



# 10.0 Phasing and Meanwhile Use

## 11.1 Phased development

In order to demolish the existing Estate buildings, clear the site and deliver up to 2,088 new homes along with improvements to Heybourne Park and a new network of roads, the Development will be brought forward in phases, staged over a number of years.

### Continuity of provision

The phasing strategy has been developed to avoid the loss of any homes or community services in active use:

- The first phase of development will be 100% affordable, and will allow for the re-housing of all existing secure tenants in SPG Plots 10:12, along with surplus Social / Affordable rental properties to relieve pressing demands on the Borough's housing needs waiting list.
- No in-use community buildings will be demolished before the new replacement has been built and occupied.

### Wider impact

A major constraint on the phasing of the scheme is the continued use of the existing energy centre which currently provides heating and hot water to the wider estate and to a nearby school.

The phasing has been developed to allow adequate time for replacement systems to be designed and commissioned by these neighbouring properties so no residents or pupils are left without supply.

### Infrastructure first

One of the key moves within the masterplan will be the relocation and extension of the main north:south road to create the central spine, Bristol Avenue.

As the phased development progresses, this road will be delivered ahead of the development plots surrounding it, allowing for improvements to the bus routes to come forward as soon as possible.

### Meanwhile uses

Alongside permanent construction and landscaping, opportunities exist to find temporary uses for buildings and open spaces to support both the existing community and the new residents.

A "Meanwhile" Strategy for these temporary uses will be developed with residents and LBB, with potential proposals described later in this chapter.

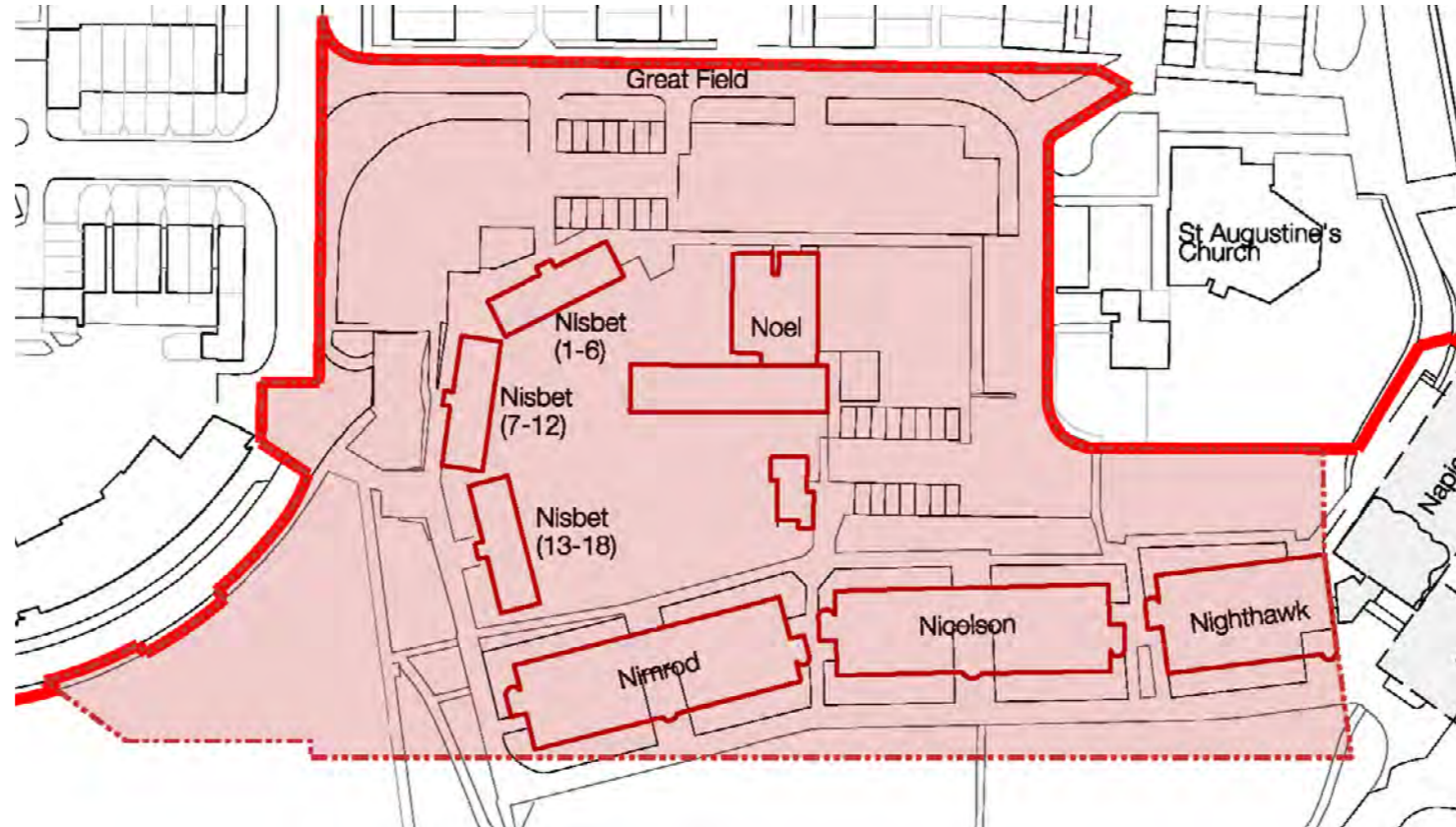


Figure 1: Scope of Initial site clearance and demolition

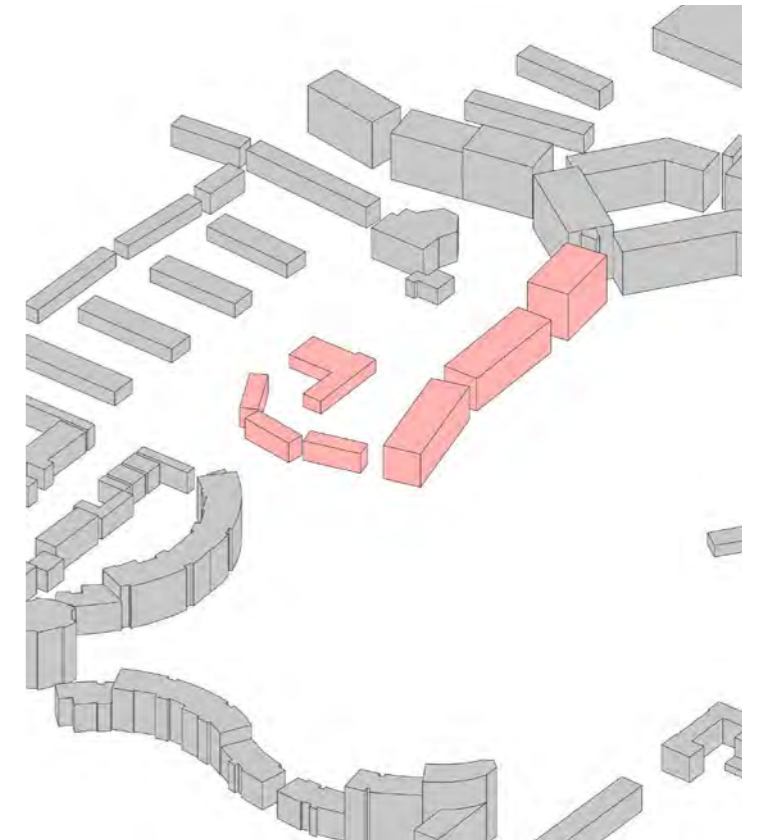


Figure 2: Axonometric showing buildings for demolition

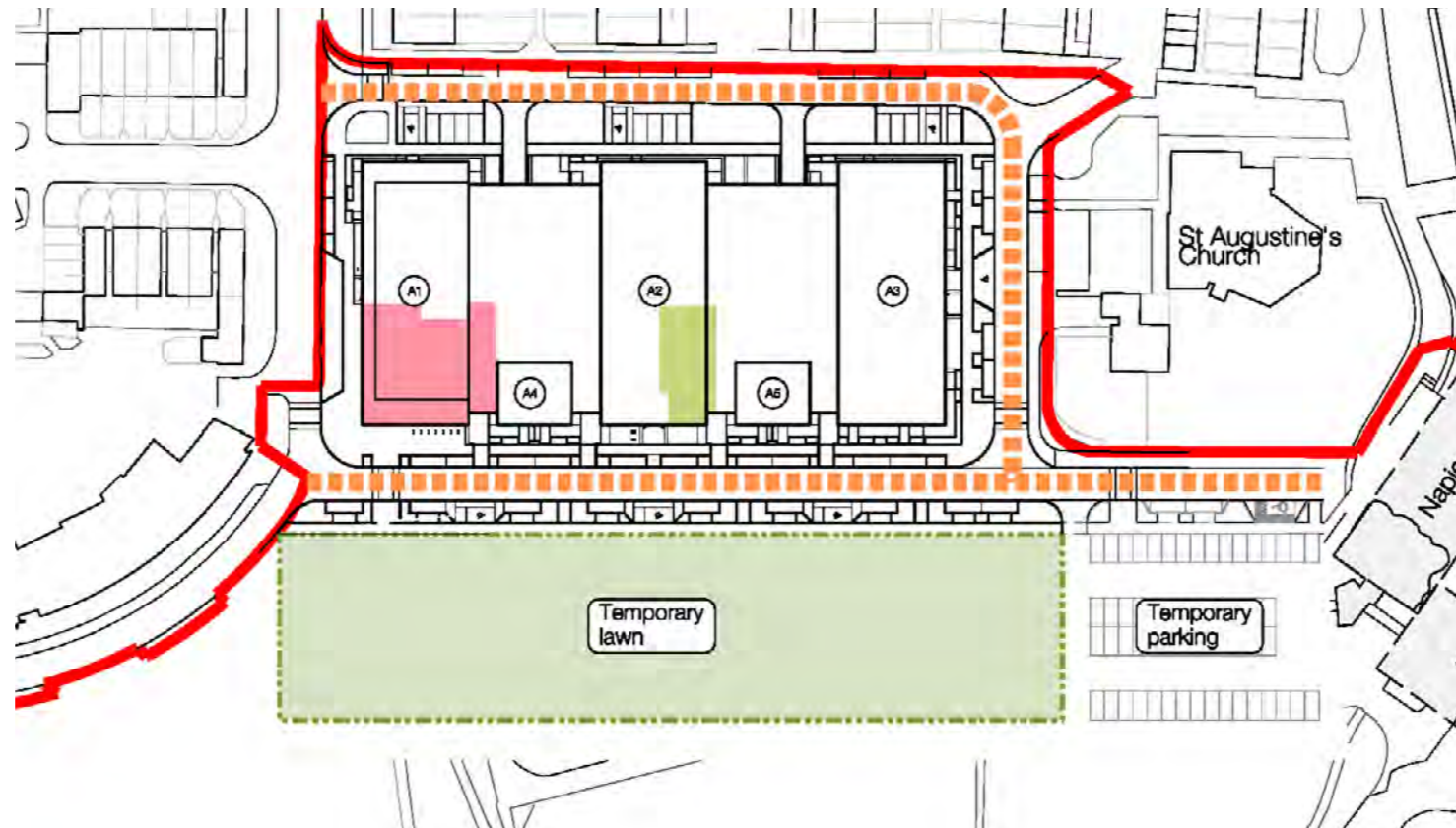


Figure 3: First development build phase and temporary landscape

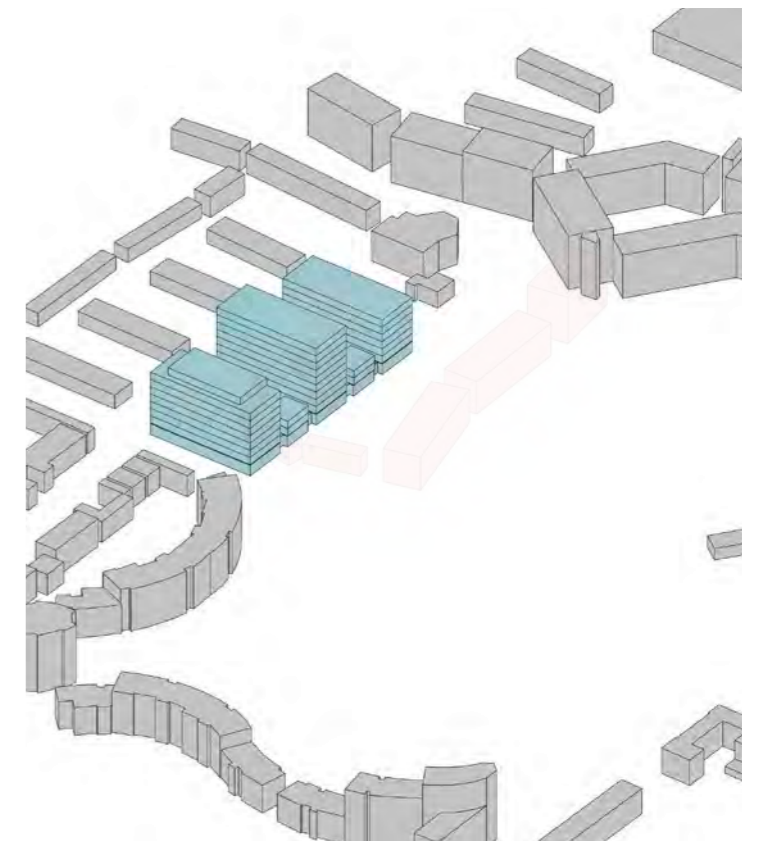


Figure 4: Axonometric showing massing of Plot A in first phase construction

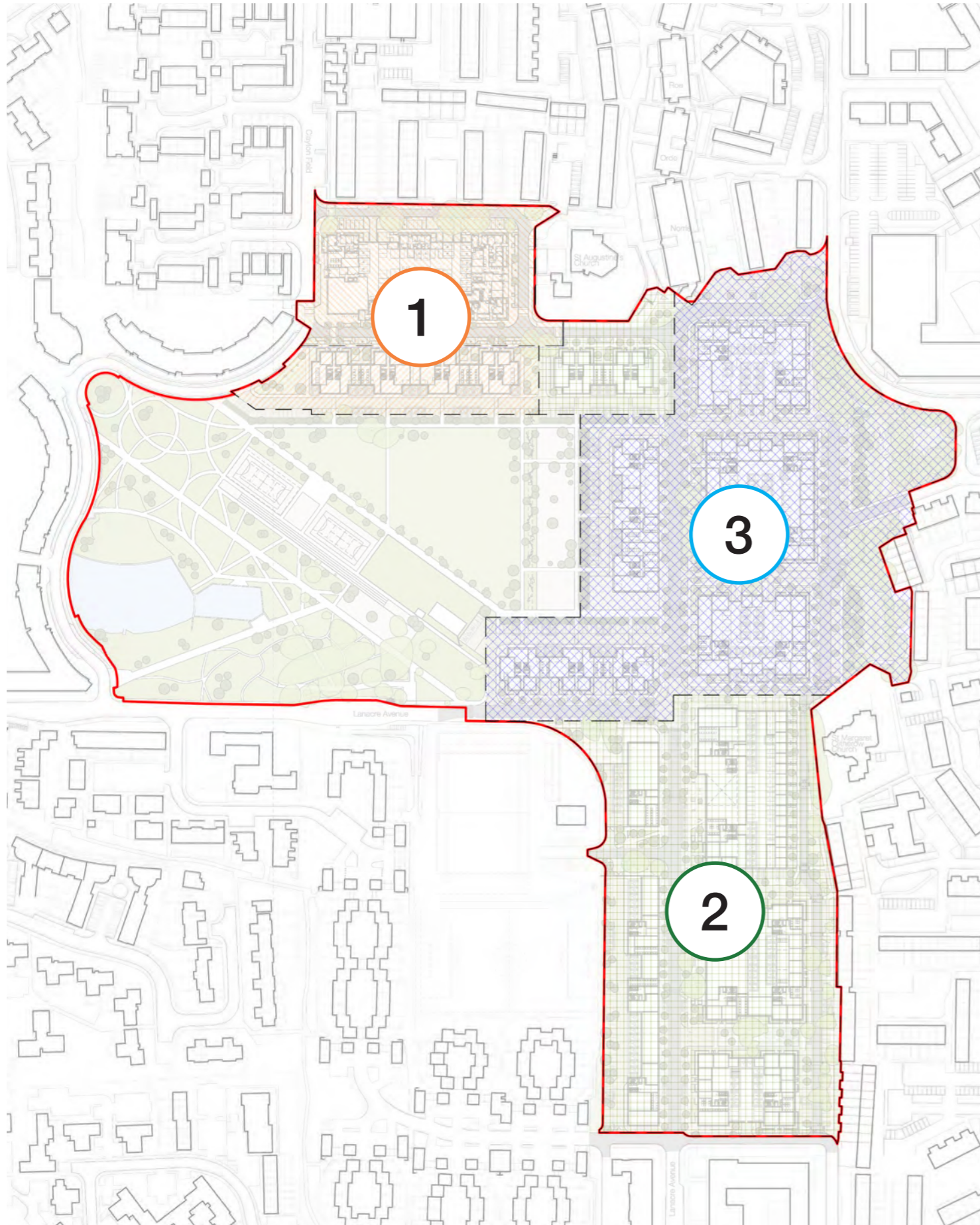


Figure 5: Masterplan global phasing strategy

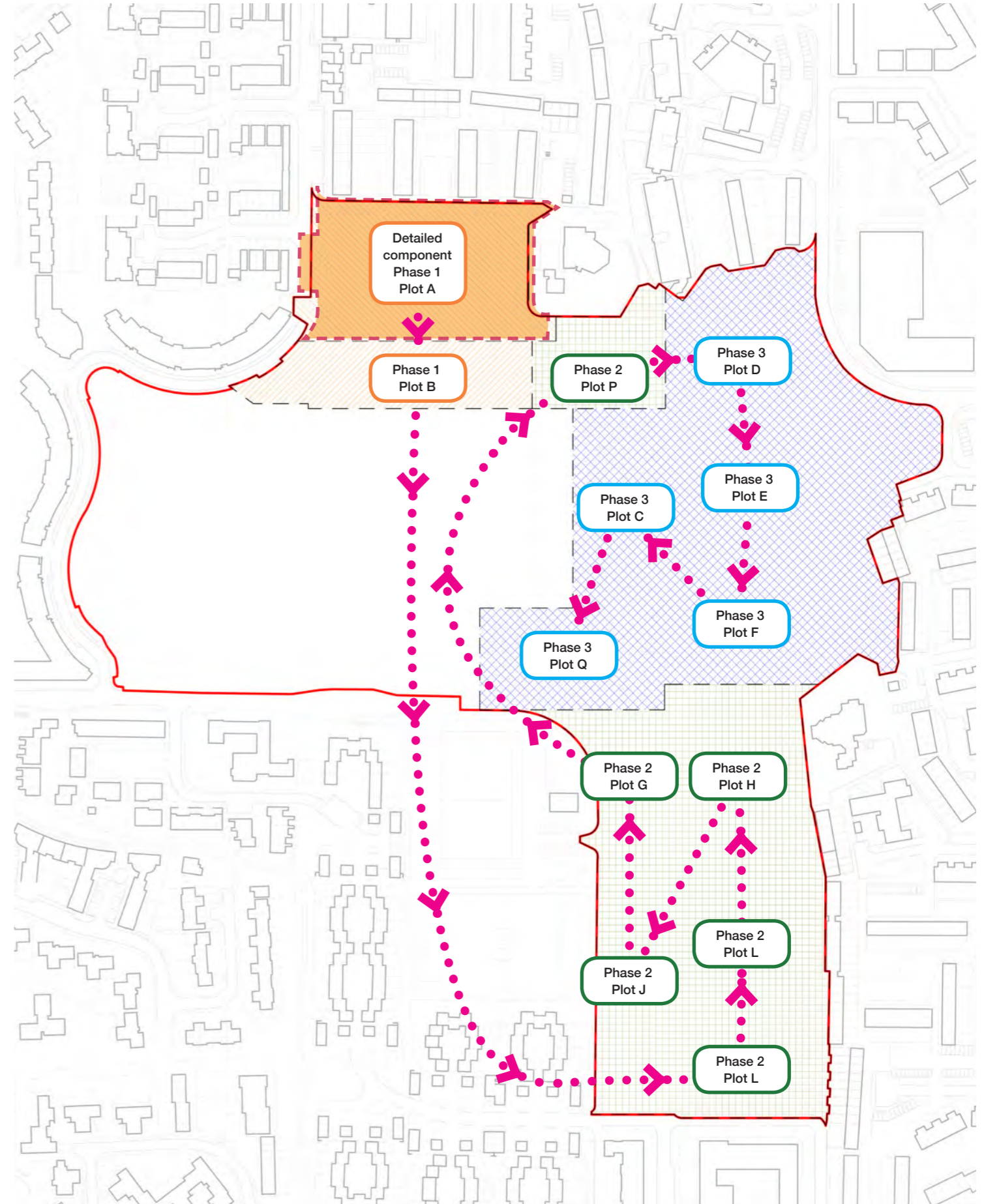


Figure 6: Masterplan illustrative plot delivery phasing strategy

## 11.2 Demolition and construction

### Illustrative Phasing

Construction phasing is dependent on a number of factors. The phasing illustrated here has been prepared with the advice of others, and may be subject to change during the development of the masterplan Reserved Matters Applications.

A detailed Phasing Strategy has been prepared as the basis for supporting documents to this application. Refer to **HP-PTA-MP-ZZ-RP-A-0006**.

### Delivery sequence

As previously described, the illustrative sequence of demolition and construction allows for the early provision of new homes for secure tenants within the Estate in the first phase, and has been prepared to allow for subsequent build phases informed by:

- Creating complete neighbourhoods;
- Continuity of community uses;
- Continuity of district heating supply;
- Balanced tenure distribution and delivery;
- Financial viability;
- Prioritising transport infrastructure; and
- Removing the Concourse as soon as possible

### Construction starts

The illustrative sequence and timing of demolition and construction is set out below and illustrated on the diagrams on the following pages:

Phase	Start
Initial site clearance	Q3 2019
Phase 1: Plot A	Q3 2020
Phase 1: Plot B	Q4 2021
Phase 2: Plot K	Q1 2023
Phase 2: Plot L	Q4 2023
Phase 2: Plot H	Q4 2024
Phase 2: Plot G	Q3 2025
Phase 2: Plot J	Q4 2025
Phase 2: Plot P	Q4 2026
Phase 3: Plot D	Q2 2027
Phase 3: Plot E	Q2 2028
Phase 3: Plot F	Q2 2029
Phase 3: Plot C	Q4 2029
Phase 3: Plot Q	Q4 2031



Figure 7: Phasing sequence diagram

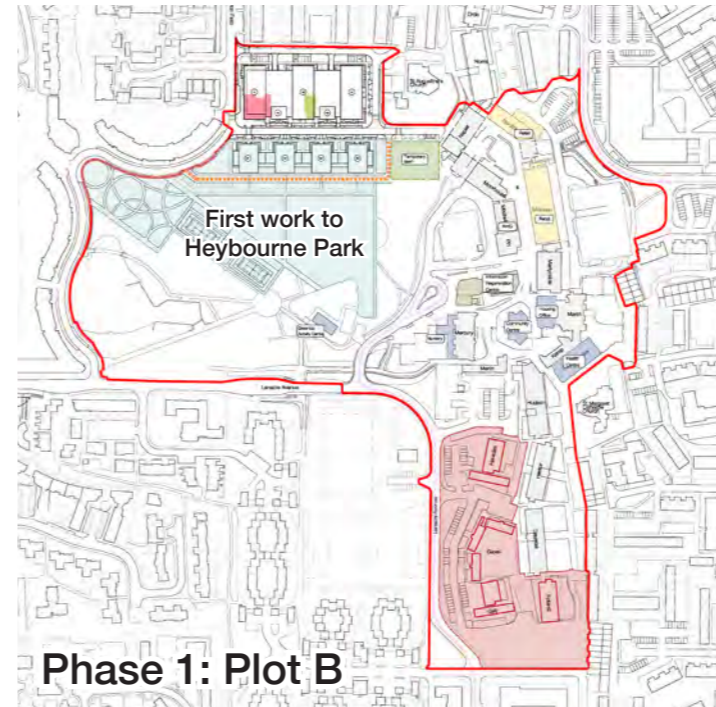


Figure 9: Phasing sequence diagram

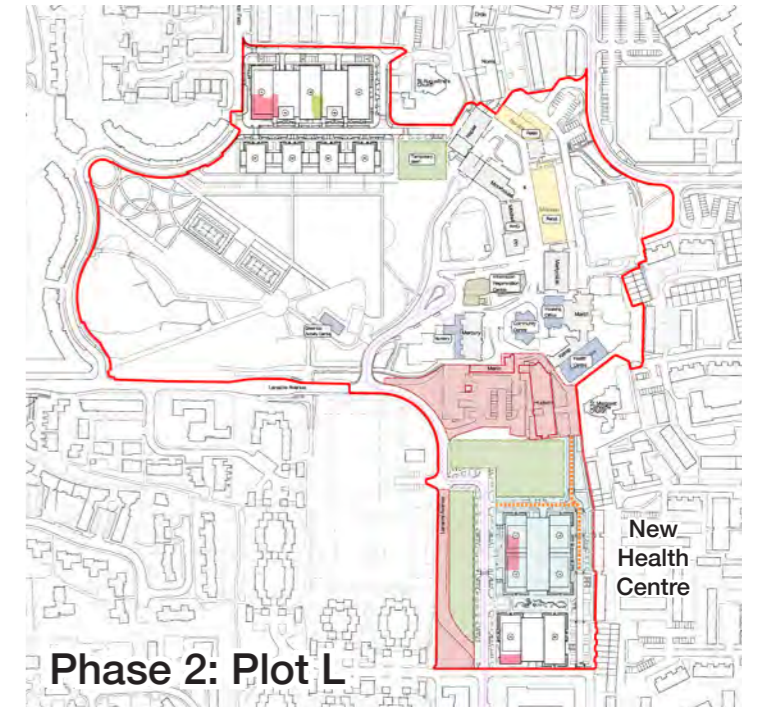


Figure 11: Phasing sequence diagram

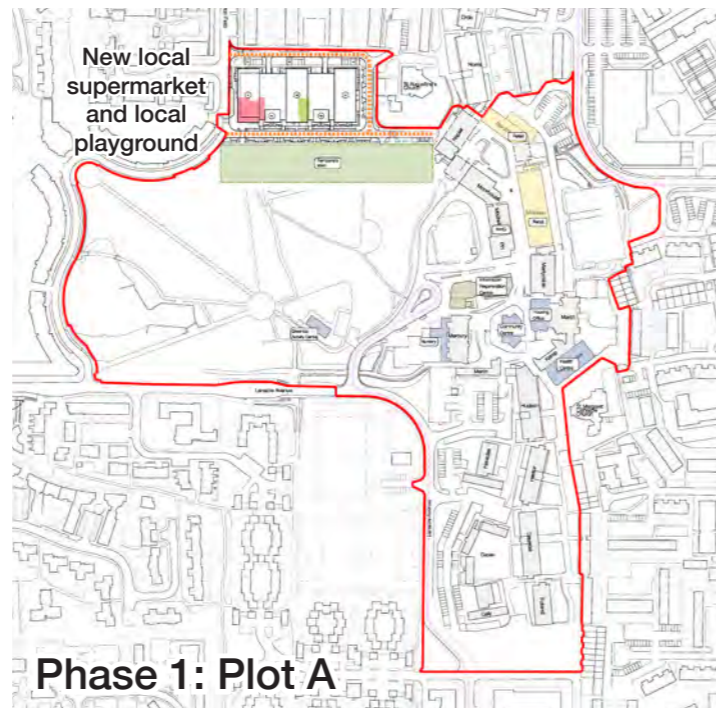


Figure 8: Phasing sequence diagram

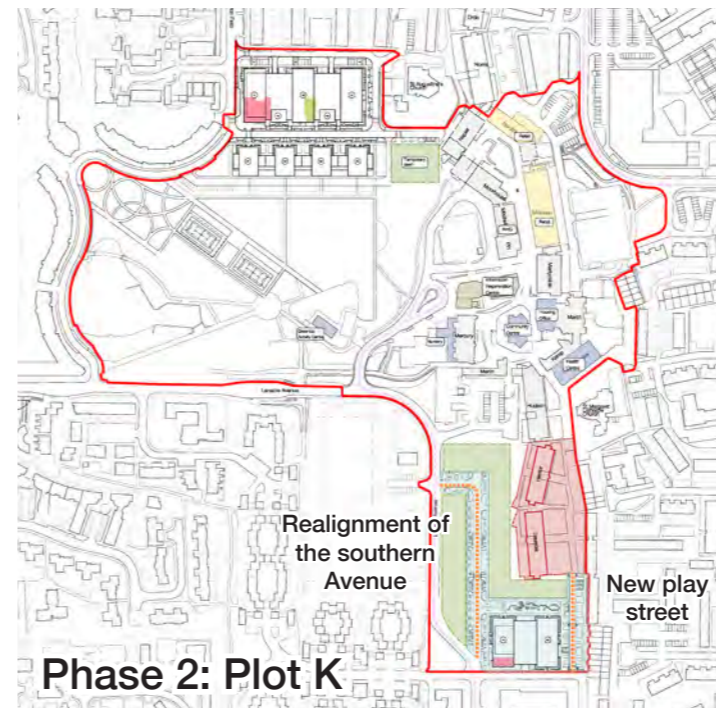


Figure 10: Phasing sequence diagram

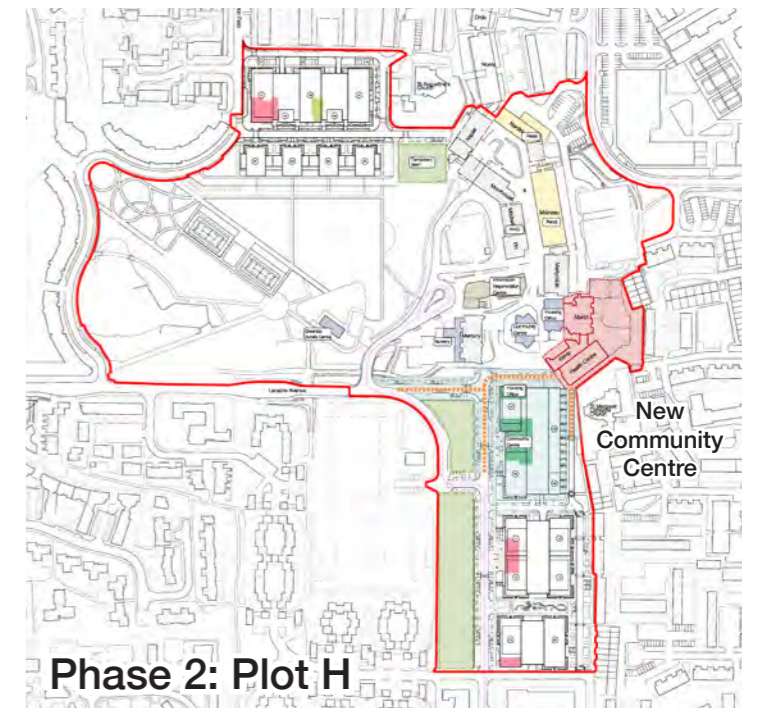
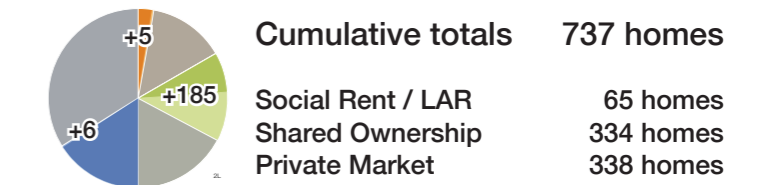
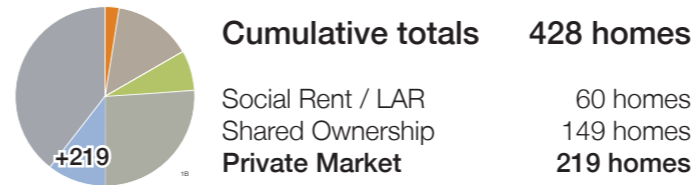
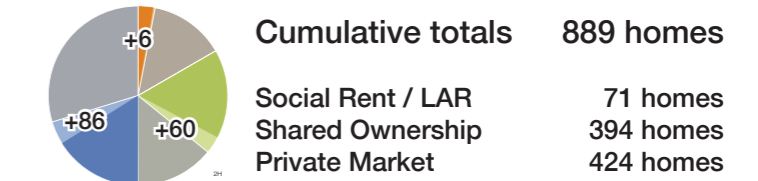
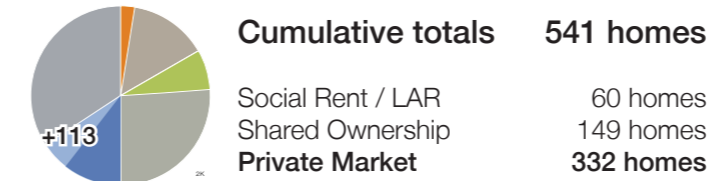
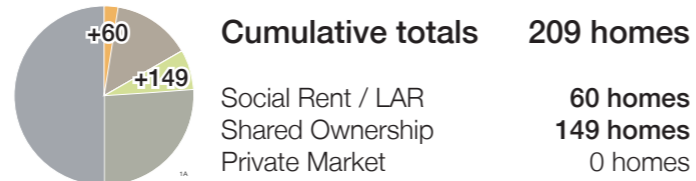


Figure 12: Phasing sequence diagram



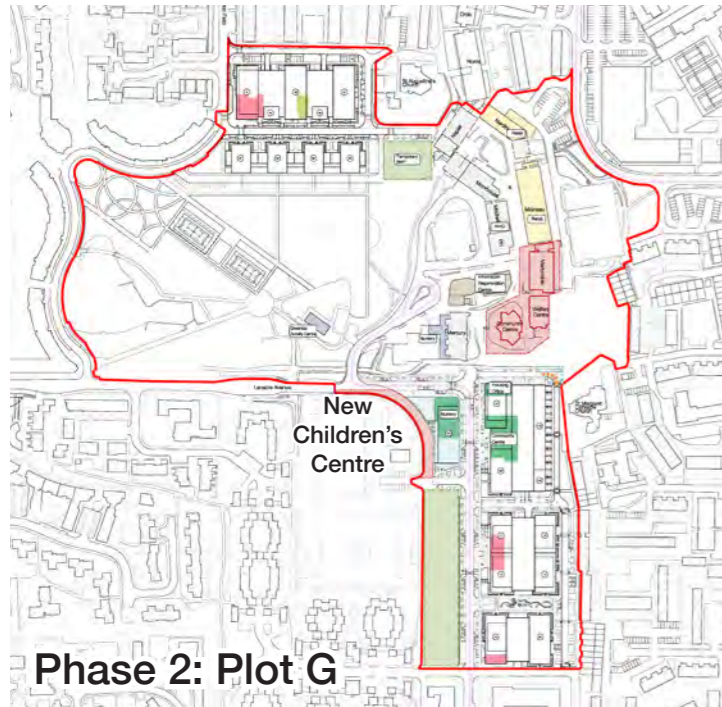


Figure 13: Phasing sequence diagram

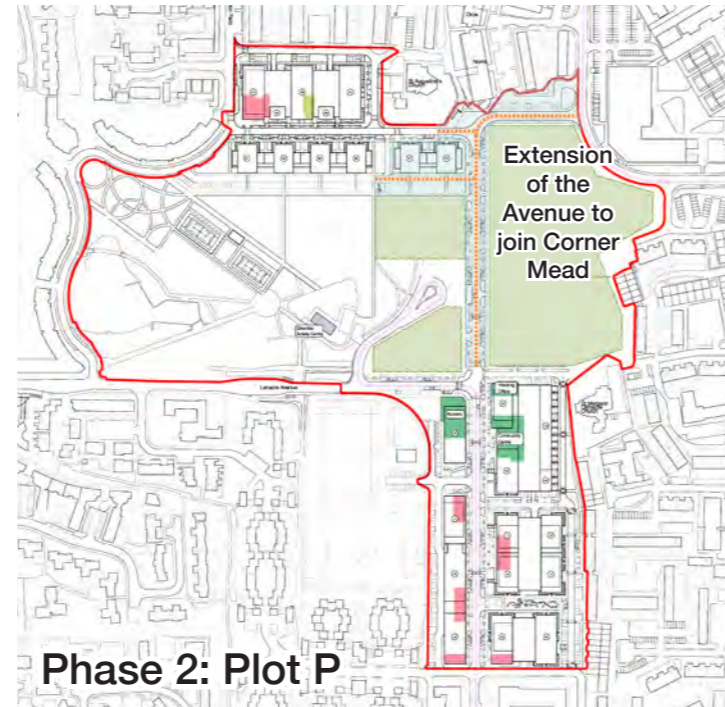
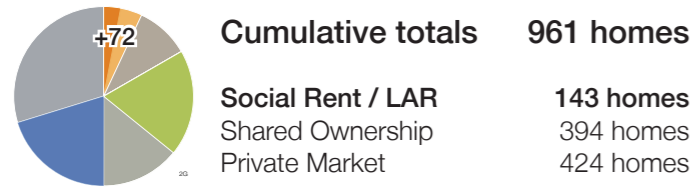


Figure 15: Phasing sequence diagram

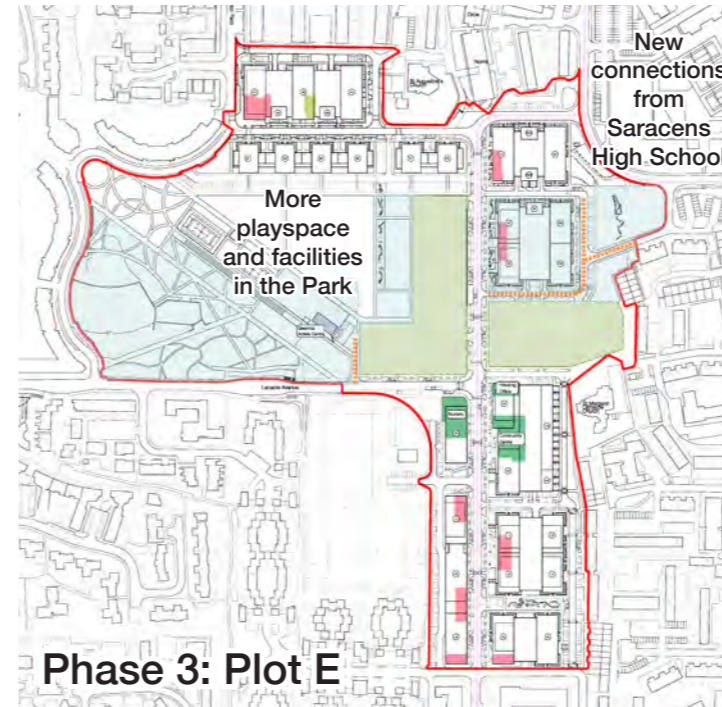
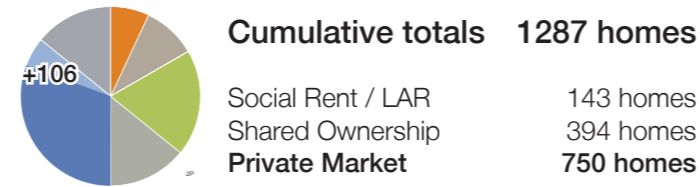


Figure 17: Phasing sequence diagram

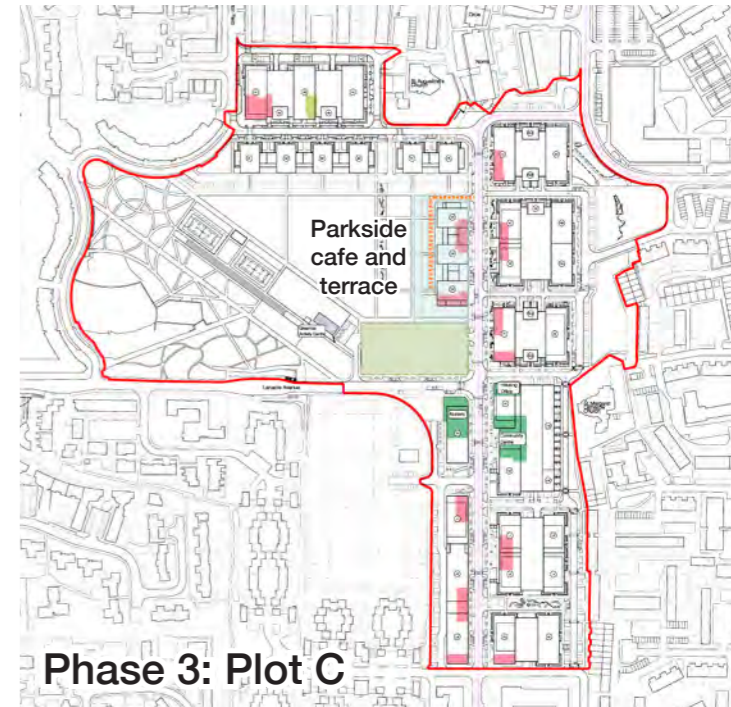
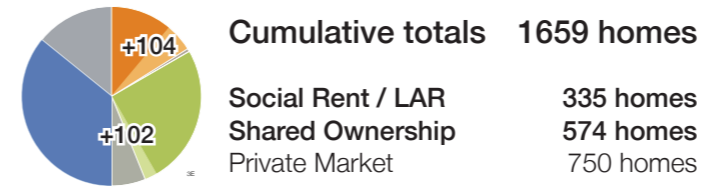


Figure 19: Phasing sequence diagram

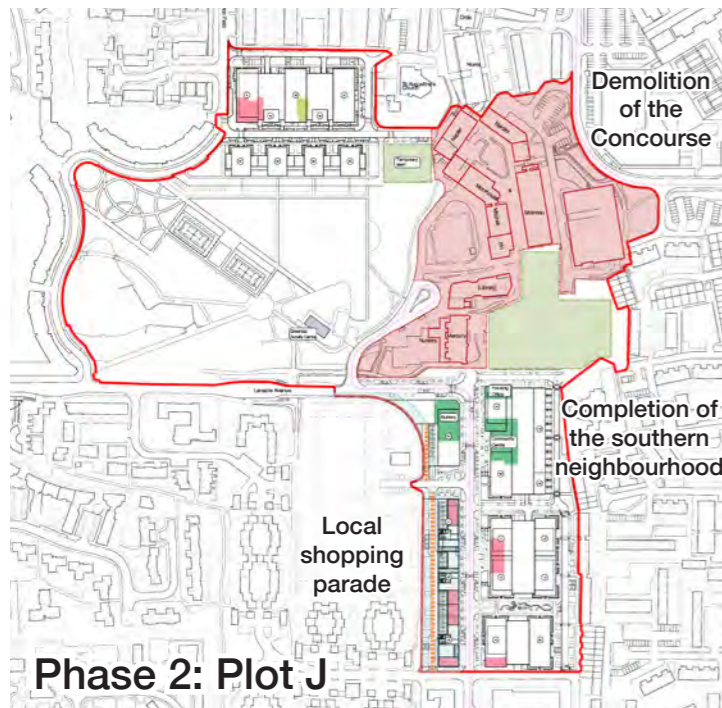
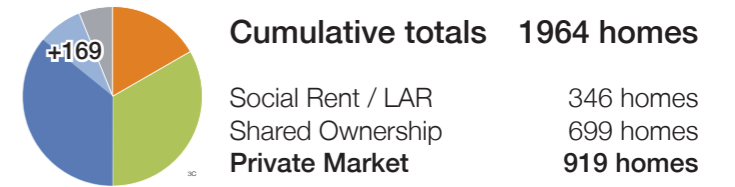


Figure 14: Phasing sequence diagram

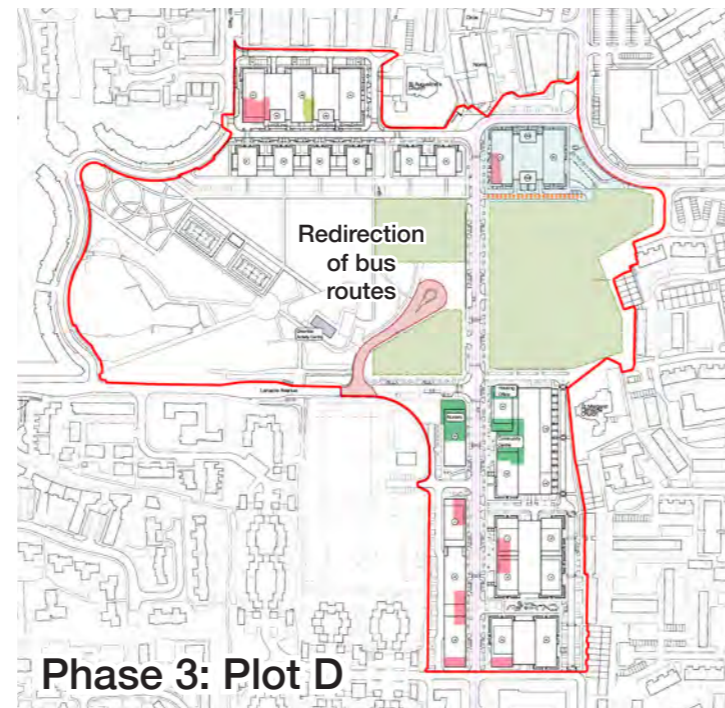
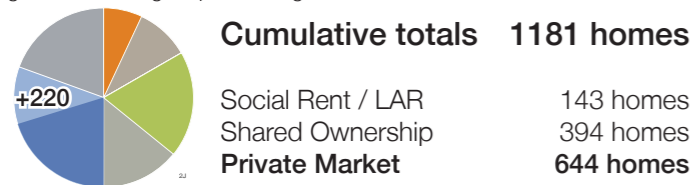


Figure 16: Phasing sequence diagram

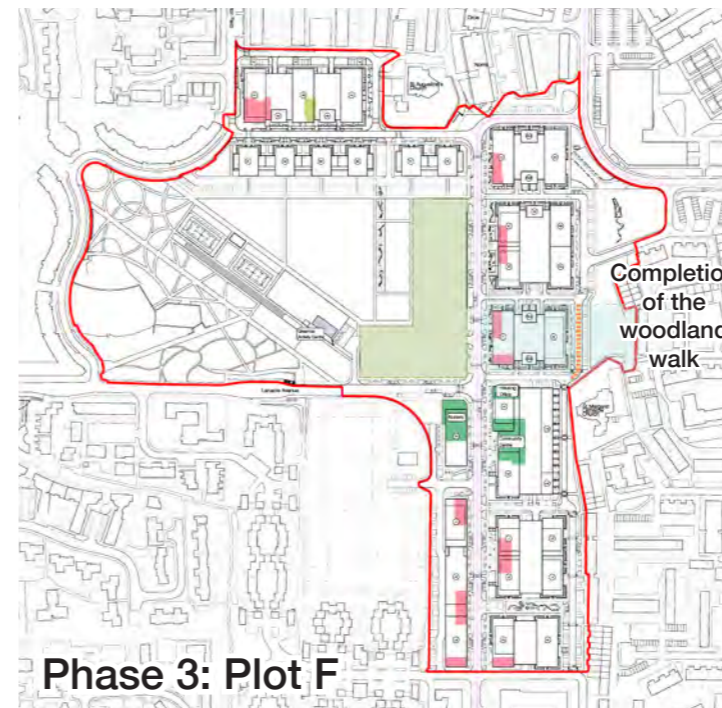
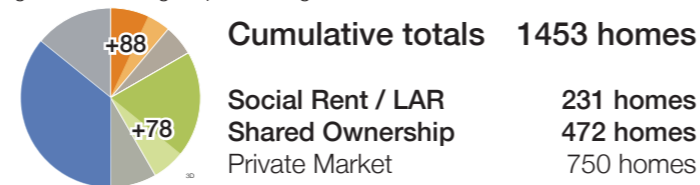


Figure 18: Phasing sequence diagram

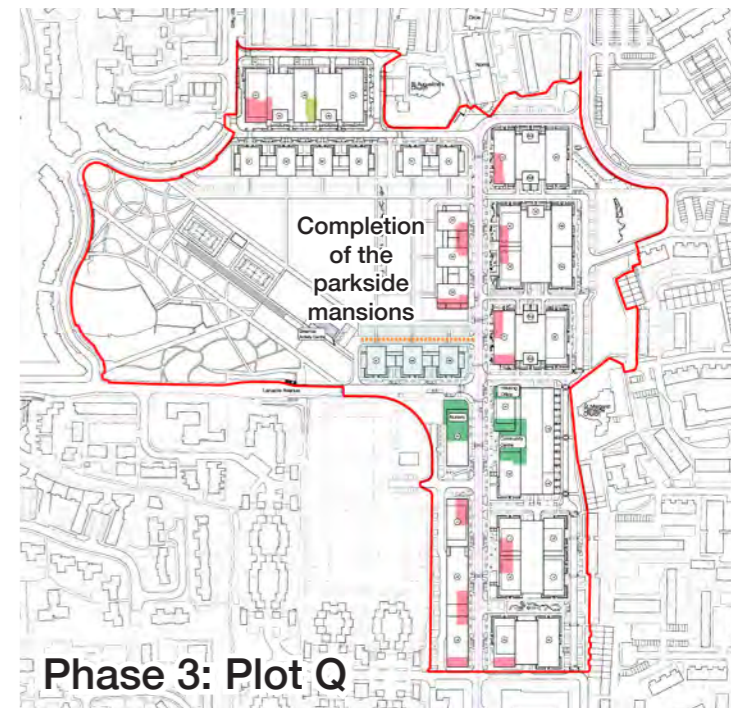
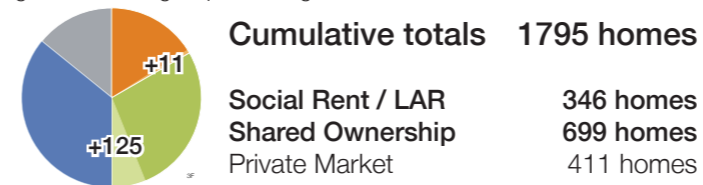
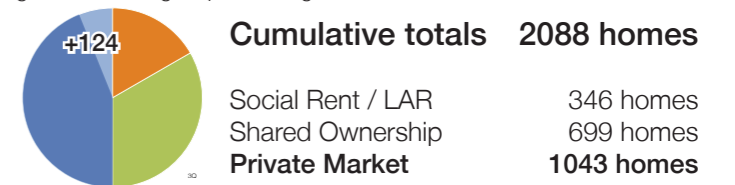


Figure 20: Phasing sequence diagram



## 10.0 Phasing and Meanwhile Use

### 11.3 Community programmes

Estate Regeneration is about much more than redevelopment, at its heart are the people who live on or around the Estate who will see the benefits of the building programme, but whose needs extend far beyond new homes and infrastructure.

An important element of the Proposed Development is the inclusion of community support programmes to complement the physical redevelopment of the site. These may be short or long term programmes.

Having been embedded within the Grahame Park Estate for a number of years, NHG has established a **Social and Economic team** to engage and support local residents and key stakeholders with community development and legacy projects. It aims to “*sustain the social and economic interventions for the lifetime of the regeneration programme*”. An important element of its strategy is to build long term, sustainable capacity for positive change by working with groups across the community.

#### Examples already under way

Examples of the projects and organisations being supported by NHG at Grahame Park include:

##### Colindale Communities Trust (CCT)

A resident-led sustainability vehicle for the social and economic regeneration work on Grahame Park. NHG supports the trust and helps it build capacity to become the legacy vehicle for ongoing social and economic work.

##### Neighbourhood Change

A change model for Grahame Park being developed and advanced with delivery partners and key stakeholders. This work aims to identify the priorities and outcomes required, together with an evaluation framework that can be utilised by all partners as they work towards a shared vision of change.

Key outcomes are:

- Increasing community led holistic approaches to improve health, social and economic well-being.
- Ensuring opportunities for diverse communities to engage and influence public spaces and community facilities and services.
- Increasing enterprise, employment, education and training opportunities.
- Developing collaborative approaches between the community and agencies in sharing responsibility to identify and deliver community safety solutions.



Figure 21: Grahame Park Festival 2019

##### Colindale Consortium

A group of 15 local organisations co-chaired by the Colindale Communities Trust. The consortium looks at partnership working, funding bids and effectively delivering local services.

##### Health and Well-being Programme

NHG has partnered with the CCT, Home Start Barnet and Love Burnt Oak to commission a Health and Well-being Programme for Grahame Park. The aim of the programme is to increase the well-being of Grahame Park and Colindale residents, through a range of activities which will include community based volunteering, training and delivery of well-being projects and the creation of Health Champions.

##### Grahame Park Festival

An annual Fun Day in Heybourne Park delivered by CCT with partner organisations such as Barnet & Southgate College, Middlesex University, Innovation Dance Studios, Queensbury Girl Guides, RAF, Barnet Council, Nutmeg, Barnet TV and the Mayor of Barnet.

##### Tutors United

A programme to improve maths and English skills of school students using after-school classes delivered by university students as paid work experience.

##### The Loop

A furniture re-use project, one of five pilot hubs set up as part of Repurpose, an EU LIFE+ programme, led by Groundwork London with NHG to collect, refurbish and redistribute furniture items at a reasonable cost.



Figure 22: Proposed hub in the old Library

##### Enterprise, Employment & Training Hub

A Grahame Park initiative transforming the old Library. Funded by the Mayor’s “Good Growth Fund” to support enterprise and skills development.

##### Job Club

To assist with job applications and to overcome other barriers to employment.

##### Universal Youth Offer

A partnership programme to provide activities for young people and other support for mental health and well-being.

##### Facilities Management

To make available and coordinate the efficient use of facilities for community purposes.

##### Shared Enterprise Clubs

To build confidence and skills to foster entrepreneurship, business formation and social enterprises.

##### We Are Digital

A digital and financial inclusion offer for residents of the Grahame Park estate. This programmes includes basic IT skills courses for groups aged 55+, intermediate IT courses for groups aged 18-60, in-home financial inclusion support, including advice on Universal Credit, and in-home digital inclusion support including earning and saving online.

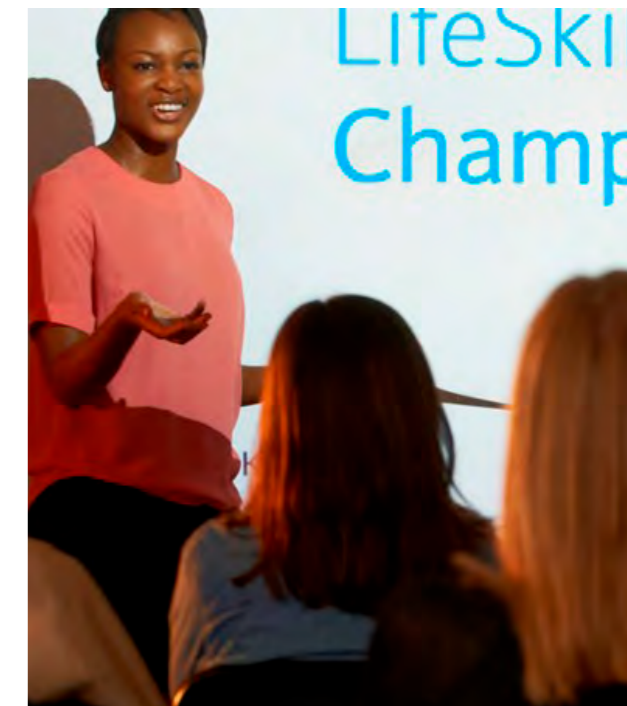


Figure 23: Barclays LifeSkills presentation

##### Work Experience

NHG is working with secondary schools and colleges in close proximity to their regeneration schemes (including Grahame Park) to provide work experience and placement programmes. In addition, this programme includes workshops with Barclays and their LifeSkills team on interview techniques and CVs.

##### Arts & Culture Pilot Project

NHG is working in partnership with the RAF Museum, Barnet and Southgate College and CCT to deliver “*an Arts and Culture Engagement Pilot that aims to improve confidence and creative expression through celebrating the history of the estate and the diversity of the existing community. Arts and culture will be used as an alternative to the traditional method of engaging residents.*”

*It will engage residents of all ages. There are many residents on Grahame Park that have creative hobbies, creative ideas for businesses and who are interested in employment in the creative industries and we hope the pilot can be a catalyst for change on Grahame Park.”*

##### Outcomes

These social and economic interventions, formed collaboratively with local organisations, are designed to promote the long term sustainability and health of the community.



Figure 24: Growing space on a car park: Roof East, Stratford



Figure 25: Community Kitchen in a retail unit: Brighton



Figure 27: Storytelling site hoardings: Kings Cross

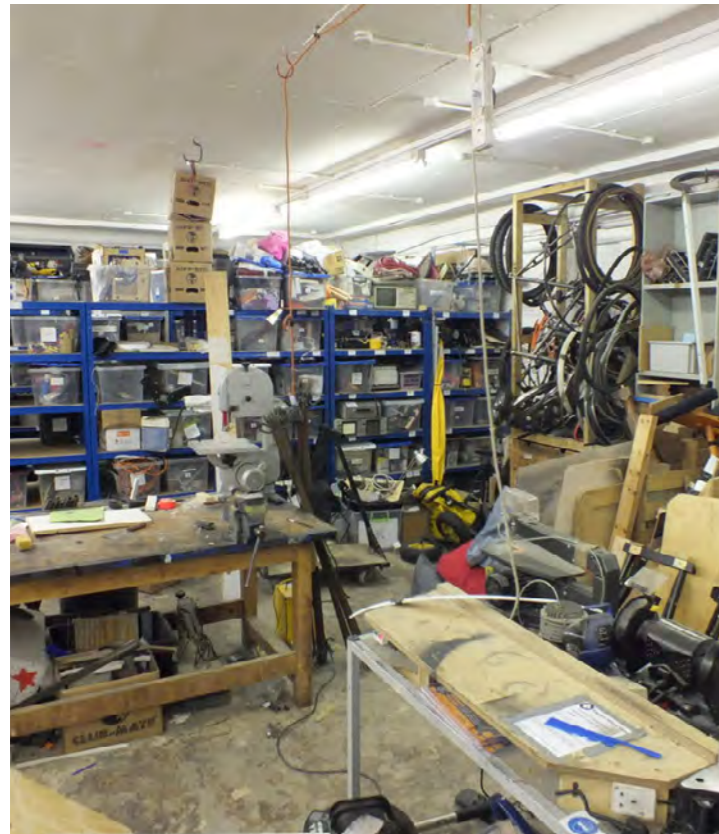


Figure 30: 'Hackspace' workshop: Wembley



Figure 28: BMX pump track formed from earth: Southwark



Figure 31: Relocatable skip gardens: Kings Cross



Figure 26: Street art and murals: Wenlock Road, Islington, 2009:2012



Figure 29: Social Enterprise recording studio: Pop Brixton (until 2020)



Figure 32: community construction: Time and Talents, Rotherhithe

## 11.4 Meanwhile uses

### Creating opportunities

During the 15-year redevelopment programme of Grahame Park, a sizable amount of land will be cleared through the demolition of the existing buildings.

The new development won't all happen at once, and land will be vacant for years while construction is under way on a plot-by-plot basis.

Equally, demolition of the existing buildings won't take place at the same time, with many blocks, particularly in the north east of the site, scheduled to remain standing for up to six years.

### Short-term housing

The most obvious use for residential buildings during this time is housing, and many current residents of the Estate are benefiting from this already, having been allocated a flat within a building scheduled for demolition as part of this redevelopment.

### Meanwhile projects

Supporting and enhancing the existing community programmes, there will be opportunities for new projects to make use of vacant property and land during the development.

These projects have a limited lifespan, as the spaces which play host to them will eventually be used for a permanent function. The common name for this type of project is "Meanwhile".

### Meanwhile strategy

A strategy for Meanwhile Uses will be developed for the Development, in consultation with local residents and community groups. The following page highlights some of the areas where such uses might take place within Grahame Park.

# 10.0 Phasing and Meanwhile Use

## 11.5 Potential Meanwhile locations

The phasing sequence outlined earlier in this chapter describes a progression from the north west of the site, jumping to the south of the site, and finally finishing up in the east of the site.

For the next six years until the end of 2025, the Concourse will remain standing, and much of the landscaping to Heybourne Park will be left in its current configuration.

This provides a series of opportunities, in existing buildings and landscape spaces, for meanwhile activities to make meaningful changes to the use, safety, character and feeling of the existing Estate while it transitions into its new configuration.

### Buildings

#### The Library

- A new library has already opened, located within the Barnet an Southgate College Building at the South of Bristol Avenue.
- The existing building is being converted into a Community Enterprise Hub in partnership with the Colindale Communities Trust (CCT).

#### Concourse retail west

- Currently in use for regeneration consultation, play space, as well as offices for Notting Hill Genesis.
- Retail units suitable for community kitchens; workshops; art spaces.

#### The Health Centre

- Following the relocation of the Health Centre to a new site, the existing building will be available for a variety of small and large community well-being activities, taking advantage of the cellular offices and larger waiting rooms.

#### The Community Centre

- Following the construction of the new Community Centre within Plot H, the existing building could host arts and sculptural activities to build a collection of objects for display in the wider masterplan.

#### The Energy Centre

- Rooftop car park area accessed by a ramp
- Large area which could be re-purposed to host landscaping or sports, e.g.:
- Mobile gardens; Allotments; Kitchen gardens; Basketball pitches; Skate park; Outdoor gym; Bouldering wall

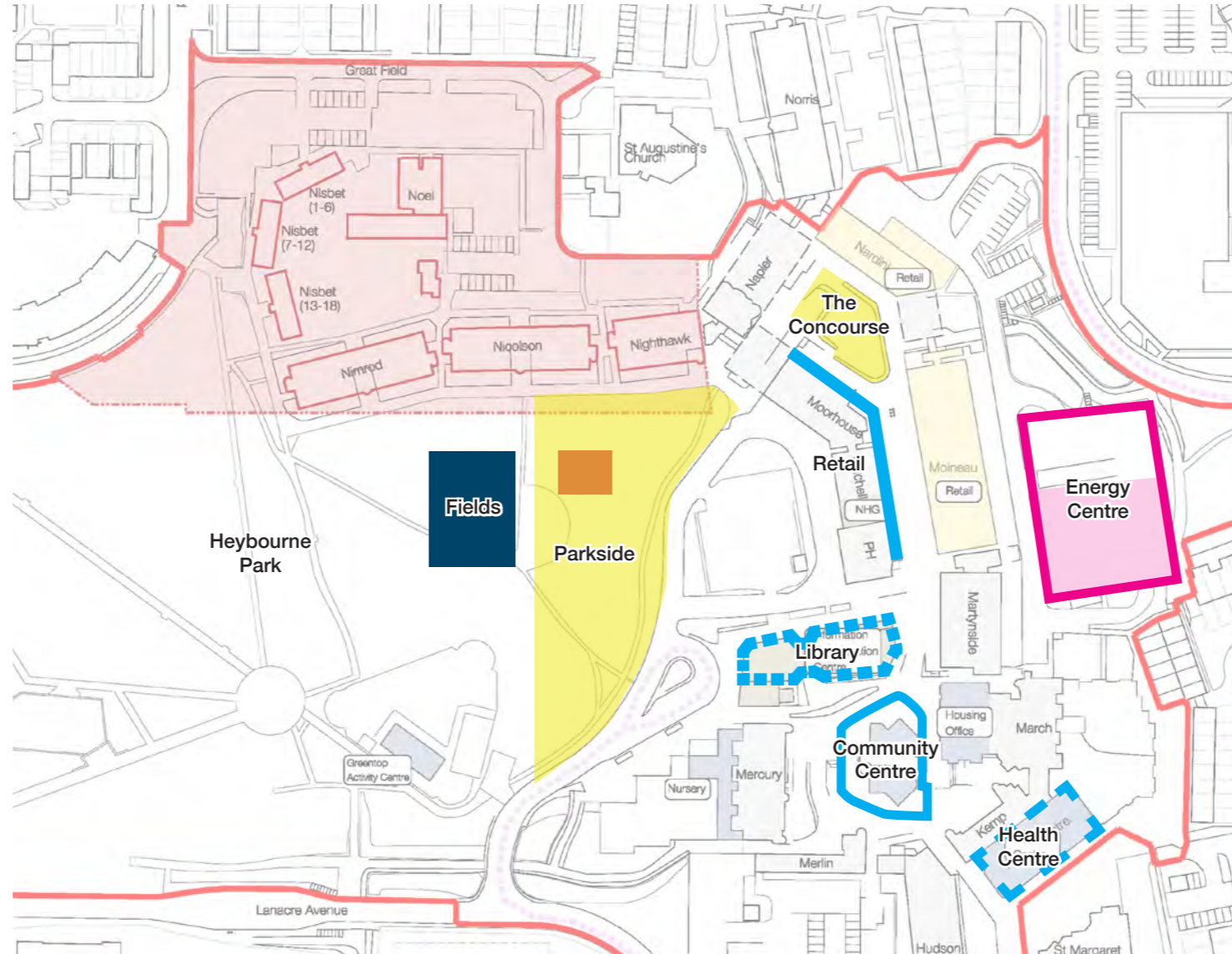


Figure 33: Potential locations for Meanwhile interventions

### Landscape

#### The Concourse

- The hard-landscaped 'amphitheatre' designed as a gathering space in the original masterplan could be filled with soil and planted as a lawn or community garden

#### Parkside

- The east of Heybourne Park will be the eventual site of Plot C, as well as landscaped gardens and play space.
- Some of the permanent gardens could be brought forwards in programme to deliver early benefits
- A tree nursery could be established, with root-barriers allowing for trees to grow in the soil just large enough to allow for transplanting into the streets and permanent landscape settings.

#### Fields

- Re-grading the mounded lawn areas of Heybourne Park would create a large level area suitable for permanent playing fields and temporary large activities such as the Heybourne Park Festival and "Urban Gamez" held each year, as well as other meanwhile active uses.

#### Heybourne Park

- During the development of the first phases, transitional work could be carried out within Heybourne Park to encourage more active and engaging use of the space.
- Sports trails for walking, running and cycling
- Mobile and temporary community gardens

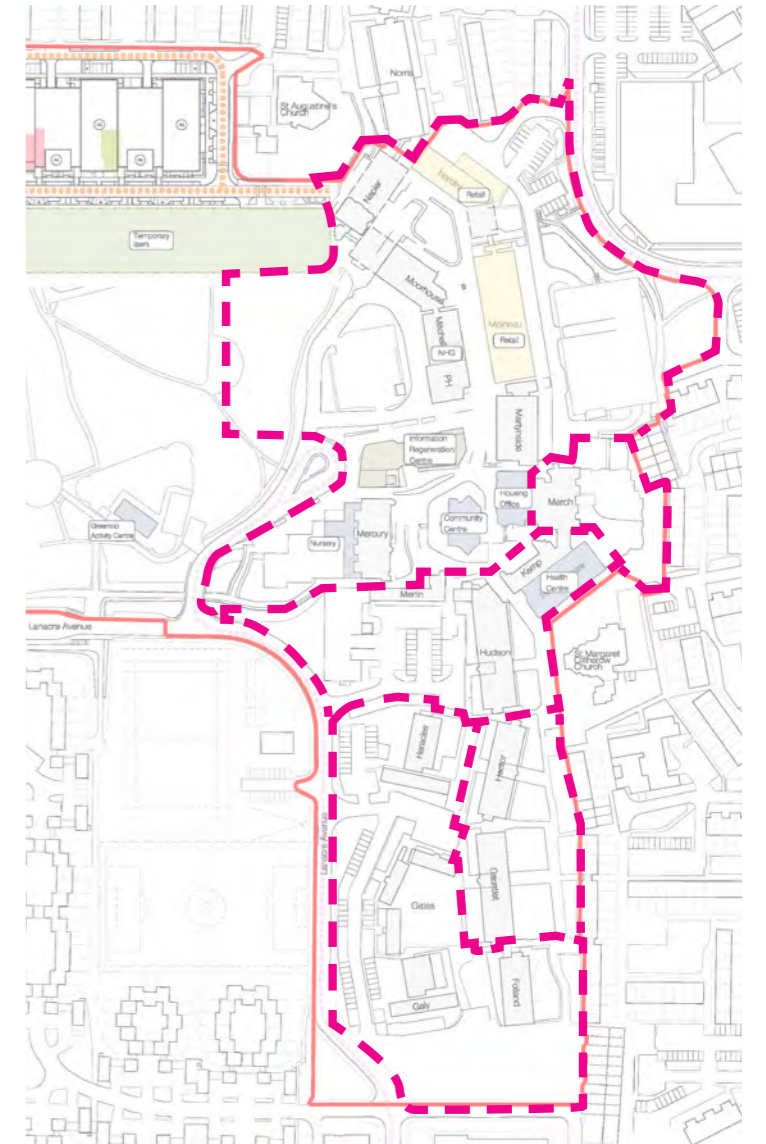


Figure 34: Significant hoarding lines

### Hoardings

During the phased demolition and construction, significant areas of hoardings will be required to ensure that the site areas are safe and secure, and construction activities are separated from the publicly accessible areas of the Development.

Such large areas of hoardings present opportunities for information about progress on the development, as well providing a canvas for community murals / artwork.

The hoarding could be fabricated in such a way as to move key works of art as the hoarding grows / shrinks, exposing art work to different areas of Grahame Park.

Hoardings can also be used to support wayfinding through the changing site layout during construction.





## 12.0 Appendix

### 12.1 Scope of documentation: Parameter drawings

- HP-PTA-MP-ZZ-DR-A-0100  
Site location plan
- HP-PTA-MP-XX-DR-A-0101  
Existing site layout & demolition
- HP-PTA-MP-XX-DR-A-0102  
Development Plot Plan
- HP-PTA-MP-XX-DR-A-0103  
Development phasing plan
- HP-PTA-MP-XX-DR-A-0105  
Horizontal limits of development plots
- HP-PTA-MP-XX-DR-A-0106  
Vertical limits of development plots
- HP-PTA-MP-XX-DR-A-0107  
External ground levels
- HP-PTA-MP-XX-DR-A-0111  
Access and circulation plan
- HP-PTA-MP-XX-DR-A-0112  
Horizontal boundary restrictions on development plots

### 12.2 Scope of documentation: Illustrative information

- HP-PTA-MP-XX-DR-A-0104  
Illustrative building block plan
- HP-PTA-MP-GF-DR-A-0108  
Ground floor uses
- HP-PTA-MP-ZZ-DR-A-0109  
Upper floor uses
- HP-PTA-MP-XX-DR-A-0110  
Area of public realm
- HP-PTA-MP-XX-DR-A-0113  
Plots storey heights
- HP-PTA-MP-XX-DR-A-0114  
Access and circulation plan



# Grahame Park



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