Engagement with local stakeholders has been a fundamental part of the policies and strategies supporting growth in Colindale and will be instrumental in shaping proposals to take forward. As set out above, officers will continue to support community and business engagement throughout project delivery and beyond.

5.10 Environmental Impact

5.10.1 All proposals will be assessed for their environmental impact and be informed by the Council's emerging Sustainability strategy. Transport projects aim to implement the sustainable measures in the Long-Term Transport Strategy by delivering active and sustainable travel improvements, supporting electric-vehicle charging points and improvements to public transport.

6. Background papers

- 6.1 Policy and Resources Committee, July 2021: Strategic Community Infrastructure Levy (CIL) Allocations
<https://barnet.moderngov.co.uk/documents/s65921/Strategic%20CIL%20Allocations%20Final.pdf>
- 6.2 Long Term Transport Strategy (2021 – 2041) <https://www.barnet.gov.uk/roads-and-pavements/barnets-long-term-transport-strategy-2020-2041>
- 6.3 Colindale Area Action Plan <https://www.barnet.gov.uk/planning-and-building/planning-policies-and-local-plan/local-plan/colindale-area-action-plan>
- 6.4 Housing and Growth Committee, 27 January 2020: Growth Strategy
<https://barnet.moderngov.co.uk/documents/s52934/Growth%20Strategy.pdf>
- 6.5 Housing and Growth Committee 27 January, 2020: Growth Strategy Equalities Impact Assessment Summary - [Appendix 4 - EIA summary.pdf \(moderngov.co.uk\)](#)