

**MEETING**

**CABINET**

**DATE AND TIME**

**WEDNESDAY 20TH JUNE 2012**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

**TO: MEMBERS OF CABINET (Quorum 5)**

Chairman: Councillor Richard Cornelius, Leader of the Council

**Councillors**

Daniel Thomas  
Dean Cohen  
Tom Davey

Andrew Harper  
Helena Hart  
David Longstaff

Sachin Rajput  
Robert Rams  
Joanna Tambourides

**You are requested to attend the above meeting for which an agenda is attached.**

**Aysen Giritli – Head of Governance**

Governance Services contact: Jeremy Williams – 020 8359 2042

Media Relations contact: Sue Cocker 020 8359 7039

**CORPORATE GOVERNANCE DIRECTORATE**

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## AGENDA ITEM 5

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Meeting	Cabinet
Date	20 <sup>th</sup> June 2012
<b>Subject</b>	<b>Additional Highways Planned Maintenance Works Programme for 2012/2013</b>
Report of	Cabinet Member for Resources and Performance. Cabinet Member for Environment
Summary	This report seeks the Cabinet's approval for funding of the Additional Highway Planned Maintenance Works Programme for the 2012/2013.

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Officer Contributors	Interim Director of Environment, Planning and Regeneration
Status (public or exempt)	Public
Wards affected	All
Enclosures	<u>Appendix A</u> : 2012/13 Works approved by Area Environment Sub Committees <u>Appendix B</u> : Proposed Works <u>Appendix C</u> : Proposed Reserve Schemes (not included) Appendix D: Risk Management <u>Appendix E</u> : 2012/13 Funding. <u>Appendix F</u> : Traffic Management Measures Review
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not Applicable

Contact for further information: Chris Chrysostomou, Environment, Planning Regeneration, Highways Group, Tel 020 8359 7200.

## **1. RECOMMENDATIONS**

- 1.1 That £3.5 million of the £5 million set aside in the service development reserve in this year's budget, as agreed by Cabinet in February 2012, be made available for carrying out additional carriageway resurfacing and footway relay works in the Borough during the financial years 2012/13 and 2013/14.**
- 1.2 That, subject to the overall costs being contained within available budgets, the Interim Director of Environment, Planning and Regeneration be instructed to:**
- i) give notice under Section 58 of the New Roads and Street Works Act 1991 of the Council's intention to implement the highway works shown in Appendices B and C by advertising and consulting as necessary with the public utility companies and Transport for London (TfL) for schemes proposed to be implemented during 2012/2013;**
  - ii) implement the schemes proposed in Appendices B and C by placing orders with the Council's term contractors or specialist contractors appointed in accordance with the public procurement rules, or the Council's Contract Procedure Rules as appropriate;**
  - iv) agree any variations to the scheduling of the programme in consultation with the Cabinet Member for Resources and Performance, the Cabinet Member for Environment and the Chairman of the relevant Area Environment Sub-Committee.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet 22 July 2002 decision number item 7 - approved the Planned Highway Maintenance Programme – initial Scheme Prioritisation Procedure.**
- 2.2 Task and Finish Groups were subsequently introduced as part of the Overview and Scrutiny arrangements adopted by the Council in May 2009 and the Road Resurfacing Task and Finish Group reported to Cabinet on 12 April 2010 the issues noted within paragraph 9, "Background Information".**
- 2.3 DPRs approved by the Interim Director Environment, Planning and Regeneration in April and July 2011 authorised stages 1 and 2 of the Pothole Elimination Programme.**
- 2.4 The Road Resurfacing Task and Finish Group report to Cabinet of 12 April 2010 recommended the following; 1) The Council introduce a Highways Asset Management approach to achieve best value for investment in the highway infrastructure. 2) A full survey be undertaken of the borough footways to enable footway schemes to be prioritised effectively. 3) Footway schemes should be carried out, as far as**

possible, to consistent standard across the network, using the same materials wherever possible.

- 2.5 23rd January 2012-The three Area Environment Sub Committees agreed the Planned Maintenance Works for 2012/13, shown in Appendix A utilising the existing Capital budget provision. Included within that approval were prioritised reserve schemes.

### **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The council's 2012 - 13 Corporate Plan has set various ambitious objectives under the key priorities of "Better Services with less money" and "A successful London Suburb". These include:-
- Procure an asset management system based on whole life costing.
  - Protect and enhance our natural and built environment so that the borough is clean and green.
  - Ensure that our town centres are vibrant places where business can thrive.
  - Reduce the percentage of Principal and Non-Principal Classified Roads where maintenance should be considered to 7 percent.

It aims to do so by investing adequate funds to halt the deterioration of the conditions of roads and pavements in the borough in the short term and eliminate the backlog of maintenance.

- 3.2 In the approved Local Implementation Plan (LIP) 2012/2013 submitted to Transport for London (TfL), the Council is strongly committed to maintaining and improving highway assets in the Borough under the Maintenance Theme.

#### **Responding to resident priorities, with a focus on value for money**

- 3.3 Residents have given a clear indication, through the latest and historical satisfaction surveys, that improving the condition of roads and pavements is a top priority. As such, further investment in the borough's road and pavement infrastructure is a clear example of the council responding to the views of residents.
- 3.4 The proposals set out in this report reflect an equal mixture of carriageway resurfacing and footway works in response to the latest Customer Perception Surveys and the concerns of residents on the condition of roads and pavements.
- 3.5 In an effort to maximise the benefit of this investment, strategic planning has led to roads with high pedestrian usage linking town centres, transport hubs and other areas of public interest have been targeted. It is anticipated that this strategic investment, in addition to

improving the condition of the roads and footways, will also visually improve the street scene and improve perception of the residents on roads and pavements.

- 3.6 It is essential, as the council adjusts to a 26% cut in its budget, that we take a longer term approach and look at new and innovative ways of maintaining the network which represent good value for money. The Council has adopted an Asset Management approach to the maintenance of the borough's road network, which involves considering a range of different types of treatments each of which have differing costs and associated lifespans.
- 3.7 The range of costs and lifespans can be modelled to produce the best value solution over the longer term. Having carried out such analysis it has been identified that the most cost effective alternative treatment is micro asphalt, which is a slurry type overlay, typically 15 mm thick aimed at preserving and extending the life of carriageway by sealing and keeping the moisture out of the road pavement. The cost of micro asphalt is about one third of the cost of resurfacing but it provides two thirds of the the resurfacing life of the carriageway. Micro Asphalt is applied on sound roads that exhibit the first signs of distress (cracking).
- 3.8 A number of potential roads have been identified as suitable for micro asphalt and are therefore proposed as shown in Appendices A and B. The appropriate use of this type of treatment on roads which are showing signs of cracking will help to tackle the maximum number of roads with the limited funding currently available. Failure to deal with these situations will lead to water lying in the cracks freezing during the cold weather months and this very quickly leads to pot holes and rapid deterioration of the road structure. The build up of the current backlog is in part due to the practice of concentrating all efforts on the worst roads.
- 3.9 By taking this approach, we are now in a position to analyse the viability of different treatment types and by mixing a number of treatments can treat the maximum number of roads, thereby helping to limit the increase in future backlogs.
- 3.10 In conjunction with the planned maintenance works it is proposed to review existing traffic management measures to meet the key objectives of the Traffic Management Strategy. These are to secure improvements in traffic flows, reduce congestion and thereby maximise network performance and reduce the incidence of traffic 'rat runs' in the adjoining residential roads.

#### **4. RISK MANAGEMENT ISSUES**



- 4.1 Appendix D attached to this report sets out the results of the risks assessed.
- 4.2 The extreme weather encountered over the past few winters has resulted in a rapid deterioration of the core fabric of many patched and heavily deteriorated carriageways. The whole life condition of these carriageways is susceptible to further reduction by future extremes of weather unless timely intervention is carried out by a planned programme of appropriate highway maintenance works. The reactive attention to defects or filling of pot-holes has been technically proven to be only a short-term and a superficial remedy to highway damage.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Good roads and pavements have benefits to all sectors of the community in removing barriers and assisting quick, efficient and safe movement to school, work and leisure.
- 5.2 The physical appearance and the condition of the roads and pavements have a significant impact on people's quality of life. A poor quality street environment will give a negative impression of an area, impact on people's perceptions and attitudes as well as increasing feelings of insecurity. The Council's policy is focused on improving the overall street scene across the borough to a higher level and is consistent with creating an outcome where all communities are thriving and harmonious places where people are happy to live.
- 5.3 There are ongoing assessments carried out on the conditions of the roads and pavements in the borough, which take into account requests by letter, email, and phone-calls from users, Members and issues raised at meetings such as Forums. The improvements and repairs aim to ensure that all users have equal and safe access across the borough regardless of the method of travel. Surface defects are remedied to benefit general health and safety issues for all.
- 5.4 The additional programme of works has been focussed on roads and footpaths where the condition surveys have identified the urgent need for major intervention and where there will be maximum benefit achieved in selecting such schemes for implementation. Therefore busy roads and high footfall footpaths make up the majority of the roads in the proposed additional works programme. This will ensure that the maximum number of road users and pedestrians will benefit from these schemes being prioritised.
- 5.5 As the additional footway schemes are footpaths leading to town centres it is likely that these are well used by older residents walking into town centres. A high proportion of the liability claims received by the Council's Insurance department are from older residents and are related to trips and slip on footpaths. It would therefore follow that prioritising on such areas should assist in reducing the number of slip

and trip accidents and hence liability claims received by the council and hence will be a positive benefit for older residents and those with mobility issues.

There is an ongoing process of regularisation and de-clutter of street furniture and an updating of highway features to meet the latest statutory or technical expectations.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 Funding is being sought from all possible sources to address the ongoing deterioration of the non-principal local roads and to improve the condition of footways, eliminating the backlog of repairs.
- 6.2 The 2012/13 highways maintenance funding is shown in Appendix E. The Council's Planned Maintenance Budget (Capital) is £3m and the total Local Implementation Plan (LIP) funding by Transport for London (TfL) is £4.774M, as shown below. However, it should be emphasised that only a small proportion of the Corridors, Neighbourhoods and Supporting Measures funding will end up being spent on highway maintenance works.

<b>Programme</b>	<b>Allocation (£'000)</b>
Corridors, Neighbourhoods and Supporting Measures	£3,729k
Principal Road Maintenance	£945k
Local Transport Funding	£100k
Total	£4,774

- 6.3 In anticipation of additional funding being made available, the schedule of roads approved by the January 2012 Area Environment Sub Committees was longer than could be implemented from the available budget of £3m. The 2012-13 Council's capital planned maintenance budget of £3m has been split as £2m on carriageway resurfacing and £1m on footway relays and the schemes for implementation that fit within the available budget are shown in Appendix A. It is recommended that the additional £3.5 m funding be divided equally between carriageway resurfacing and footway relay and the proposed schemes taken from the reserve list approved by the three Area Environment Sub Committees are shown in Appendix B.
- 6.4 Officers have prioritised schemes in order to get the maximum benefit for residents and value for money. Roads that need to be treated based on the latest condition survey results, but are not included in the programme, are included in a reserve list and may be implemented if further funding becomes available. These roads are included in Appendix C as Reserve Schemes.

- 6.5 The carriageway and footway estimates given in all three Appendices are provisional and may be subject to change following completion of the individual scheme designs. Significant changes will be agreed with the Cabinet Members for Resources and Environment. Works will be contained within the overall approved budget.
- 6.6 There are no staffing, ICT or property implications.

## **7. LEGAL ISSUES**

Section 41(1) of the Highways Act 1980 requires the authority who are for the time being the highway authority for a highway maintainable at the public expense (subject to sections 41(2) and (4)), to maintain the highway.

## **8. CONSTITUTIONAL POWERS**

- 8.1 Constitution Part 3.7, Cabinet meeting may discharge any executive functions whether or not they are also delegated to officers, including a plan or strategy reserved to Cabinet, or the Councils budget and virement limits.

## **9 BACKGROUND INFORMATION**

- 9.1 The Council in discharging its duties under the Highways Act 1980 (HA 1980) to maintain the public road network, prepares an annual programme of highways maintenance. The 2012/13 planned highways maintenance programme was based on condition surveys carried out by independent consultants (Cormorant Surveys Ltd) on the whole of the network, as well as visual surveys undertaken by highway inspectors and officers. All the roads recommended for highways maintenance under the additional £3.5m funding have featured in the main or reserve schemes list that was approved by the Area Environment Sub Committees on 23 January 2012. The schemes have been prioritised based on the known condition and in the interest of achieving best value for investment in the highway infrastructure.
- 9.2 All maintenance programmes need to be flexible to accommodate schemes which emerge during the course of the year, either as a result of sudden and rapid deterioration or urgent local needs which are agreed to take priority. Schemes may also slip, for example when other streetworks promoters identify works which need to proceed prior to the maintenance scheme. Building flexibility into the system will help us ensure that a responsive service can be provided to changing needs. Appendix C therefore includes a reserve list of schemes to replace programmed schemes in case an approved scheme needs to be replaced due to unforeseen circumstances. It may also be necessary to introduce further roads into the programme which are not currently listed in this report. This should only be necessary if a road has rapidly

deteriorated during the programme period to a point where intervention involving reconstruction is the only option in order to maintain the road in a safe condition.

- 9.3 Under Section 58 of the New Roads and Street Works Act 1991, the Highway Authority is required to issue a formal three-month Notice of its intention to carry out substantial road works on the public highway. This requirement is aimed at preventing or restricting streets being dug up soon after they have been resurfaced or closed for major works. This is a legal notice which is served on all the statutory undertakers who carry out work in the Borough. The Highways Authority is required to commence the works within one month of the date specified in the notice. The restriction on statutory undertakers carrying out street work applies for a period of 12 months after the works have been implemented. Statutory companies can, in some cases, still carry out emergency works with the consent of the Highway Authority. The Notice will be published in the London Gazette, a local newspaper and sent to all the utility companies for co-ordination.
- 9.4 Traffic Management Measures Review – See Appendix F annexed, detailing the procedure of appraisal process and consultation / governance arrangements in relation to the removal and subsequent assessment relating to physical measures that are removed as part of the re-surfacing works. The review assesses any identified amendments to existing traffic calming or management measures to ensure quantifiable benefit to the community.
- 9.5 Using Highway Asset Management principles and the latest condition surveys on the whole of the road network, officers have identified the roads and footpaths which are in most need of maintenance and these are identified in the appendices. The funding required to address this maintenance backlog is significant and as such it would not be possible to tackle all of the roads and footpaths listed, however by using the Asset Management principles and considering alternative and innovative approaches it has been possible to address a larger number of schemes with the current available funding.
- 9.6 Given the current economic conditions, it is not possible for Councils to fund the entirety of highways backlog maintenance requirements. However, it is important that this additional £3.5 million of funding is allocated to allow the programme to be extended enabling the backlog to be tackled in a planned rather than reactive manner. In order to ensure best value and maximise the limited resources available officers have reviewed the highway maintenance treatments to take into account:
- a) The available highway maintenance budgets and
  - b) the principles of Highway Asset Management Planning

This review has concluded that alternative maintenance treatments should be introduced to provide better value for money for the Council investments. These treatments are essentially preventative treatments and include sealing of carriageway cracks and joints, other localised treatments of carriageway cracks, surface dressing, patching, micro surfacing/micro asphalt-preceded by localised patching, if appropriate. A schedule of items of work for these treatments has been prepared together with the appropriate specification and warranties. Both term contractors have priced these items for inclusion in the extension of the term contracts. The Cabinet Resources Committee agreed the extension of these term contracts on 28 February 2012.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 Inspection Survey records and results; Central Project files; advertisement for the London Gazette.
- 10.2 Prevention and a Better Cure – Potholes Review, Highways Maintenance Efficiency Programme, April 2012
- 10.3 Any persons wishing to inspect the background papers listed above should contact Chris Chrysostomou on 020-8359-7200.

Legal: PD  
Finance: JH

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Position of scheme - reported to committee - Not Priority	Scheme recommended in previous year - date shown	Road Number	2012 Games- EMBARGO-No planned road and street works during Games period- S13 Olympic Act 2006	Road Name	Section	District	Ward	Area	Defects Type	Type of Works	Estimated Budget Allocation	Revised Estimate	Existing Traffic Management Measures	Comments	Alternative Treatments and roads linking shopping areas and of special interest
		A 1003	No works btw 01/07/2012 and 09/09/2012	FRIERN BARNET ROAD	BETWEEN WATERFALL ROUNDABOUT AND STATION ROAD	N11	BRUNSWICK PARK	CHIPPING BARNET	STRUCTURAL	CARRIAGEWAY RESURFACING	£50,000	£50,000	TO BE ASSESSED	TFL FUNDED - PRINCIPAL ROAD RENEWAL PROGRAMME	
		A5	No works btw 01/07/2012 and 09/09/2012	STONEGROVE	SPUR ROAD TO STATION ROAD	HA8	EDGWARE	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING AND FOOTWAY STRENGTHENING	£665,000	£665,000	TO BE ASSESSED	TFL FUNDED - PRINCIPAL ROAD RENEWAL PROGRAMME	
		A410	No works btw 01/07/2012 and 09/09/2012	SPUR ROAD	EDGWARE WAY TO STONE GROVE	HA8	EDGWARE	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING AND FOOTWAY STRENGTHENING	£230,000	£230,000	TO BE ASSESSED	TFL FUNDED - PRINCIPAL ROAD RENEWAL PROGRAMME	
											<b>£945,000</b>				
<b>SCHEMES FOR IMPLEMENTATION - CARRIAGEWAYS RESURFACING 2012 - 2013</b>															
Position of scheme - reported to committee (2012) - Not Priority	Scheme recommended in previous year - date shown	Road Number	2012 Games- EMBARGO-No planned road and street works during Games period- S13 Olympic Act 2006	Road Name	Section	District	Ward	Area	Defects Type	Type of Works	Estimated Budget Allocation	Revised Estimate	Existing Traffic Management Measures	Comments	Alternative Treatments and roads linking shopping areas and of special interest
1	2011/12	-	No works btw 01/07/2012 and 09/09/2012	BEECHWOOD AVENUE	WHOLE LENGTH	N3	FINCHLEY CHURCH END	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£114,000	£114,000	SPEED CUSHIONS	BOROUGH FUNDED - CAPITAL	Dense bitumen macadam surfacing Suggest combining with Kingsgate Avenue. Both roads have been overlaid
2	2011/12	-	No works btw 01/07/2012 and 09/09/2012	KINGSGATE AVENUE	WHOLE LENGTH	N3	FINCHLEY CHURCH END	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£53,900	£53,900	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
3	2011/12	-	No works btw 01/07/2012 and 09/09/2012	ALVERSTONE AVENUE	GALLANTS FARM AVENUE TO CAPEL ROAD	EN4	EAST BARNET	CHIPPING BARNET	STRUCTURAL	CARRIAGEWAY RESURFACING	£88,320	£82,859	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Micro Asphalt surfacing & additional cow patching or plane and resurface
4	2011/12	-	No works btw 01/07/2012 and 09/09/2012	MANOR PARK CRESCENT	WHOLE LENGTH	HA8	EDGWARE	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£98,000	£98,000	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
5	2011/12	-	No works btw 01/07/2012 and 09/09/2012	PRAYLE GROVE	WHOLE LENGTH	NW2	GOLDERS GREEN	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£156,200	£74,256	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Micro Asphalt surfacing (new treatment). Composite road construction with DBM overlay. Option if we remove old surface layer and resurface with DBM - cracks will re appear in short time. Option 2 overlay Micro asphalt or add tensile membrane layer before
6		-	No works btw 01/07/2012 and 09/09/2012	BUNNS LANE	GRAHAME PARK WAY TO LYNTHURST AVENUE	NW7	HALE /MILL HILL	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£111,100	£111,100	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
7		-	No works btw 01/07/2012 and 09/09/2012	DINGWALL GARDENS	WHOLE LENGTH	NW11	GARDEN SUBURB	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£41,500	£41,500	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional - Hot Rolled Asphalt or Dense bitumen macadam. Funding levels may be insufficient to carryout resurfacing as part of 2012 - 2013.
8		-	No works btw 01/07/2012 and 09/09/2012	TILLING ROAD	JUNCTION WITH BRENTFIELD GARDENS	NW2	GOLDERS GREEN	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£57,000	£57,000	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
9		B1461	No works btw 01/07/2012 and 09/09/2012	HAMMERS LANE	WORST SECTIONS	NW7	MILL HILL	HENDON	STRUCTURAL	LARGE SCALE PATCHING	£20,000	£20,000	TO BE ASSESSED	BOROUGH FUNDED -CAPITAL	Traditional -Hot Rolled Asphalt
10		-	No works btw 01/07/2012 and 09/09/2012	RUSHGROVE AVENUE	COLINDEEP LANE TO HILLSIDE AVENUE	NW9	COLINDALE	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£165,950	£77,606	TO BE ASSESSED	BOROUGH FUNDED -CAPITAL	Micro Asphalt surfacing (new treatment) - overlay existing road surface
11		-	No works btw 01/07/2012 and 09/09/2012	WATLING AVENUE	EVERSFIELD GARDENS TO MOSTYN ROAD	EDGWARE	BURNT OAK	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£137,900	£137,900	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt

12	2011/12	-	HOOP LANE	MEADWAY GATE TO FINCHLEY ROAD	NW11	GARDEN SUBURB	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£99,500	£45,803	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Micro Asphalt surfacing (new treatment), existing surface HRA, view to seal surface as there were no significant structural problems - localised patching to compliment thin surfacing.
13	2011/12	-	VICTORIA ROAD	LAWRENCE STREET TO ALBERT ROAD	NW7	MILL HILL	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£57,500	£24,275	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Micro Asphalt surfacing (new treatment) - This road may be affected by water leak. Unless confirmation that water broad has repaired the leak then this road should be deferred
14	-	-	ROWAN WALK	WHOLE LENGTH	N2	GARDEN SUBURB	FINCHLEY & GOLDERS GREEN	STRUCTURAL	CARRIAGEWAY RESURFACING	£60,400	£60,400	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
15	-	-	BELMONT AVENUE	WORST SECTION	EN4	EAST BARNET	CHIPPING BARNET	STRUCTURAL	LARGE SCALE PATCHING	£155,385	£15,000	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	This road showing insufficient defects and thus should be deferred from the programme. Patching only - 90% funding to be transferred to another scheme
16	-	-	CHALTON DRIVE	WHOLE LENGTH	N2	GARDEN SUBURB	CHIPPING BARNET	STRUCTURAL	LARGE SCALE PATCHING	£64,400	£64,400	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
17	2011/12	-	MANOR HALL AVENUE	WHOLE LENGTH	NW4	FINCHLEY CHURCH END	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£88,100	£88,100	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Similar in condition to Manor Hall Drive which links Manor Hall Ave - some sunken areas otherwise surface profile is good and one option is to be considered for Micro Asphalt surfacing (new treatment)
18	-	-	ASHURST ROAD	WORST SECTION	EN4	EAST BARNET	CHIPPING BARNET	STRUCTURAL	CARRIAGEWAY RESURFACING	£53,320	£53,320	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Dense bitumen macadam - resurface top section and extend to no.88 / localised patching remaining section where necessary
19	-	-	THE AVENUE	WHOLE LENGTH	EN5	HIGH BARNET	CHIPPING BARNET	STRUCTURAL	CARRIAGEWAY RESURFACING	£91,920	£44,368	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Micro Asphalt surfacing (new treatment) and localised patching and or option of Resurfacing using HRA
20	2011/12	-	HALE DRIVE	WORST SECTION	NW7	HALE	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£113,500	£113,500	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
21	2011/12	-	ARGYLE ROAD	WHOLE LENGTH	BARNET	HIGH BARNET	CHIPPING BARNET	STRUCTURAL	CARRIAGEWAY RESURFACING	£33,450	£33,450	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Dense bitumen macadam or HRA - resurface into Granville Road up no 11
22	-	-	VIVIAN AVENUE	ALDERTON ROAD TO STATION ROAD	NW4	WEST HENDON	HENDON	STRUCTURAL	CARRIAGEWAY RESURFACING	£303,865	£303,865	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Traditional -Hot Rolled Asphalt
23	-	-	AITKEN ROAD	WHOLE LENGTH	EN5	UNDERHILL	CHIPPING BARNET	STRUCTURAL	CARRIAGEWAY RESURFACING	£49,800	£22,918	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Micro Asphalt surfacing (new treatment) and minor patching

No works btw  
01/07/2012 and  
09/09/2012





ADDITIONAL FUNDING PROPOSAL - £3.5 MILLION- FOOTWAY (BUDGET SPLIT BETWEEN FOOTWAY AND CARRIAGEWAY)														
Priority Order - (AESC criteria approved)	Scheme recommended in previous year - date shown	Road Number	Road Name	Section	Area	Defects Type	Ward	District	Type of Works	Estimated Budget Allocation	Revised Budget	Existing Traffic Management Measures	Comments	Alternative Treatments and roads linking shopping areas and of special interest
3	2012 Games- EMBARGO-No planned road and street works during Games period- S13 Olympic Act 2006		SANDERS LANE	WORST SECTIONS	HENDON		MILL HILL	NW7	FOOTWAY RELAY	£57,500		TO BE ASSESSED	BOROUGH FUNDED - CAPITAL / (POSSIBLE S106)	200 m from Mill Hill East Tube Station
17	2011/12		MAYS LANE	MANOR ROAD TO ALAN DRIVE (WORST SECTIONS)	CHIPPING BARNET		UNDERHILL	BARNET	FOOTWAY RELAY	£99,700		TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	School and local shops
21			HURSTWOOD ROAD	WORST SECTIONS	FINCHLEY & GOLDERS GREEN		GOLDERS GREEN	NW11	FOOTWAY RELAY	£100,000		TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Access to Tennis Courts and Bowling Green
23	No works btw 01/07/2012 and 09/09/2012		EAST BARNET TOWN CENTRE	FROM EAST BARNET BAPTIST CHURCH EAST BARNET ROAD TO CAT HILL BRIDGE AND CHURCH HILL ROAD FROM LITTLE GROVE TO EAST BARNET ROAD	CHIPPING BARNET		EAST BARNET	NEW BARNET	FOOTWAY RELAY	£195,000		TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Town Centre shopping Area
22	No works btw 01/07/2012 and 09/09/2012		TEMPLE FORTUNE TOWN CENTRE	MONKVILLE AVENUE TO HUNTINGDON ROAD	FINCHLEY & GOLDERS GREEN		GARDEN SUBURB	NW11	FOOTWAY RELAY	£379,900		TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Town Centre shopping Area
	2011/12	A407	CRICKLEWOOD LANE	200M EITHER SIDE OF JW MORTIMER CLOSE	FINCHLEY & GOLDERS GREEN		CHILDS HILL	NW2	FOOTWAY RELAY	£44,300		TO BE ASSESSED	HIGH PRIORITY	
a	2011/12	-	CHANDOS AVENUE	PHASE 2 (WORST SECTIONS BETWEEN LANGTON AVENUE AND OAKLEIGH PARK NORTH)	CHIPPING BARNET		OAKLEIGH	N20	FOOTWAY RELAY	£55,000		TO BE ASSESSED	HIGH PRIORITY	Linking High Road Wheistone Shops and Oakleigh Park North Railway Station
a	2011/12	-	OAKLEIGH PARK SOUTH	PHASE 2 (WORST SECTIONS)	CHIPPING BARNET		OAKLEIGH	N20	FOOTWAY RELAY	£55,000		TO BE ASSESSED	HIGH PRIORITY	Linking Oakleigh Park Railway station
a	2011/12	-	COLINDALE AVENUE	WORST SECTIONS	HENDON		COLINDALE	NW9	FOOTWAY RELAY	£56,005		TO BE ASSESSED	HIGH PRIORITY	Shops and Burnt Oak Broadway Tube Station
a	2011/12	A5	BURNT OAK BROADWAY	WORST SECTIONS	HENDON		BURNT OAK	EDGWARE	FOOTWAY RELAY	£51,640		TO BE ASSESSED	HIGH PRIORITY	Burnt Oak Broadway Town Centre Shops, Edgware Hospital
	2011/12	-	FRIERN PARK	WORST SECTIONS	FINCHLEY & GOLDERS GREEN		WOODHOUSE	N12	FOOTWAY RELAY	£275,000		TO BE ASSESSED	HIGH PRIORITY	
a	2011/12	-	TORRINGTON PARK	WORST SECTIONS	FINCHLEY & GOLDERS GREEN		WOODHOUSE / COPPETTS	N12	FOOTWAY RELAY	£275,000		TO BE ASSESSED	HIGH PRIORITY	Linking High Road North Finchley Town Centre Shops
	2011/12	-	SQUIRES LANE	(WORST SECTIONS)	FINCHLEY & GOLDERS GREEN		WOODHOUSE / WEST FINCHLEY	N3	FOOTWAY RELAY	£105,985		TO BE ASSESSED	HIGH PRIORITY	Sternberg Centre, Schools, Sports Ground & Finchley Central Station
										<b>£1,750,000</b>				
ADDITIONAL FUNDING PROPOSAL - £3.5 MILLION - CARRIAGEWAY (BUDGET SPLIT BETWEEN FOOTWAY AND CARRIAGEWAY)														
Grouped for possible additional funding (a - high priority b - medium priority)	Scheme recommended in previous year - date shown	Road Number	Road Name	Section	Area	Defects Type	Ward	District	Type of Works	Estimated Budget Allocation	Revised Budget	Existing Traffic Management Measures	Comments	Alternative Treatments and roads linking shopping areas and of special interest
a	2011/12	B552	THE RIDGEWAY	MILESPIT HILL TO HAMMERS LANE ; ENGL PARK TO BURTONHOLE LANE	HENDON	STRUCTURAL	MILL HILL	NW7	CARRIAGEWAY RESURFACING	£135,400	£135,400	TO BE ASSESSED	HIGH PRIORITY	Mill Hill School, St Pauls C of E Primary School, Medical Research Centre and Rhodes Clinic
b	2011/12	-	CRESCENT ROAD	WORST SECTIONS	CHIPPING BARNET	STRUCTURAL	BARNE EAST BARNET	NEW BARNET	CARRIAGEWAY RESURFACING	£176,500	£44,415	TO BE ASSESSED	MEDIUM PRIORITY	Micro Asphalt surfacing (new treatment) and structural weaken areas to be dealt with by localised patching
b	2011/12	B550	FRIERN BARNET LANE	MYDDELTON PARK TO HIGH ROAD	CHIPPING BARNET	STRUCTURAL	OAKLEIGH / TOTTERIDGE	N20	CARRIAGEWAY RESURFACING	£195,600	£195,600	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Nursery, Police Station and access to High Road Whetstone Shops
b	2011/12	-	BROADFIELDS AVENUE	WATFORD WAY TO HARTLAND DRIVE	HENDON	STRUCTURAL	EDGWARE	EDGWARE	CARRIAGEWAY RESURFACING	£221,100	£221,100	TO BE ASSESSED	BOROUGH FUNDED - CAPITAL	Access Catholic Church and Broadfields Primary School and Holland House School



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## Appendix D

Risk Assessment Form					
Scheme:	Planned Highway Maintenance Works				
Objective:	To undertake programmed maintenance work to preserve the asset, to provide a sustainable environment, to minimise cost over time, to add the community value to the network and to contribute to safety improvements for example skidding resistance and riding quality.				
Risk Category	Description	Likelihood of not being met	Impact	Response	
Strategic	NIs (National Indicators) targets to improve the condition of roads and pavements may not be met.  Corporate target to halt deterioration of condition of highway by eliminating backlog of repairs within specified period may not be met.	L  M	H  H	Accept – Programme objectives will help to meet NI targets  Exploit – An opportunity to improve traffic flows and/or reduce congestion by reviewing existing traffic calming measures  Accept – All Funding sources including Transport for London and Neighbourhood Renewal Funding needs to be exploited, in addition to consideration of Prudential Borrowing.  Reduce – Timely co-ordination with other works and notifications to TfL for impact on Trunk London Road Network and Strategic Road Network, early programming and use of project management system and on-site monitoring will reduce disruptions and delays to residents and road users during works by contractors.  Reduce – Promotion and reinforcement of key objectives and corporate plan with all staff	
Operational	Lack of forward planning and poor performing contractors may lead to delays in implementation and increased inconvenience to residents.	L	H	Reduce – Procedures and monitoring in place to ensure that works are carried out to ensure value for money in the long term and minimise risks of financial irregularities.  Reduce – Procedures in place to audit safety of works and current legislation adhered to and ongoing monitoring.	
Staffing & Culture	Staff may not be aware of targets and objectives	L	H	Reduce – Promotion and reinforcement of key objectives and corporate plan with all staff	
Financial	Inability to maintain works within allocated budget.	L	H	Reduce – Procedures and monitoring in place to ensure that works are carried out to ensure value for money in the long term and minimise risks of financial irregularities.	
Compliance	Work outside relevant Legislation and council policies	L	H	Reduce – Procedures in place to audit safety of works and current legislation adhered to and ongoing monitoring.	

Key to risk or impact H=high M=Medium L=Low

AREA ENVIRONMENT SUB COMMITTEES: HIGHWAYS PLANNED MAINTENANCE WORKS 2012/13		
APPENDIX C: PROVISIONAL DRAFT BUDGET 2012/13		
Budget Source	Description	2012/13 Total Budget
<b>TfL 2011/12 programme:</b>		
	Principal Road Maintenance	£945,000
	Local Transport Funding	£100,000
	Corridors, Neighbourhoods and Supporting Measures	£3,729,000
		Funding to include carriageway resurfacing and footway relay works among other measures
	<b>Total Funds from TfL</b>	<b>£4,774,000</b>
	<b>Capital:</b>	
	Highways Planned Maintenance Programme	£3,000,000
		Funding to include carriageway resurfacing and footway relay works
		Subject to approvals from: Cabinet Member for Environment & Transport ; Overview and Scrunity Committee during February 2011
	<b>Total</b>	£3,000,000
	<b>Revenue:</b>	
	Responsive Maintenance (Subject to Change)	£404,000
		These figures are subject to change depending on Reactive Maintenance work undertaken in each area. Actual figures may vary. Subject to approvals from: Cabinet Member for Environment & Transport ; Overview and Scrunity Committee during February 2011
	<b>Total Revenue</b>	<b>£404,000</b>
	<b>Section 106 Schemes</b> (Subject to change)	
		Sums allocated are not exclusively to fund Highways Planned Maintenance Programme. Other Highway Improvements would also be funded from this budget
	<b>Grand Total</b>	<b>£8,178,000</b>

## Traffic Management Measures Review Process

### Notification of Works

Residents will be given an initial 3 weeks notification of the scheduled resurfacing work to be undertaken on their road. The objective is to provide sufficient notice of the changes which will take place.

### Consultation

The following groups will be contacted as part of the technical assessment process. They will be sent a feedback form asking for their opinions about the work which has taken place on their road. Other interest groups such as Public Transport services will also be contacted, where applicable:

- **Residents** – The re-assessment of traffic management measures in a particular road will raise some concerns of local residents. Residents will have an opportunity to voice their opinions via the residents feedback form. The Officer responsible for the Traffic Management Review will include these as part of the technical assessment process.
- **Ward Members** – The views of the local Councillors will be taken into consideration as part of the technical assessment process. Councillors will also be sent a Feedback form requesting their views.
- **Chairman of the relevant Area Environment Sub Committee**
- **Emergency Services** – The Police, Fire Brigade and Ambulance Services will be contacted for their views on how the traffic management measures affect their ability to respond to emergencies and/or deliver vital services.

All consultees will be given time to pay particular attention to the highway conditions both pre and post works before consultation returns are requested.

### Technical Assessment

The Technical Assessment will assess whether the removed traffic management measures continue to address the original safety / movement objectives. This will consist of a pre-speed survey, which will be conducted prior to the resurfacing and a post speed survey. These surveys will allow a comparative analysis to be undertaken to show how the removal of the measures affect the average speed of vehicles travelling along the road. Accident data, recorded by the Metropolitan Police Service, is collated to show how many personal injury accidents have taken place over the past three years. The views of the residents, ward members and emergency services will also be included in the Technical Assessment. There will be a presumption not to re-provide any measures that cannot show any quantifiable benefit to the community.

### Report and Decision

The Interim Director of Environment, Planning and Regeneration will present a synopsis of the Officer findings, including the Traffic Management Review results

and will make recommendation to the Lead Member for Environment, Planning & Regeneration for a decision.

**Informing Residents of the Decision**

Residents will be informed of the decision through a letter drop to all residents that returned a completed questionnaire.



AGENDA ITEM 6

Meeting	Cabinet
Date	20 June 2012
Subject	Cabinet approval of The Barnet Skills, Employment and Enterprise Action Plan; and a package of targeted support to help young people into employment, including support to local businesses.
Report of	Leader of the Council  Cabinet Member for Education, Children and Families
Summary	This report: <ol style="list-style-type: none"> <li>1. Seeks Cabinet approval of the Barnet Skills, Employment and Enterprise Action Plan 2012-2015. The Plan sets out the actions the council will take, in partnership with the local public sector and community groups, to help tackle unemployment in the borough and create the right conditions to encourage growth and enterprise.</li> <li>2. Recommends a package of targeted, time-limited programmes to support unemployed 16-24 year olds into employment (including those classified as 'NEET' – Not in Education, Employment or Training). The £1 million package of support, for 2012-13, will directly benefit young people in the borough and local businesses.</li> </ol>

Officer Contributors	Stephen Evans, Assistant Director, Strategy Jay Mercer, Deputy Director, Children's Service Jodie Yandall, Skills and Enterprise Manager Carolyn Roche, Skills Development Officer
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive

Enclosures

Appendix A: Skills, Employment and Enterprise Action Plan  
2012-2015

Appendix B: Supporting young people into employment – a  
package of support for 2012-13

Contact for Further  
Information:

Jodie Yandall, Skills and Enterprise Manager, 020 8359 7975

## **1. RECOMMENDATIONS**

The Cabinet is asked to approve:

- 1.1 The Barnet Skills, Employment and Enterprise Action Plan 2012 – 2015, as attached in Appendix A.**
- 1.2 The recommended package of targeted, time-limited support, costing £1m in 2012-13, to support 16 – 24 year olds into employment, including those classified at ‘NEET’. The beneficiaries of the package, which has been approved by major public sector partners and discussed with central Government, will be unemployed young people and local businesses.**
- 1.3 That the Leader of the Council be authorised to agree any minor changes to the Skills, Employment and Enterprise Action Plan and proposed support package in order to ensure effective delivery.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet 14 September 2011 (Decision Item 7). Cabinet approved the Regeneration Strategy and agreed the development of a Skills, Employment and Enterprise Strategy for the borough.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Skills, Employment and Enterprise Action Plan for the period 2012-15 sits beneath the council’s Regeneration Strategy. It supports the council’s Corporate Plan and the Sustainable Community Strategy, by seeking to create the right environment in which business and enterprise can prosper, despite the challenging economic climate.
- 3.2 The proposed package to support young people into employment is aligned with the council’s commitment within the Corporate Plan to ‘invest additional resources to develop skills and employment programmes for young people, support enterprise and provide opportunities for residents to acquire skills’.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Without a Skills, Employment and Enterprise Action Plan, the council lacks a strategic framework to guide the delivery and coordination of initiatives to support Barnet’s economy. This creates the risk of duplication of provision and poor allocation of resources across partners in the borough. The Action Plan provides the framework for agencies to work together, share expertise and data and tailor both mainstream activity and new initiatives to support this shared agenda.
- 4.2 The success of the Action Plan is dependent on the full cooperation and commitment of all key agencies. As the strategic leader in the borough, Barnet Council will work with its local public sector partners, community organisations and the business sector to drive forward a coordinated approach to skills,

employment and enterprise in order to help us to achieve our shared objective of Barnet remaining a successful London suburb.

- 4.3 An area of immediate concern is the number of Barnet's 16 to 24 year olds who are Not in Education, Employment or Training (NEET) as a consequence of the current economic climate. By working with local partners to deliver a targeted, time-limited package of support for young people, the council can channel limited resources to good effect. The delivery of the programme will be fully evaluated to ensure value for money and accordance with contract procedure rules.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 A report presented to Budget and Performance Overview and Scrutiny Committee on 15 March 2012 on the seasonal fluctuations in 16-18 young NEET people revealed that, although figures in Barnet are relatively low, they have increased since January 2008.
- 5.2 Males and white British young people are overrepresented among young people classified as NEET. Vulnerable groups such as children in and leaving care and young mothers are more likely to be NEET. Targeted support as set out in the Skills, Employment and Enterprise Action Plan is expected to increase opportunities for these young people and reduce inequalities.
- 5.3 There are some differences within the Barnet context for the 16-19 cohort (which is the age range we have the most comprehensive information on). In Barnet, as of March 2012:
- 34.3% of NEETs were 'white British' - an overrepresentation in the 16-19 cohort as a whole; and
  - males account for 57.7% of all NEETs
- 5.4 Of particular cause for concern is the fact that 41.6% of the total number of NEETs have been NEET for 1-2 years and 9.2% of NEETs were not ready/willing to work or learn. Targeted marketing and support, particularly in more deprived areas in the west of the borough, will aim to focus on some of these harder to reach groups who have been NEET for a longer period of time.
- 5.5 The wider Skills, Employment and Enterprise Action Plan 2012-15 (see Appendix A) has the main aim of addressing unemployment and deprivation through specific initiatives to support our most vulnerable residents. It also aims to support business growth.
- 5.6 Targeted support packages have been developed for NEET young people aged 16-24 living in Barnet, to suit a range of situations and barriers, including those with disabilities (see Appendix B). Opportunities will be available borough-wide, but the delivery of the package will consider how resources can be targeted to support those young people in traditional 'hotspots' of deprivation.

- 5.7 To test the success of the package of support being proposed, a series of Equalities Impact Assessments will be developed using the council's corporate equalities questions, as set out in the 2012-13 Corporate Plan.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 The wider Skills, Employment and Enterprise (SEE) Action Plan 2012-15 as set out in Appendix A, will rely on our partners realigning their provision to meet the needs of the borough and will also look at potential funding opportunities which can be bid for to enhance the service offer. As such, there will be no financial or staffing implications as a result of implementing the SEE Action Plan, other than continuing the funding of existing staff resource. The council's role in delivery of the SEE Action Plan will be through a cross-service approach between Children's Service and the Regeneration Service.
- 6.2 **Financial implications** – £1m to be spent by 31 March 2013 for initiatives to support young people into employment, as set out in Appendix B. This will be funded from the £5m 'Service Priorities Fund' which was agreed as part of the council's budget for 2012-13.
- 6.3 **Sustainability** - partnership working is to be further developed through joint working and the pooling of resources to ensure that projects have sustainable outcomes following the funding period ending 31 March 2013. Key partners involved in the development and implementation of the package include Middlesex University, Barnet and Southgate College, CommUNITY Barnet and Job Centre Plus.
- 6.4 **Staffing** - there are additional staffing resources for the delivery of the NEETs package which will equate to around £120k. Any additional posts required to deliver the package will be short-term contract posts for 2012-13 only and will be wound up once the package has been successfully delivered.
- 6.5 **Procurement** – threshold levels for procurement will be adhered to and lead officers for each option will work closely with the Procurement Team to ensure the correct procurement requirements have been met.

## **7. LEGAL ISSUES**

- 7.1 A Skills, Employment and Enterprise Action Plan is not a statutory requirement. However, Section 2 of the Local Government Act 2000 empowers the Council to, amongst other things, incur expenditure, and enter into arrangements and agreements in order to promote and improve the economic, social and environmental well being of its area with regard to its community strategy. The Council's promotion of a Skills, Employment and Enterprise Action Plan will benefit its residents.
- 7.2 Section 1 of Chapter 1 of the Localism Act 2011 was brought into force by the Communities and Local Government Department by means of the Localism Act 2011 (Commencement No.3) Order 2012. This legislation provides local

authorities with a broad power to do anything that individuals may do subject to any specific restrictions on local authorities contained in legislation.

- 7.3 Consequential amendments to the Localism Act 2011, in the form of the Localism Act 2011 (Consequential Amendments) Order 2012, includes the repeal of the “Well Being” powers created by Section 2 of the Local Government Act 2000 and referred to in paragraph 7.1 above. The current proposal is that this will be brought into force later this year.

## **8. CONSTITUTIONAL POWERS**

- 8.1 Constitution (Part 3) – Responsibility for Functions sets out the responsibilities of the Executive and reserves to Cabinet the approval of strategies (section 3.8).
- 8.2 Approval of the Skills, Employment and Enterprise Action Plan and the proposed package of support to help young people into employment is a key decision as it involves expenditure in excess of £500,000 and will have a positive impact on the community, by providing employment and skills initiatives for young people aged 16-24 years old.

## **9. BACKGROUND INFORMATION**

- 9.1.1 Barnet is a successful borough with high employment rates, high levels of entrepreneurialism, a well qualified and economically mobile working age population and comparatively low rates of worklessness.
- 9.1.2 However, the current economic climate has led to challenges for both residents and businesses in Barnet, as it has for the rest of the country:
- Employment growth has been slow, with the borough failing to keep pace with the London economy.
  - Unemployment is growing, the number of Job Seeker’s Allowance (JSA) claimants in Barnet has increased by 5.8% over the last year.
  - The recession has further alienated the long term unemployed, particularly in the hotspots of deprivation in the west of the borough.
  - There are new cohorts of residents joining an increasingly competitive jobs market. Those facing the greatest challenge are young people aged 16 to 24 years. (See NEET figures under immediate issues below)
  - The percentage of recent graduates employed in lower skilled jobs has increased sharply and unemployment rates for new graduates are rising.
- 9.1.3 Although there is already significant provision in the borough, delivered through the local public and community sector and local businesses, the challenges for the economy continue to grow and need to be tackled. Without a common framework for supporting our economy, there remains a risk of uncoordinated provision, duplication and continued gaps in delivery.
- 9.1.4 The need for a Skills, Employment and Enterprise Action Plan – accompanied by a targeted package of support to help young people into employment - is therefore more critical than ever. It will provide a proper evidence base and shared framework which all key agencies are signed up to, enabling agencies

to work together more effectively, share expertise and data, and tailor both mainstream activity and new employment and skills initiatives to the needs of the borough.

## **9.2 Skills, Employment and Enterprise Action Plan 2012 – 2015**

9.2.1 The Skills, Employment and Enterprise Action Plan (Appendix A) recognises the borough's strengths and focuses on the areas that are threatening its prosperity. It sets out priorities that will support Barnet's economy and addresses the challenges faced by residents and businesses that may impact on the economy.

9.2.2 The objectives of the Plan are focused on:

- Better connections between business and education
- Addressing unemployment in the borough, particularly worklessness and young people who are Not in Employment, Education or Training (NEET)
- Enhanced support for our town centres to support their prosperity
- Better coordination of business support and engagement
- Encouraging economic development by exploring growth and inward investment opportunities

9.2.3 In developing the Action Plan, the council has been careful to ensure that it complements and coordinates with the many initiatives that are already being delivered, with a focus on innovative solutions and responding to gaps in delivery. The Plan has been developed in consultation with key partners such as Middlesex University, Barnet and Southgate College, Jobcentre Plus and CommUNITY Barnet as well as in discussion with central government and local businesses to ensure that it is reflective of the needs in the borough.

## **9.3 Immediate Issues – supporting unemployed young people into work**

9.3.1 Although the council's role is generally one of facilitation, there are areas where consideration should be given to further intervention. A particular cause for concern at the moment is the number of 16 to 24 year olds who are classified as 'NEET' (not in employment, education or training) due to the current economic climate, and for which existing provision has not been able to reverse the upward trend. This has been highlighted at a national and local level.

9.3.2 Locally in Barnet:

- The number of JSA claimants aged 18-24 has increased from 1,005 in August 2008 (3.6% of the total cohort) to 1,430 in April 2012 (5.2% of the total cohort), showing that JSA claimant figures for this age group are rising
- NEET figures are below the national average, with 4.0% of 16-19 year olds classed as NEET at November 2011. However, following the end of the academic year there is traditionally a significant increase in the number of young people whose status is 'not known' and at risk of becoming NEET. In November 2011 the figure for 'not knowns' stood at 17.4%, which is above the national average.
- The percentage of JSA claimants in Barnet within the Job Centre Plus age category of 18-24 years holding a degree qualification is 10%.

9.3.3 As such, the Skills, Employment and Enterprise Action Plan places an early focus on priorities around supporting those young people classified as NEET.

#### **9.4 A targeted package to support unemployed young people into work in Barnet**

9.4.1 The government has set aside around £1bn over the next three years to support unemployed young people through its 'Youth Contract'. The council is working with local partners to ensure that Barnet receives its share of this funding. But there is scope to do more locally.

9.4.2 When the council's budget for 2012-13 was agreed by Council in March this year, £5m was set aside to fund service priorities during the year. It is from this source of funding that a targeted, time-limited package to support young people into employment across the borough – funding which will also benefit local businesses – will be drawn.

9.4.3 An essential part of the council's response to the skills and enterprise agenda is the need to work with partners, local businesses and young people to coordinate an 'offer' to young people and ensure that the skills needs of employers are addressed by training providers. The borough's response is based around two strands:

- An increased level of engagement – between partners; with businesses and with young people; and
- Targeted support - time-limited support to businesses and to support young people into employment.

9.4.4 The council has worked with local partners to develop projects which plug the gaps in delivery and provide creative and innovative solutions. The council's main role is to coordinate, support and promote new and existing initiatives across the borough. Delivery of the initiatives set out in the Action Plan will be carried out through the council's key local partners, such as Middlesex University, Barnet and Southgate College, Job Centre Plus and CommUNITY Barnet. The intention is that, if successful, at the end of the time limited period, our partners would consider mainstreaming some of these initiatives. However, the package would require a small amount of resource to be funded within the council in order to ensure its success. Full details of the recommended package of support to help young people into employment is set out in Appendix B.

#### **9.5 Delivery and governance**

9.5.1 It is proposed that a 'Barnet Skills and Enterprise Project Board' is established to take on responsibility and delivery of the Skills, Employment and Enterprise Action Plan. The Board would be a small, strategic group made up of senior officers from Barnet Council, Middlesex University, Barnet and Southgate College, Jobcentre Plus, CommUNITY Barnet and a representative from Barnet's secondary schools. It is suggested that the Skills and Enterprise Project Board would be accountable to the council's Regeneration Programme Board.



9.5.2 A working group would be established to ensure effective delivery and monitoring of the package to support young people into employment, reporting progress to the Barnet Skills and Enterprise Project Board.

## **10. LIST OF BACKGROUND PAPERS**

10.1 None

<b>Cleared by Finance (Officer's initials)</b>	<b>JH</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>SWS</b>

## **APPENDIX A:**

### **SKILLS, EMPLOYMENT AND ENTERPRISE ACTION PLAN 2012 - 2015**

#### **1. Introduction**

##### **Purpose of the Plan**

- The aim of the Action Plan is to ensure the continued success of Barnet as a London suburb by providing the opportunities and support for residents and businesses to enable them to actively participate in and contribute to Barnet's economy.
- The Plan provides a strategic framework for the delivery of initiatives to support Barnet's economy. There are many partners in the borough with shared objectives around this agenda. There are also a number of initiatives already being delivered, these are currently not coordinated and are at risk of duplication.
- With our limited and valuable public resources, it is important that any initiatives are based on a proper evidence base which all key agencies are signed up to. The Plan provides the framework for agencies to work together, share expertise and data and tailor both mainstream activity and new initiatives to the needs of the borough.

##### **Background**

- Barnet is a successful borough which compares well with London averages with comparatively low rates of worklessness, high rates of self employment and entrepreneurialism, a qualified and economically mobile working age population and generally low levels of deprivation concentrated in small areas and on housing estates.
- The difficult national and local economic conditions have led to challenges for residents and businesses in Barnet. Employment growth has been slow, with the borough failing to keep pace with the growth of the London economy.
- In general, Barnet's town centres have continued to be successful. However, a rise in vacancy rates and an increasing number of certain kinds of stores such as betting shops, discount shops and charity shops indicate that some town centres are facing a decline.
- The recession has further alienated the long term unemployed, particularly in the hotspots of deprivation in the West.
- It has also led to new cohorts of residents joining an increasingly competitive jobs market. Those facing the greatest challenge are young people aged 16 to 24.
- There are also opportunities coming to the borough, with GLA forecasts suggesting that employment within the borough will grow by some 14,000 over the period 2011– 2031 and regeneration forecast to create 22,500 new jobs.

#### **2. Vision and objectives**

##### **Our overall vision is to:**

*“Ensure the continued success of Barnet through ensuring a healthy competitive business environment built on an entrepreneurial culture with improved access to quality employment opportunities for all residents”*

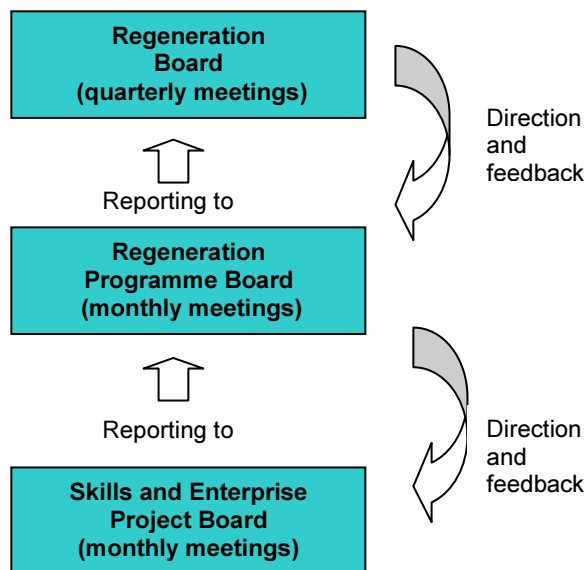
##### **The objectives of this Plan are to:**

- Develop better connections between business and education, including tailored skills provision that is reflective of employer requirements; and training opportunities in the workplace (such as Apprenticeships).
- Address unemployment in the borough, particularly for those furthest from the labour market and young people in the borough who are experiencing challenges as a result of the current economic climate.
- Enhance support for town centres to ensure they continue to contribute to the prosperity of the borough.
- Provide better coordination of business engagement, advice and support in order to support entrepreneurs and businesses in reaching their potential.
- Explore growth and inward investment opportunities in the borough to ensure its continuing success.

### **3. Implementation and governance**

- The Plan sets out the high level actions which will cover the period 2012 – 2015. It will be supported by a detailed action plan for delivery. A full review and update of the Plan will be undertaken after 3 years.
- As the strategic leader in the borough, the council will work with its partners to drive forward a coordinated approach in order to help us to achieve our objective of Barnet remaining a successful London suburb.
- The council can also play a strategic role to support the linkage of public service activity and together with our partners we will act as:
  - Strategic leader, facilitator and influencer
  - Commissioner and procurer of services
  - Significant employer, co-ordinator and provider of services
  - Champion for residents and businesses, empowering them to help themselves.
- Responsibility for the Plan will be through the Barnet Skills and Enterprise Project Board which will meet on a monthly basis and report to the Regeneration Programme Board.
- This will be a small, strategic group made up of senior officers from Barnet Council, Barnet and Southgate College, Middlesex University, Jobcentre Plus, CommUNITY Barnet and a representative from Barnet's secondary schools.
- Members of the Skills and Enterprise Project Board will undertake to:
  - agree priorities and deliver their role in the Plan
  - pool resources and joint funding bids
  - establish information and data sharing protocols
  - monitor policy developments
  - conduct monitoring and evaluation
  - agree a quality assurance framework
  - undertake any necessary remedial action

- Members of the Project Board will be at an appropriately senior level within their organisations in order to make decisions at the Board meetings and keep their own organisation and other key partners engaged in the delivery of the Plan.



#### 4. Links to other strategies

- The Plan supports Barnet's aspiration to continue to be a successful London suburb. It sits beneath the Regeneration Strategy and is informed by the Council's Corporate Plan, Sustainable Community Strategy, Local Development Framework and State of the Borough Report 2011.
- It uses the Barnet Economic Insight 2011 as its primary evidence source and will link closely with the Children and Young People's Plan, 14-19 Plan, relevant Town Centre Strategies and the Health and Wellbeing Board. It will also reflect national and regional policy and legislation.

#### 5. Supporting documents and evidence base

- Issues Paper on skills, employment and enterprise, 2011
- Barnet Economic Insight, 2011
- State of the Borough, 2011
- The 'labour market requirements of growth in the London Borough of Barnet' (SQW, January 2006)

#### 6. Funding sources

There are various funding sources available to support the delivery of the Plan:

- **European Social Funding** matched funding (ESF) is available to support the objectives of the Work Programme to fill any gaps in welfare provision and support those hardest to reach in the labour market, with a focus on families into work.

- **Mayor's Outer London fund** is designed to rejuvenate town centres in outer London boroughs. Cricklewood and North Finchley have been successful for Round 2 securing approximately £3m between them.
- **Section 106 employment and training funding** with approximately £8million of section 106 employment and training contributions from development in the borough.
- **Flexible Support Fund** supports innovative projects that assist vulnerable groups into employment and must be additional to the work of Jobcentre Plus.
- **2012-13 Service Priorities fund** will provide £1m of funding for a targeted, time-limited package of support to help young people into employment – with a focus on those classified as 'NEET'.

**SKILLS, EMPLOYMENT AND ENTERPRISE ACTION PLAN 2012 - 2015  
LONDON BOROUGH OF BARNET**

Work Area	Timescale	Lead partner	Key partners	Resource implications
<b>1. Work with partners to understand the skills and employment needs of local businesses</b>				
Develop and deliver a Business Engagement strategy	April 2012	LBB Regeneration Service / CES	Middlesex University, Barnet & Southgate College, Jobcentre Plus	Staff resource
Host a series of business engagement events	April 2012 to 2015	LBB Regeneration Service / CES	Middlesex University, Barnet & Southgate College, Jobcentre Plus	Staff resource
Commission a joint survey with Middlesex University and Jobcentre Plus to understand businesses in the borough	July 2012	LBB Regeneration Service / CES	Middlesex University, Jobcentre Plus	Joint funding
<b>2. Targeted support to 16 to 24 year old NEETs and unemployed graduates (2012-13)</b>				
<b>Apprenticeships</b>				
- Support the Barnet Apprenticeship Training Agency model through marketing and communications	June 2012 to 2015	LBB Children's Service	Schools, Barnet & Southgate College, Middlesex University	2012-13 Service Priorities fund
- Create an 'Apprenticeships fund' to subsidise training costs for businesses	August 2012 to 2013	LBB Children's Service	LBB Regeneration Service	2012-13 Service Priorities fund
- Create a council apprenticeship scheme targeted at key areas of demand (i.e. young people in or leaving care)	August 2012 to 2013	LBB Human Resources	LBB Children's Service	2012-13 Service Priorities fund
<b>Internships and work placements</b>				
- Create an 'internships fund' for covering the costs of internships to small businesses	August 2012 to 2013	LBB Regeneration Service	Schools, Barnet & Southgate College, Middlesex University	2012-13 Service Priorities fund
- Create a council paid internship scheme	August 2012 to 2013	LBB Human Resources	LBB Children's Service, Barnet & Southgate College, Middlesex University	2012-13 Service Priorities fund
- Promote the Youth Contract to SMEs	August 2012 to 2013	LBB Regeneration Service	LBB Children's Service, Barnet & Southgate College, Middlesex University	2012-13 Service Priorities fund
- Support funded work placements in the voluntary sector	Sept 2012 to 2013	LBB Children's Service	ComnUNITY Barnet	2012-13 Service Priorities fund
<b>Deliver a programme of support for young entrepreneurs and graduates</b>				
- Deliver a series of graduate enterprise training courses	July 2012 to 2013	LBB Regeneration Service	Barnet & Southgate College, Middlesex University, Jobcentre Plus	2012-13 Service Priorities fund
- Extend Middlesex University's graduate employment support services to non-Middlesex University unemployed graduates	July 2012 to 2013	LBB Regeneration Service	Middlesex University, Jobcentre Plus	2012-13 Service Priorities fund
- Develop a young persons entrepreneurs	July 2012 to 2013	LBB Regeneration Service	Barnet & Southgate College,	2012-13 Service

Work Area	Timescale	Lead partner	Key partners	Resource implications
mentoring scheme			Middlesex University, Jobcentre Plus	Priorities fund
<b>Tailored support for NEETs</b>				
- Deliver support for NEETs with low skills	Ongoing	LBB Children's Service	Prince's Trust, ESF Providers	ESF
- Engage employers in workplace opportunities for young people with learning difficulties and/or disabilities	May 2012 to 2013	LBB Children's Service	Schools	2012-13 Service Priorities fund
<b>Sector Specific initiatives</b>				
- Undertake research for a Studio School	June 2012	LBB Children's Service	Barnet & Southgate college	2012-13 Service Priorities fund
- Create a retail one stop skills shop for Brent Cross shopping centre	October 2012	LBB Regeneration Service	Hammerson	2012-13 Service Priorities fund / s106
<b>Procurement</b>				
- Develop local procurement and supply chain opportunities	Sept 2012	LBB Procurement	LBB Regeneration Service	Staff resource
<b>3. Reduce worklessness across the borough</b>				
Commission a jobs brokerage service to support unemployed residents back into work	Delivery of Workfinder in Colindale / Stonegrove from Jan 2012 to 2014 with potential to roll out to areas	LBB Regeneration Service	Renaisi, Barnet Homes, CommUNITY Barnet, developers, RSLs	Section 106 / ESF / other funding to be identified
Develop tailored initiatives to remove barriers to employment	Ongoing	JCP	LBB Regeneration Service, Barnet Homes	Potential external funding sources
Deliver support for unemployed people seeking to start up a business	Enterprise Surgeries available at Barnet & Southgate College up to 2013	Barnet and Southgate College, Jobcentre Plus, North London Business	LBB Regeneration	New Enterprise Allowance
Develop tailored employment support for clients with learning difficulties, mental illnesses or physical disabilities	Sept 2012	LBB Adults Services, Jobcentre Plus	LBB Regeneration, CommUNITY Barnet, Richmond Fellowship	Potential external funding sources
<b>4. Better coordination of business engagement, advice and support</b>				
Provide a 'one stop shop' council web portal for business	November 2012	LBB Regeneration	LBB Property Services, LBB Environment, Planning and Regeneration	Staff resource
Establish local business hubs for entrepreneurial support and networking	Concepts developed by November 2012	LBB Regeneration Service	LBB Libraries, Middlesex University, Barnet & Southgate college	Mainstream / external funding sources
Explore innovative uses of premises for business incubation or affordable workspace	Outline business case by December 2012	LBB Regeneration and Planning	LBB Property Services	Staff resource

Work Area	Timescale	Lead partner	Key partners	Resource implications
<b>5. Support for town centres</b>				
Support the Town Centre Business Forums	April 2012 to 2015	LBB Regeneration	LBB Environment, Planning and Regeneration, Police	Staff resource
Improve the physical appearance of our town centres through opportunities such as the Mayor's Outer London Fund	North Finchley & Cricklewood April 2012 to March 2014	LBB Environment, Planning and Regeneration	Relevant Town Centre Business Forums	Mayor's Outer London Fund
Support marketing and promotions, shopfront improvements and creative use of vacant shops through opportunities such as the Mayor's Outer London Fund	North Finchley & Cricklewood April 2012 to March 2014	LBB Environment, Planning and Regeneration	Town Centre Business Forums	Mayor's Outer London Fund
Share best practice to mentor other town centres in improving their vitality	July 2012 onwards	LBB Regeneration	Chipping Barnet Town Team, town centre business forums	Staff resource
<b>6. Encourage growth and inward investment</b>				
Explore our approach to inward investment and growth in the borough	Outline business case by October 2012	LBB Regeneration Service	Middlesex University	Staff resource
Develop a proactive approach to respond to the high level of vacant offices	Outline business case by November 2012	LBB Regeneration	LBB Planning / LBB Property Services	Staff resource



## **APPENDIX B: SUPPORTING YOUNG PEOPLE INTO WORK - A PACKAGE OF SUPPORT TO 16 - 24 YEAR OLDS AND LOCAL BUSINESSES**

This paper sets out a recommended package of targeted, time-limited support to help unemployed 16 – 24 year olds, those classed as NEET (not in Education, Employment or Training, in Barnet into work. The recommended package will be limited to 2012-13 and is costed to total around £1m. Resources will be drawn from the £5m ‘service priorities’ fund which was agreed as part of the council’s budget for this year.

The package has been developed in conjunction with local partners and delivery agencies including Middlesex University, Barnet and Southgate College, Community Barnet, Job Centre Plus and representatives from local business groups. Central government has also been consulted through the Department for Business, Innovation and Skills and Department for Education, to ensure consistency with the direction of travel of national policy.

The recommended package of support is diverse and varied, recognising that there are a number of routes and channels that can be utilised to support young people into employment. The ultimate beneficiaries of the package will be young people themselves but local businesses and community groups will also benefit from the funding available. In this respect, the package represents part of the council’s renewed focus on growth by supporting skills and employment and also supporting local businesses.

The delivery of the package will be led by the council, in partnership with local skills providers including Middlesex University, Barnet and Southgate College and Community Barnet. All programmes will be delivered in accordance with the council’s contract procedure rules.

### **THE PROBLEM**

The current economic climate has led to heightened competition for jobs, with a surfeit of qualified and highly experienced job seekers. This, in tandem with policy reforms such as the removal of the Educational Maintenance Allowance and increased tuition fees, has led to significant challenges for young people. The latest labour market statistics indicate that in Barnet, the number of JSA claimants aged 18-24 has increased from 1,005 in August 2008 (3.6% of the total cohort) to 1,430 in April 2012 (5.2% of the total cohort), showing that JSA claimant figures for this age group are rising.

Overall NEET figures for Barnet are below the national average, with 4.0% of 16-18 year olds classed as NEET (387 young people). Due to the different collection methods of data, it is not currently possible to identify the Barnet 16-24 year old NEET figure. When looking at the wider age definition of NEETs (16-24 year olds), one report suggests that the sub-region of the North East of London has the highest number of NEETs at a level of 20%.<sup>1</sup>

Although the NEET figures for London and Barnet are relatively low, there has been a significant increase in the number of 16-19 year olds whose status is ‘not known’. In November 2011, this was 17.4% of 16-19 year olds in Barnet. This puts the Barnet ‘not known’ figures above the national average, indicating that the true number of NEETs could be much greater.

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<sup>1</sup> <http://www.theworkfoundation.com/Assets/Docs/Off%20the%20map%20-%20PEF%20snapshot%20FINAL.PDF>

## **1. RECOMMENDED PACKAGE OF SUPPORT TO YOUNG PEOPLE AND LOCAL BUSINESSES**

### **FUNDING TO SUPPORT THE TAKE UP OF APPRENTICESHIPS IN BARNET**

#### **I SUPPORTING A BARNET APPRENTICESHIP TRAINING AGENCY (ATA) – CAPACITY BUILDING AND MARKETING**

**Proposed cost:** £100,000

**Proposal:**

- An Apprenticeship Training Agency (ATA) is a new, central government-endorsed model for delivering apprenticeships. The ATA is an independent company which directly employs an apprentice and places them into an accredited work placement. The apprentice remains contracted to the ATA but does the job as if working for the employer. The 'experience' felt by the apprentice will be no different to any other apprenticeship.
- Taking on employment liability has been identified as a key barrier to businesses recruiting an apprentice, particularly during the current economic climate. The main benefit of the ATA approach is that the ATA organisation directly employs the apprentice, rather than a business.
- Employment and financial risks are thus transferred from a business to the ATA, for instance, in the case of an apprenticeship placement which ends prematurely. This particularly supports SMEs (Small and Medium Enterprises) who may find employing an apprentice financially difficult.
- Barnet Children's Service and Barnet and Southgate College have already forged a partnership with a well-established ATA. All parties are keen to establish a Barnet ATA brand to encourage take up of the apprenticeship offer and to support local businesses.
- £100k will provide enough funding to deliver up to 75 apprenticeships through the Barnet ATA. The funding and support of the council will enhance the ability of the ATA to reach this ambitious goal within the project's timeframe by effectively promoting and marketing the Barnet ATA to local businesses and young people.

#### **II APPRENTICESHIP TRAINING SUPPORT FUND FOR SMEs**

**Proposed cost:** £125,000

**Proposal:**

- The Government currently pays 100% of the training costs for apprentices aged 16-18 and 50% of the costs for those aged 19-24.
- Under this proposal, the council will support local SMEs by providing funding for the remaining 50% of training costs for apprentices they take on aged 19-24. This will help to reduce the financial burden on small employers during this difficult economic time. It will also act as an incentive for local businesses to recruit apprentices.
- £125k would cover the 50% additional training costs required for up to 60 apprentices aged 19-24.
- The other strand of this proposal will promote the wider financial incentives available for SMEs taking on an apprentice. Central government has outlined a set of initiatives as part of the Youth Contract. Within this programme,

employers taking on apprentices for the first time are eligible for a wage subsidy grant of £1,500. This incentive, through effective marketing, will ensure a greater take up of apprenticeships among local employers.

## **FUNDING INTERNSHIP PLACEMENTS IN THE BOROUGH**

### **III SME INTERNSHIP SUPPORT FUND**

**Proposed cost:** £125,000

**Proposal:**

- Under this proposal, an 'internship fund' will be created to finance the cost of new internship placements in local businesses. A fund of £125k would pay for the costs of up to 35 three-month placements.
- With appropriate marketing the fund would encourage the creation of paid internship opportunities for young people in a range of local businesses. While some businesses pay interns for their time, it is not legally required. However, paid experience will ensure this option is viable for a range of young people, from varying financial backgrounds. Paid work will also act as a more sustainable route into future employment.
- The fund would be open to all business sectors across the borough. However, we would aim to target businesses based in deprived wards to ensure opportunities were based in close proximity to young people from these areas.

### **IV BARNET COUNCIL INTERNSHIP SCHEME**

**Proposed cost:** £55,000

**Proposal:**

- With work opportunities shrinking, employers are demonstrating their preference for experienced and job-ready candidates. However, young people are often caught in a cycle of requiring experience before they can start employment.
- This proposal will provide 20, three month internship placements within the council for graduates and school leavers at a centrally funded cost of £55k. This could be reduced to around £30k if the minimum wage is paid.
- Interns will be provided with a programme of work which leads to achievable milestones. They will be supported by a manager who will oversee their work and act as a mentor.
- The project will build on the recent unpaid Barnet Internships scheme and offer a more structured programme, remuneration at the minimum wage and a reference and assessment of skills learned during the placement. Interns will be tracked following their placement to measure the success of the internship in securing them employment. Interns could also become an effective pipeline of talent into the organisation.
- The recruitment and selection of candidates will be managed by a third party provider in partnership with the council in a model similar to an ATA. In this way, the third party would pay the interns' salary and take on employment liabilities, reducing the resource needed and risk to the council.

## V SUPPORTING GRADUATES AND YOUNG ENTREPRENEURS

**Proposed cost:** £100,000

### **Proposal:**

- Barnet residents typically reach a high level of academic achievement. However, due to the economic downturn, the borough has been experiencing a steady rise in unemployment among young people with higher level qualifications.
- This proposal will deliver a series of initiatives (at a cost of £100k) to support unemployed graduates and encourage a greater number of young entrepreneurs. There is currently only a limited employability service targeted at a graduate level. Developing our enterprise offer to young people will ensure self-employment is seen as a viable employment option and will also foster economic development within the borough.
- **Graduate support** – funding to develop graduate employability support through workshops, 1-1 guidance, a graduate job club and coaching
- **Enterprise training and support** – funding to deliver enterprise training and offer ongoing support
- **Young entrepreneurs mentoring scheme** – developing a Barnet mentoring scheme which matches young entrepreneurs with successful business people in the borough
- **'Business Angels'** – developing a scheme to identify and encourage local businesses to become 'Business Angels' through wider mentoring support. This option will also develop relationships and networks with local businesses to enhance employment and skills programmes for the wider benefit of Barnet residents.

## VI DEVELOP PROPOSALS FOR A BARNET 'STUDIO SCHOOL'

**Proposed cost:** £50,000

### **Proposal:**

- Studio Schools are a new type of school which provide 14-19 year olds with a technical education focused on developing employability skills, alongside academic and vocational courses (at a GCSE and A Level standard). They are small schools, typically with around 300 pupils, delivering mainstream qualifications through project based learning.
- Studio Schools offer clear pathways to work. A firm commitment from a range of local employers will provide work experience placements, mentoring and visits, as well as engagement with the students on the curriculum projects related to their sector of work.
- There is a demand from parents and young people in the borough for an education offer which will specifically increase young people's employability, in particular, those suitable to following a more vocational route which will help them embark on a career on leaving school.

- This proposal aims to explore the option of developing a Studio School in the borough through conducting a feasibility plan and submitting a free school application. It is anticipated that there will be another round of invitations to submit applications to open Studio Schools in September 2014. If successful a new Studio School in Barnet, could potentially enrol 80 students at age 14 and more at post 16 years.
- If a local proposal is accepted, the capital development and revenue costs of up to £750k would be available from the DfE through the free schools route to contribute to the refurbishment of a suitable building.

## **VII DEVELOP A RETAIL ONE STOP SKILLS SHOP**

**Proposed cost:** up to £150,000

### **Proposal:**

- This proposal is to explore the development of a Retail 'One Stop' Skills Shop to service the Brent Cross shopping centre and the wider retail sector in Barnet. The project would provide retail training for young people, tailored to the needs of employers, with the aim of guaranteed interviews on completion of the training.
- The timeframes required to develop this may go beyond that of this package's funding period (up to March 2013). This project therefore may have to be removed from this package of support once the initial exploration phase has been completed.
- Our ambition is to initiate the project through a pilot scheme but to encourage the ongoing delivery of the One Stop Shop by funding through the Brent Cross shopping centre, other retailers in the borough or linked with future section 106 contributions from the Brent Cross Cricklewood development.
- The 'pump priming' funding would enable the development of a partnership board and the commissioning of an external provider to deliver the pilot phase of a Retail One Stop Skills Shop with either a virtual or physical presence. Costs may potentially include the deliverer employing two members of staff, costs of the hire of a venue from which to operate, and marketing and publicity.

## **VIII EMPLOYMENT THROUGH THE VOLUNTARY SECTOR**

**Proposed cost:** £100,000

### **Proposal:**

- This programme targets support at young people aged 16-18 from areas of deprivation, at risk of not fulfilling their potential, by offering them paid work experience and the opportunity to gain a level 2 qualification.
- The project works to break intergenerational cycles of low skills and unemployment in deprived communities by offering an alternative, inspirational peer group / employer network for young people.
- The objective of the project is to enable young people from Barnet's most deprived areas to become more engaged in their community and thus also supports the council's priority – Sharing opportunities, sharing responsibilities.

- For £100k, the council could fund 20 NEET young people to complete a 9 month employment placement in the voluntary sector. Each young person will be mentored towards developing a 'work ethic' and employability skills and will be supported in finding employment when the placement finishes.
- The extra staff capacity for the voluntary sector will enhance delivery in Barnet at a time when resources are scarce.

## **IX SUPPORT FOR YOUNG PEOPLE WITH LEARNING DIFFICULTIES**

**Proposed cost:** £50,000

### **Proposal:**

- Historically there have always been difficulties for people with learning disabilities in the transition between school, college and work. For most people with learning difficulties, paid employment is one of the main goals of adult life. Employment is a vital part of promoting social inclusion and the benefits, including confidence and independence, are much more than just financial rewards. This project supports the council's priority – Sharing opportunities, sharing responsibility.
- The project is targeted at young people aged 16-24 years with learning disabilities, the aim is, with the support of parents / guardians and staff, to secure paid work placements for clients to become independent workers and thereby making their own contribution to their communities. The support of a Job Coach will be available to ensure the young person is 'job ready' and able to perform all aspects of the job following their induction.
- A similar scheme has been running in Havering for five years and during that period 67 young people with learning difficulties have been placed into work, of these 80% have remained in employment, through provision of support and mentoring.
- The council is already working with Oak Lodge School and Barnet and Southgate College to develop a programme of support for young people with learning difficulties and/or disabilities, this is being piloted from April 2012. The college will draw down core funding and additional learning support funding to support the learners.
- Additional funding for this project would support the employer engagement activities, such as publicity and promotion, which are vital in stimulating work placements for the programme. In the first twelve months the college would be expected to support 15 young people into sustainable employment; 20 into volunteering; 15 into Internships and 20 to be job ready.

## **X SUPPORT FOR PRINCE'S TRUST NEET SCHEMES**

**Proposed cost:** £25,000

### **Proposal:**

- The Prince's Trust scheme is targeted at hard to reach young people aged 16 – 24 who are either unemployed, educational underachievers, offenders, or those who are in care or leaving care. This NEET group of young people will typically not be engaging in meaningful opportunities and may lack confidence, motivation and skills.

- Research shows that those with lower educational attainment and lack of formal qualifications find it more difficult to secure full-time employment. Young people leaving care are more vulnerable than most, tending to face multiple barriers such as basic skills and housing issues. Young offenders are at risk of being caught up in a pattern of re-offending.
- Funding for this project will support the Prince's Trust to deliver their schemes in Barnet to support these hard to reach young people aged 16-24 to build skills, gain confidence through personal development, find and sustain employment and fulfill aspirations.
- Prince's Trust deliver three main programmes:
  - **TEAM programme** is run over 12 weeks for a cohort of up to 15 young people. Participants develop skills and learn the importance of teamwork through undertaking a range of activities, including involvement in a community project and completing a work placement. Through this scheme participants gain nationally accredited qualifications.
  - **Get Into Programme** caters for up to 15 participants who undertake intensive training followed by work experience in a specific sector. Trained professionals will then support participants into a job following the course.
  - **Get Started Programme** offers an intensive week of activities supporting young people to develop new skills, gain confidence and motivation and gain a new qualification. Support is then continued after the course has finished.

## 2. DELIVERY COSTS

Additional staff resource will be required to deliver the programme. These posts would be temporary, time-limited posts for 2012-13 only and will not form part of the council's establishment headcount. Initial estimates suggest that 3-4 posts will be required across HR, EPR and Children's Service.

**Table 1: Total estimate costs of NEETs package**

	<b>Proposal</b>	<b>Estimated cost (£)</b>
I.	Apprenticeships – ATA capacity building / marketing	100,000
II.	Apprenticeships – training support fund for SMEs	125,000
III.	Internships – SME internships fund	125,000
IV.	Internships – council internship scheme	55,000
V.	Supporting graduates and young entrepreneurs	100,000
VI.	Develop proposals for a Barnet 'Studio School'	50,000
VII.	Develop a Retail One Stop Skills Shop	150,000
VIII.	Employment through the voluntary sector	100,000
IX.	Support for young people with learning difficulties	50,000
X.	Support for Prince's Trust NEETs schemes	25,000
	<b>Resource required to delivery the package</b>	<b>120,000</b>
	<b>TOTAL</b>	<b>1,000,000</b>





## AGENDA ITEM 7

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Meeting	Cabinet
Date	20 June 2012
<b>Subject</b>	<b>Arrangements for commissioning new schools</b>
Report of	Cabinet Member for Education, Children and Families
Summary	This report sets out the implications of new legislation for commissioning new schools. It seeks Members' approval for a Barnet approach to commissioning new schools as set out in the body of this report.

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Officer Contributors	Elaine Tuck, Strategy and Planning Manager, Children's Service; Val White, Assistant Director, Policy, Planning and Performance
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	n/a
Function of	Executive
Enclosures	None
Contact for Further Information:	Elaine Tuck, Strategy and Planning Manager, Children's Service, <a href="mailto:elaine.tuck@barnet.gov.uk">elaine.tuck@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That Members note the change in legislation regarding the commissioning of new schools and its implications for the borough.
- 1.2 That Members agree the approach to commissioning new schools as set out in paragraphs 9.5 to 9.10.

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet Report, 3 November 2011, 'Proposed phasing of primary school expansions and investment strategy to meet demand for secondary school places' set out the new schools proposed as part of regeneration, namely a primary school at Mill Hill East and two new schools at Colindale.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 Barnet schools are among the best in the country; 91% are rated good or outstanding by Ofsted and are highly valued by residents. 'Ensuring every school is a good school for every child and targeting support at young people at risk of not fulfilling their potential' is a strategic objective in the Corporate Plan 2012 - 2013, under the corporate priority 'sharing opportunities, sharing responsibilities'. This is also a key priority in the partnership Barnet Children and Young People Plan 2010-2013. It is important that the educational vision for new schools supports high standards and that new schools help to meet the educational needs of their local communities.
- 3.2 Supporting regeneration through the commissioning of new educational provision contributes towards the strategic objective 'sustain Barnet as a successful place through regeneration, and promoting enterprise and employment' in the Corporate Plan 2012-2013.
- 3.3 Government is enabling schools to become more autonomous, especially if they choose to become academies or set up as free schools. Barnet is supportive of schools that wish to convert to academy status, and of the establishment of free schools to meet local requirements where there is evidence of demand, a robust business case and available property.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 The local process has been designed as far as possible, to be in line with the anticipated statutory guidance that is due to be issued by the Department for Education. Therefore, it may require amending once statutory guidance is issued. If significant amendments are required to the local process there will be a further report to Cabinet.
- 4.2 The Department for Education, rather than the Council, will take the final decision about which proposal for a new school should be implemented. As such, there is a risk that a new school could fail to meet local need. In relation

to regeneration there is a risk that a new school could fail to deliver key requirements as set out in Area Action Plans or other strategic plans. To help ensure that new schools meet local need and deliver on strategic plans, it is proposed to implement a local process to identify a Council-preferred proposer. The preferred option, along with details of any strategic planning requirements, would be made clear to the Department for Education when submitting proposals.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Where the Council is funding a new school to meet demand, including from regeneration, it will take into account each proposer's ability to meet local need when choosing a preferred option. The type of educational provision required may differ, for example, depending on whether it is to meet the needs of existing residents or new housing developments. Proposers will also need to demonstrate how they will ensure inclusive practices and provision for pupils with differing needs, for example children with special educational needs. 2% of children in Barnet schools have statements of Special Educational Need.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

### Procurement and Value for Money

- 6.2 Where new schools are proposed using funds held by the Council, the Council may decide to procure a contractor to ensure that value for money principles are applied. This will be assessed on a case by case basis.

### Finance

- 6.3 There are no financial implications from the proposed process set out in this report for commissioning new schools. Any additional administrative cost will be met from within existing Children's Service budgets.

### Property

- 6.4 As any new school must now, in the first instance, be a free school or academy the Council will need to grant a long lease to the sponsor chosen by the Department for Education. As such, all land and assets would transfer to the school. This would normally take place via a long lease, with the freehold retained by the Council.
- 6.5 Subject to timescales, the chosen new school proposer would be involved in the design of the building to help ensure that it supports their educational vision. The Council would have the final say on the design to ensure that it is in budget and facilitates community use.

### Staffing

- 6.6 New school proposers would be responsible for staffing the school.

## **7. LEGAL ISSUES**

- 7.1 Schedule 11 of the Education Act 2011, Establishment of New Schools, which came into force on 1 February 2012, stipulates that ‘if a Council in England think a new school needs to be established in their area, they must seek proposals for the establishment of an Academy’. The Council must stipulate a date for receipt of submission of proposals.
- 7.2 Barnet Council has a statutory duty under section 14 of the Education Act 1996 to ensure that sufficient schools for providing primary and secondary education are available in the area.
- 7.3 Section 14(3A) of the Education Act 1996 provides that a Council shall exercise their functions under section 14 “with a view to (a) securing diversity in the provision of schools; and (b) increasing opportunities for parental choice.

## **8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)**

- 8.1 Part 3, responsibility for Functions, 3.2 Cabinet Members.
- To lead on budget and policy formulation and implementation in relation to regeneration including economic and strategic development is delegated to the Leader of the Council.
  - To lead on budget and policy formulation and implementation in relation to investment in educational infrastructure in schools and libraries is delegated to the Cabinet Member for Education, Children and Families.
- 8.2 Commissioning new schools is a key decision in terms of its likely effect on communities living or working in an area comprising two or more wards in the borough.

## **9. BACKGROUND INFORMATION**

- 9.1 As of 1 February 2012 Schedule 11 of the Education Act 2011 came into force followed by non-statutory guidance, published on 29 May 2012, on establishing a new school. Where a Local Authority proposes that a new school is needed, the Local Authority must first invite proposals for the establishment of an Academy or free school. The Local Authorities should be clear about the type of academy/Free School they wish to see established and should take steps to ensure that the Department for Education and groups or organisations that might be interested in establishing the new school are aware of the opportunity.
- 9.2 Local Authorities should assess the proposals they receive and may state a preference, which the Secretary of State will take into consideration when deciding whether or not to enter into a Funding Agreement with any of the proposers.

- 9.3 The Council has a statutory duty to ensure that sufficient schools for providing primary and secondary education are available in the area. As such, it may prove necessary to commission new schools to meet additional demand, for example from births, migration or new housing development.
- 9.4 Barnet has a number of regeneration and development schemes that will require new educational provision over the coming years, including Mill Hill East, Brent Cross Cricklewood and Colindale.

Proposed local process

- 9.5 In line with non statutory guidance, it is proposed to operate a local process for commissioning new schools as follows.
- 9.6 For each new school commissioned by the Council, a report to Cabinet Resources Committee will set out:
- i) the requirements in relation to the size and type of school;
  - ii) the factors that will be taken into account when choosing a preferred proposer.
- 9.7 The type of educational provision required will differ, for example, depending on whether a new school is needed to meet the needs of existing residents or new residents. However, the requirements are likely to include the size and type of school, proposed opening date, and need for community facilities. The requirements will be informed by Area Action Plans and other strategic documents as appropriate.
- 9.8 Some common factors to be considered are likely to include: ability to deliver the stated requirements specifically in relation to size and type of school; strength of educational vision; track record of success; inclusive practices and provision for pupils with differing abilities; commitment to community provision; and educational and financial capability.
- 9.9 Following approval, expressions of interest will be sought and proposers will be given a minimum of six weeks to respond.
- 9.10 A stakeholder group will be convened by the Children’s Trust Board to consider responses and, together with the Cabinet Member for Education, Children and Families, make a recommendation on the preferred proposal to Cabinet Resources Committee. The preferred proposal would then be put forward to the Department for Education for final approval.

**10. LIST OF BACKGROUND PAPERS**

- 10.1 None

<b>Cleared by Finance (Officer’s initials)</b>	<b>MC</b>
<b>Cleared by Legal (Officer’s initials)</b>	<b>HP</b>

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## AGENDA ITEM 8

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Meeting	Cabinet
Date	20th June 2012
<b>Subject</b>	<b>Finchley Church End – Draft Final Town Centre Strategy for adoption</b>
Report of	Cabinet Member for Planning
Summary	The Finchley Church End Town Centre Strategy will provide a framework for managing change and guiding future development to ensure that this supports the long term vitality and viability of the town centre and protects and enhances this part of the borough. Following a period of public consultation the draft strategy is being brought to Cabinet for formal adoption.

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Officer Contributors	Lucy Shomali – Assistant Director – Strategic Planning and Regeneration
Status (public or exempt)	Public
Wards affected	Finchley Church End, West Finchley
Enclosures	Appendix A – Finchley Church End - Draft Final Town Centre Strategy
Reason for urgency / exemption from call-in	Not applicable
Key decision	No

Contact for further information: Lucy Shomali, Assistant Director – Strategic Planning and Regeneration 020 8359 4749, [lucy.shomali@barnet.gov.uk](mailto:lucy.shomali@barnet.gov.uk)

## **1. RECOMMENDATIONS**

- 1. Note the outcome of the public consultation on the draft Town Centre Strategy for Finchley Church End as set out in Appendix 1, and**
- 2. Formally adopt the draft final Town Centre Strategy for Finchley Church End attached as Appendix 2**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 3 April 2008, Decision 10 (Vibrant and Viable Town Centres – A Suburban Town Centre Strategy for Barnet)
- 2.2 Cabinet, 3 February 2010, Decision 6 (Responding to the Recession – Suburban Town Centres)

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The three priority outcomes set out in the 2012/13 Corporate Plan are: –
  - Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb
- 3.2 Through the preparation of Town Centre Strategies, the Council can deliver the Corporate Plan strategic objective of ensuring that our town centres are vibrant places where business can thrive.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Failure to sustain and enhance Barnet's town centres will impair their key contribution to the social, economic and environmental well-being of the borough.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Pursuant to the Equality Act 2010 ("the Act"), the council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.
- 5.2 Town centre strategies aim to create the right environment for vibrant and viable town centres in Barnet. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them.
- 5.3 The individual Town Centre Strategies will identify opportunities to enhance the public realm and improve accessibility for all users and will seek to support the provision of a wide range of shops and services to meet the needs of diverse local populations.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**



6.1 The costs of approximately £45k for preparing the Finchley Church End Town Centre Strategy have been contained within the Strategic Planning Service budget which includes an element of revenue funding from the borough's Growth Area Fund allocation.

## 7. LEGAL ISSUES

7.1 The development of Town Centre Strategies is currently not a statutory requirement in the United Kingdom. However, the London Plan emphasises the strategic importance of town centres and contains a series of specific policies for London's town centres, which all local authorities must be in general conformity with. This includes maximising choice in town centres and promoting sustainable access to goods and services.

## 8. CONSTITUTIONAL POWERS

8.1 Decisions relating to the Town Centre Strategies are for the Executive as a whole. Responsibilities of the Executive are set out in Section 3 (Responsibility for Functions) of the Council's Constitution.

## 9. BACKGROUND INFORMATION

9.1 Finchley Church End is one of Barnet's 14 district town centres and is broadly comparable in size to North Finchley, Burnt Oak and Chipping Barnet. It is one of the most visited town centres in the borough and one of the most accessible.

9.2 The town centre is identified in Barnet's emerging Local Development Framework Core Strategy as a Priority Town Centre with potential for future growth. The draft final town centre strategy attached to this report is intended to provide a framework for managing anticipated change and guiding future development to ensure that this supports the long term vitality and viability of the town centre and protects and enhances this part of the borough. The strategy will be a material consideration in the determination of future planning applications within the town centre.

9.3 The strategy has four key objectives:

- To encourage positive change, renewal and investment;
- To foster enterprise;
- To protect the suburban character of the area; and
- To improve and enhance the quality of the public realm.

9.4 In February 2010 public consultation was undertaken on the key issues and opportunities for Finchley Church End Town Centre. The outcome of the consultation and specific issues that were raised have helped shape a number of priorities for the town centre strategy which are set out below.

### 9.5 **Priority 1 - Ensure an accessible and integrated town centre and maximise the potential of the existing transport hub**

Finchley Church End is a highly accessible centre due to the location of the tube station in the heart of the town centre and the proximity to the strategic road network. However, there are significant issues in relation to the quality of the environment around, and access to, the station. Through capturing the benefits of new development

there is a major opportunity to create a better, more integrated and more accessible transport hub for the Borough by working with Transport for London and other stakeholders.

**9.6 Priority 2 - Enhance the character of the town centre**

Finchley Church End has retained much of its historic character with the original Church End Village at the southern end of the town centre designated as a conservation area. However, the character of the buildings in much of the town centre is being progressively eroded by inappropriately sited advertising hoardings, street clutter, inappropriate signage and poor quality shop fronts. Future development and refurbishment opportunities must be carefully managed to ensure that these enhance the historic character of the town centre. Opportunities to declutter the public realm should also be progressed as and when funding becomes available.

**9.7 Priority 3 – Develop Finchley Church End’s role as a sustainable, modern employment centre**

Finchley Church End is already a successful employment centre. Office workers are key to supporting a range of town centre businesses, and an improved pedestrian environment would encourage them to make fuller use of the centre. A significant employment area exists at the southern end of the town centre on the east side of Regents Park Road. However, at present this is poorly integrated with the core retail area. There is scope to improve connections between employment areas and town centre facilities for the benefit of local employees and businesses.

**9.8 Priority 4 - Protect, improve and strengthen the existing range of independent retail provision within the town centre**

Finchley Church End has a large number of independent retail and service providers, including a number of good quality ethnic restaurants, which meet the needs of the diverse local population. There is an opportunity to build on this distinctive characteristic of the area by improving the quality of existing frontages but also to strengthen the retail core through attracting additional high street retail provision. There is also an opportunity to work with existing traders to encourage more collaboration and promotion of the town centre to enhance trade and capture the spending power of the surrounding residential community and the large number of office workers located at the southern end of the town centre.

**9.9 Priority 5 - Improve and green the public realm throughout the town centre**

Parts of the town centre benefit from mature street trees and other planting, and the quality of the environment in these areas is noticeably better than in areas where planting is absent. There are opportunities, particularly where pavements are wider, to plant mature trees which will also help to provide shade and some protection from the impacts of traffic.

9.10 A number of key sites have been identified where there are opportunities for future development and improvement. The draft strategy sets out a series of principles to inform and guide proposals for these sites as they come forward for development.

9.11 A number of opportunities to enhance the public realm in the town centre and address current problems are also identified. In many cases these could be brought forward incrementally in different parts of the town centre as opportunities and resources present themselves. To support future delivery a set of priorities for future Section 106 funding is also set out in the Strategy.

- 9.12 The Strategy underwent a final round of public consultation during November and December 2011 via a local exhibition and circulation of information to local resident and amenity groups and through local business networks. The outcome of the consultation is set out in Appendix 1
- 9.13 As a result of the consultation the following changes have been made to the final draft Strategy:
- a. Greater emphasis on the deliverability of the change proposed (following comments from various bodies and individuals).
  - b. Proposing the area of pavement in front of Tesco as a possible venue for a street market (following a suggestion from the Finchley Society).
  - c. The inclusion of a butchers and bakers as desirable new uses in the town centre (following comments from individuals).
  - d. Increased emphasis on providing parking for people using the town centres facilities and services while continuing to provide appropriate levels of parking for commuters.
  - e. Inclusion of the vents and associated barriers along the north side of Ballards Lane as specifically identified potential improvements to the public realm (following comments from various bodies and individuals).
  - f. Greater emphasis on the potential to relocate bus stops and enhance the public realm to improve links between bus and train and reduce (pedestrian) congestion (following comments from various bodies and individuals).
  - g. Updated explanation of the planning policy framework which is in place around the strategy, to reflect changes since the last iteration of the document.

## **10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal – TE

Finance – MC

# Appendix One - Consultation Feedback

## Responses received to the consultation

A total of 51 responses were received in response to the latest public consultation on the strategy. These comprised:

- 18 responses were submitted online through the portal Engage Space.
- 18 paper questionnaires were completed.
- 9 responses were emailed to the Council.
- 6 responses comprised notes made by officers while discussing the strategy with members of the public.

In addition to the above comments the Finchley Society and Dollis Park and District Residents Association both submitted responses to the consultation.

Of the public sector agencies consulted the Environment Agency, Metropolitan Police Service and Transport for London provided responses.

## Responses provided on questionnaires

The responses provided on the questionnaires demonstrated a general agreement with the 'development principles' identified for the town centre. However, no clear ranking of the principles emerged from the responses beyond a slight emphasis on movement, transport and parking related matters as a whole. Taken as a whole the responses suggested a relatively significant emphasis on the importance of enhancements to the public realm.

There was strong agreement with the improvements to the area surrounding the station and the ranking of the importance of possible improvements in this area were more marked than for others. Of those identified improving pedestrian crossings at junctions, improving the railway bridge and providing broader footways along Chaville Way were the most supported proposals.

## Responses to the strategy from public sector bodies

Transport for London raised a number of points in relation to the strategy and the sites they have in Finchley Church End. These mainly relate to seeking a greater emphasis in the strategy on commercial viability and deliverability when planning issues (including building height and layout, the provision of parking and the type of housing provided) are being evaluated. Where appropriate the Council has amended the strategy to make it clear that the deliverability of specific proposals will be taken into account when they are considered.

The response from the Environment Agency requested that further attention be given in the strategy to Sustainable Urban Drainage Systems and water efficiency measures. This requested is noted, however, it is considered that such matters are already adequately addressed in other planning documents, for example the London Plan. Their inclusion in the Strategy would therefore result in unnecessary duplication of policy.

The Metropolitan Police Service response requested that the Police Station in Finchley Church End be included within the identified secondary shopping frontage. While this request is acknowledged, the strategy is not the appropriate document within which to formally re-designate secondary shopping frontage. This type of land designation is dealt with in the Council's Development Management Policies document.

### Additional responses to the Strategy

A number of additional matters can be drawn out of the responses that were received to the consultation. These can be summarised as follows.

Enhancements to the public realm featured fairly widely in responses to the consultation. Comments included the desirability of a reduction in the overall amount of street furniture, encouraging greening of the town centre and the use of good quality consistent materials in the public realm. The importance of retaining and increasing the wider areas of pavement in the town centre is a point which was made in a number of responses. Improvements to the bridge in the town centre were also identified in two responses.

The importance of providing suitable amounts of parking for users of the town centre is an issue which was raised in several of the responses. It was also suggested that bus stops in the town centre could be improved and re-sited to reduce congestion.

Two respondents identified the current vacant offices in the town centre as an issue and a number of responses also suggested that the inclusion of a post office in the area would be beneficial.

A number of responses provided raised questions about how the changes proposed would be funded and suggested that the strategy was unclear how change would be delivered. Both the Finchley Society and Dollis Park and District Residents associations identified that a Business Forum should be set up for Finchley Church End.

A number of the responses submitted fall outside the scope of a planning strategy for the town centre. These include:

- Reductions in business rates and rents. These are not matters over which the planning system has any remit. Business rates are presently set nationally and the rent for properties is a private matter between the owner and occupier of a property.
- Changes to charges for parking within the town centre. This is a matter which is covered by other (non-planning) legislation and strategies.

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# Finchley Church End Town Centre Strategy

June 2012





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# 1. Introduction and Purpose

- 1.1 Finchley Church End is one of Barnet's 14 district town centres and is broadly comparable in size to North Finchley, Burnt Oak and Chipping Barnet. It is one of the most visited town centres in the borough and one of the most accessible.
- 1.2 Finchley Church End is identified in Barnet's emerging LDF Core Strategy as a Priority Town Centre with potential for future growth. Any development within the town centre will be required to deliver the objectives set out in the Core Strategy. A core objective is to promote Barnet as a place of economic growth and prosperity supporting the continued vitality and viability of town centres, focussing commercial investment in priority centres such as Finchley Church End. The town centre strategy is intended to provide a framework for managing this anticipated change and guiding future development to ensure that this supports the long term vitality and viability of the town centre, protects and enhances this part of the borough and is deliverable.

The strategy has four key objectives for the town centre:

- To encourage positive change, renewal and investment.
- To foster enterprise.
- To protect the suburban character of the area.
- To improve and enhance the quality of the public realm.

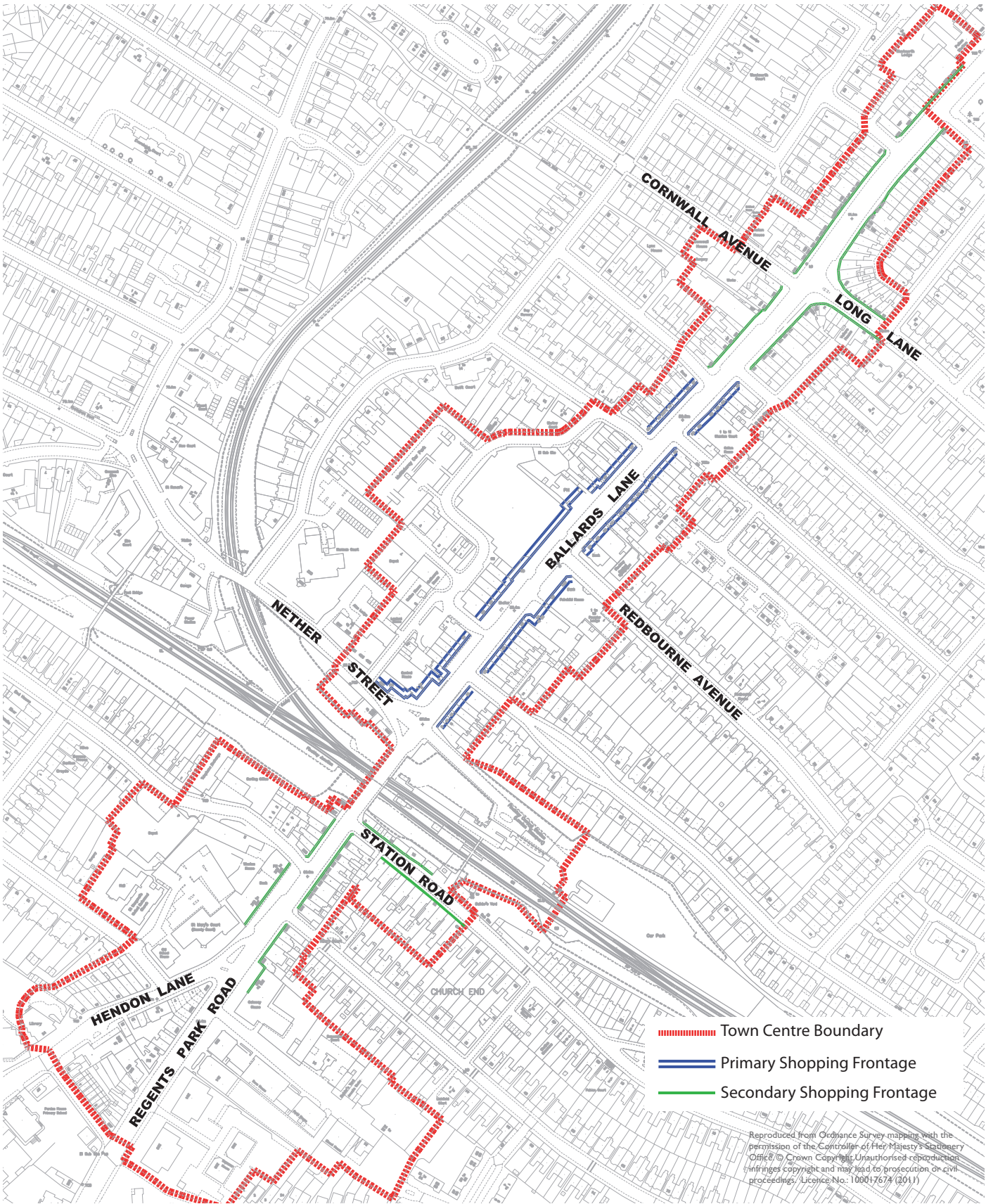
- 1.3 The delivery of these objectives will support the following long term vision.

Finchley Church End will become a thriving, vibrant and sustainable district centre with an enhanced range of independent and niche retailers, convenience retail outlets, and local employment provision. The centre will be easy to access and move around for all users. The historic fabric will be protected, and the quality of the town centre environment improved for all. Change will be delivered through partnership working with both public and private sector landowners to ensure that development is co-ordinated and the benefits for the town centre arising from new development are maximised.

- 1.4 The key purpose of this strategy is to provide a detailed planning framework that can deliver this vision by setting out key development principles and supporting the potential for future growth as well as manage anticipated change. The strategy will be a material planning consideration in the determination of future planning applications within the town centre.



Historic core



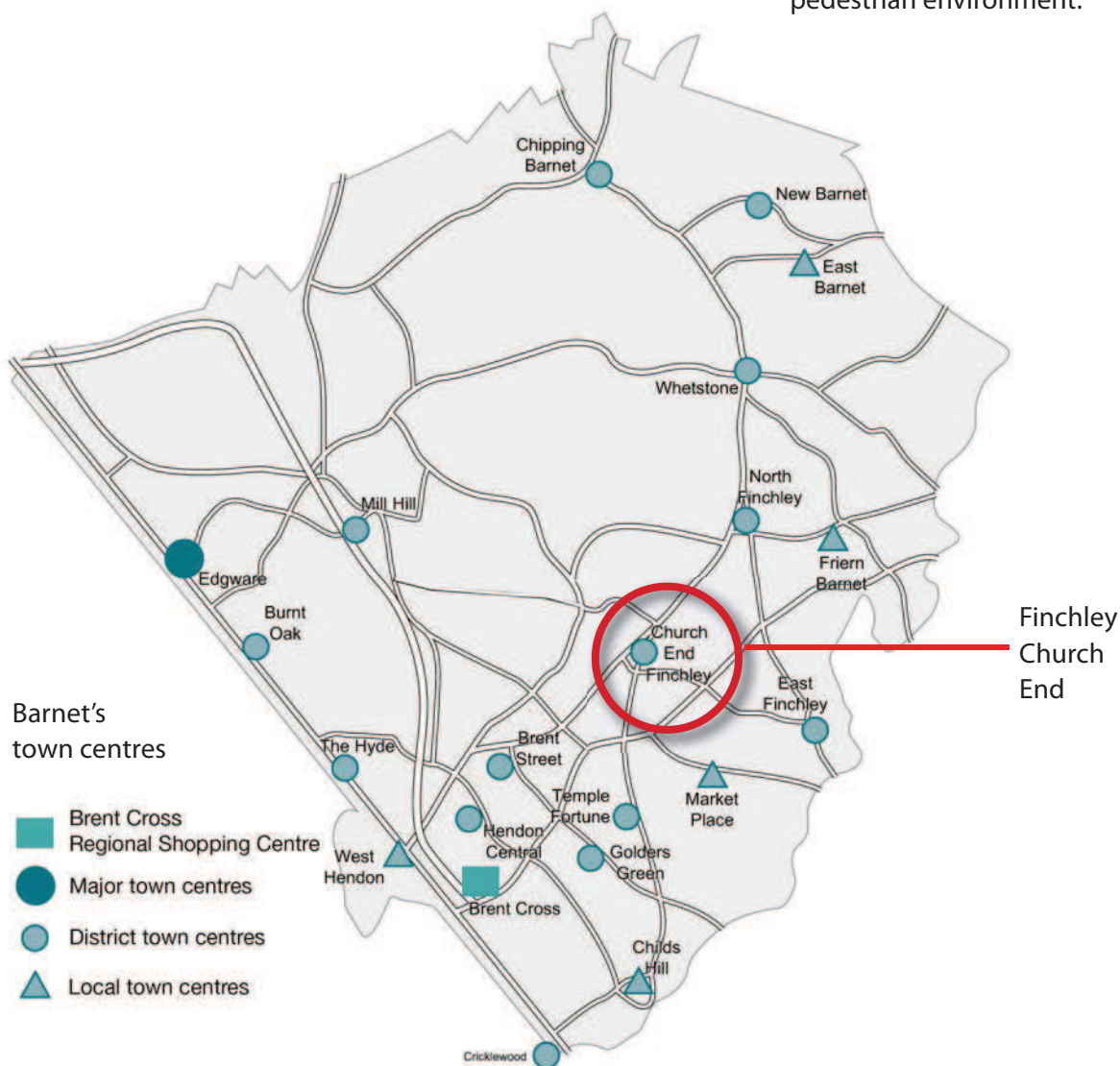
Finchley Church End Town Centre Boundary and Shopping Frontage

## 2. Background and Priorities

2.1 Finchley Church End is located in the centre of the Borough. The district centre of North Finchley lies to the north east, with East Finchley to the east, Brent Street and Hendon Central to the south west and Temple Fortune and Golders Green to the south. Finchley Church End has a number of characteristics which distinguish it from surrounding centres and which this town centre strategy seeks to enhance through encouraging positive change, investment and renewal.

### Character of the Town Centre

2.2 Finchley Church End is linear in form with a ribbon of mostly late 19th and early 20th Century buildings with varied retail and commercial uses at ground floor running for a 1km length from Regents Park Road in the south to Victoria Park in the north. The centre is bisected by the road bridge that crosses the railway line just to the south of Finchley Central Station which lies on the Northern Line at the busy road junction of Nether Street and Ballards Lane. The road bridge over the railway exacerbates congestion by narrowing the road space and creates a poor pedestrian environment.



2.3 Finchley Church End's offer differs from surrounding centres and is dominated by a variety of small, independent convenience and specialist shops, with Tesco acting as the main retail anchor in the centre and a significant number of small, independent restaurants. The independent shops and restaurants are a key asset, along with the good transport links by road and public transport. However, a review of the local property market has found that there is limited demand from national retailers to locate in the centre, potentially due to the small size of the retail units in the centre and competition from surrounding centres such as North Finchley.

2.4 Finchley Church End is one of the six major office locations in Barnet with an important cluster of employment uses mainly concentrated in purpose built offices at the southern end of the town centre. These uses play an important economic role, providing local employment and supporting a wide range of other businesses in the centre, particularly through the lunchtime trade. There are a small number of taller, 1960s office blocks within the centre which are out of character with the surrounding area and where the office floorspace is of a declining quality and there are varying levels of vacancy.

2.5 Reflecting its importance as a viable employment location, the land in the south east of the town centre (the Regents Park Road employment cluster) is designated and therefore safeguarded as a Locally Significant Business Location in the Development Management Policies Document.

2.6 Much of the southern section of the town centre is designated as a Conservation Area. This includes the original Church End Village and historic core of the town centre. A Conservation Area Character Appraisal for the Finchley Church End Conservation Area has recently been completed. This will provide the basis for better protecting the historic assets of the area and enhancing the quality of the conservation area over time.

2.7 The majority of the residential area surrounding the town centre consists of detached and semi-detached family homes developed between the 1870s and 1930s.

2.8 The town centre lies across two wards, Finchley Church End and West Finchley. There is a slightly higher than average proportion of residents aged over 60 in these wards and a higher than average population density. The average income across



Victoria Park



Regent's Park Road at the junction with Ballards Lane

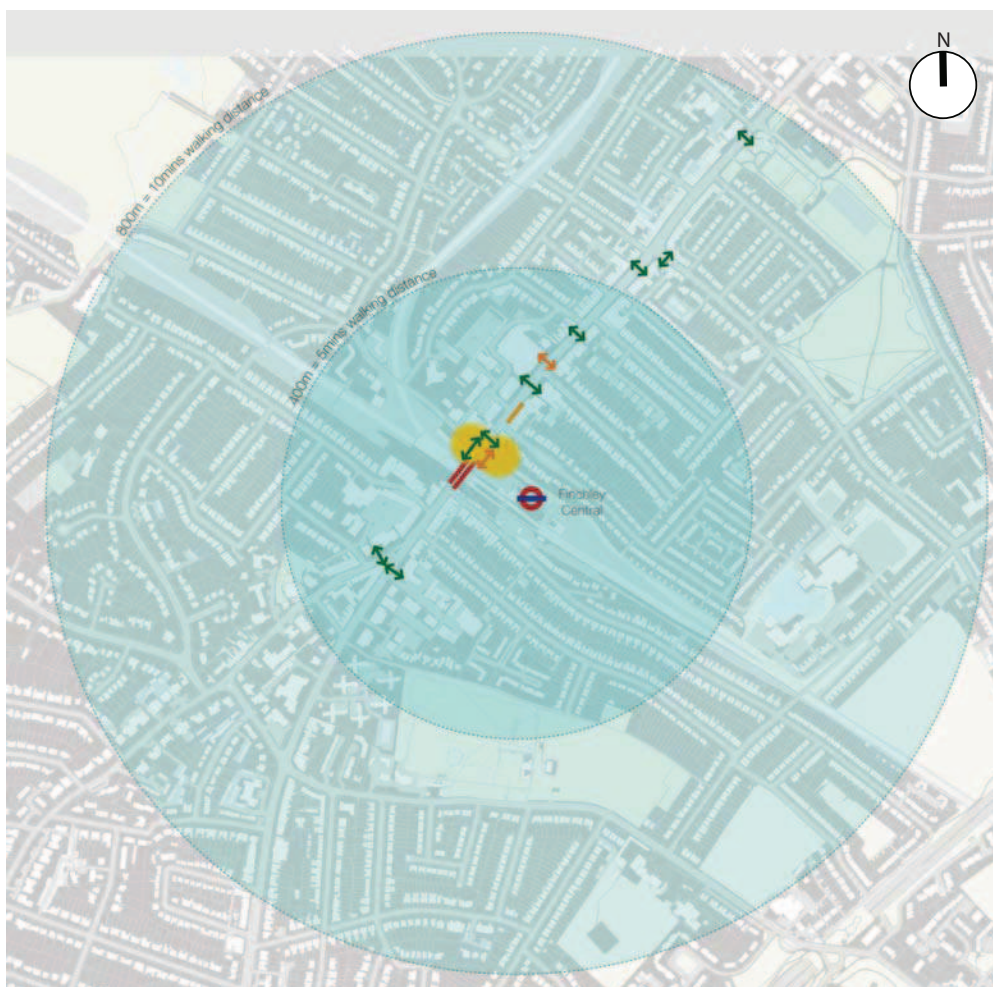
the two wards is 12% above the Barnet average indicating that the town centre has a relatively large and affluent catchment population and that there is scope to better capture the spending power of the surrounding community.

### Transport and Movement

2.9 The town centre benefits from good public transport links. Finchley Central Underground Station (Zone 4) is located at the heart of the centre providing direct links into central London and numerous bus routes run along Ballards Lane and Nether Street providing good local connections.

2.10 However, pedestrian access to Finchley Central station is poor, as the station is set back from the main road along Chaville Way which also provides vehicular access to the Station Car Park (see paragraph 2.11). Pedestrian access is also hindered by its location at a busy road junction and the narrow footways across the railway bridge.

2.11 There are excellent road connections to the strategic road network. Ballards Lane (A598) connects Finchley Church End with North Finchley and Whetstone to the north and Hendon, Temple Fortune, Golders Green, the A406 and A1 to the south. However, the location of the town centre on, and adjacent to, these key routes leads to significant traffic congestion through the town centre and at key



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Walking distance and crossings in Finchley Church End

junctions at peak times. This creates a poor quality pedestrian environment, particularly around the Nether Street/Ballards Lane junction and can also have an impact on the journey times of buses.

## Parking

- 2.12 Finchley Central station has a 260 (approximately) space car park which is owned and managed by Transport for London (TfL). However, this is used mainly by commuters because of the charging regime and does not specifically serve the town centre. There is also a 100 (approximately) space multi-storey car park to the rear of Tesco, which is owned and operated by the store. The whole of the town centre lies within a Controlled Parking Zone and there is on street pay and display parking provided along Ballards Lane and adjacent residential streets which is well used.

## Issues and Opportunities Consultation

- 2.13 In February 2010 public consultation was undertaken on the key issues and opportunities for Finchley Church End Town Centre. The outcome of the consultation and specific issues that were raised have been summarised below under a number of headings. The results of this consultation have helped shape the priorities for the town centre strategy set out in paragraph 2.17.
- 2.14 The Shopping Offer
- Desire to secure improved 'quality' shopping offer, particularly from niche/independent retailers (especially butchers and bakers) but also 'higher quality' chains. Several respondents identified a specific desire for a post office in the town centre.
  - Concern to resist big new stores and clear objections to further A2 uses (banks/building societies/estate agents).

- The high rates and rents in the area were highlighted as a reason for shops closing or 'desirable' (niche) businesses not being attracted to the area.

### 2.15 The Public Realm and Pedestrian Movement

- Strong support was expressed for better pedestrian crossings and an improved pedestrian environment around the station and over the railway bridge; and for improved pedestrian links between the station and the centre.
- General support was expressed for more soft landscaping in the centre and 'greening' of the public realm including tree planting.
- Very strong support was expressed for de-cluttering of the public realm.

### 2.16 Buildings

- A concern was expressed that there was a need for better protection for Finchley Church End's historic buildings.
- Concerns were expressed about poor quality existing shop fronts, signage and advertising impacting on the visual appearance of the town centre.

### 2.17 Traffic and Parking

- A number of respondents highlighted that more public car parking was required to support shops.
- Concerns that new development will bring more cars and people to an already overcrowded and congested area and a need for changes to be made to relieve the existing vehicular congestion in the area were raised.
- Some suggestions were made that new developments should be 'car free'.

## Priorities for the Town Centre

2.18 The five priorities for change and investment in Finchley Church End to be considered and addressed through this town centre strategy and future development proposals are:

1. Ensure an accessible and integrated town centre and maximise the potential of the existing transport hub;
2. Enhance the character of the town centre;
3. Develop Finchley Church End's role as a sustainable, modern employment centre;
4. Protect, improve and strengthen the existing range of independent retail provision within the town centre; and
5. Improve and green the public realm across the town centre

1. Ensure an accessible and integrated town centre and maximise the potential of the existing transport hub

Finchley Church End is a highly accessible centre due to the location of the tube station in the heart of the town centre and the proximity to the strategic road network. However, there are significant issues in relation to the quality of the environment around, and access to, the station. Through capturing the benefits of new development there is a major opportunity to create a better, more integrated and more accessible transport hub for the Borough by working with TfL and other stakeholders. Particular opportunities include:

- Improving the station environment;
- Developing better linkages between the underground station and bus services;
- Improving pedestrian access to the station;
- Improving the bridge environment;
- Improving pedestrian crossing facilities; and
- Improving the quality of the public realm at key junctions.



The bridge over the railway lines



Poor sense of arrival from the station



## 2. Enhance the character of the town centre

Finchley Church End has retained much of its historic character. However, the character of the buildings along Ballards Lane and Regents Park Road is being progressively eroded by inappropriately sited advertising hoardings, street clutter, inappropriate signage and poor quality shop fronts. Future development and refurbishment opportunities must be carefully managed to ensure that these enhance the historic character of the town centre. Opportunities to declutter the public realm should also be progressed as and when funding becomes available.



King Edward Hall, Regents Park Road



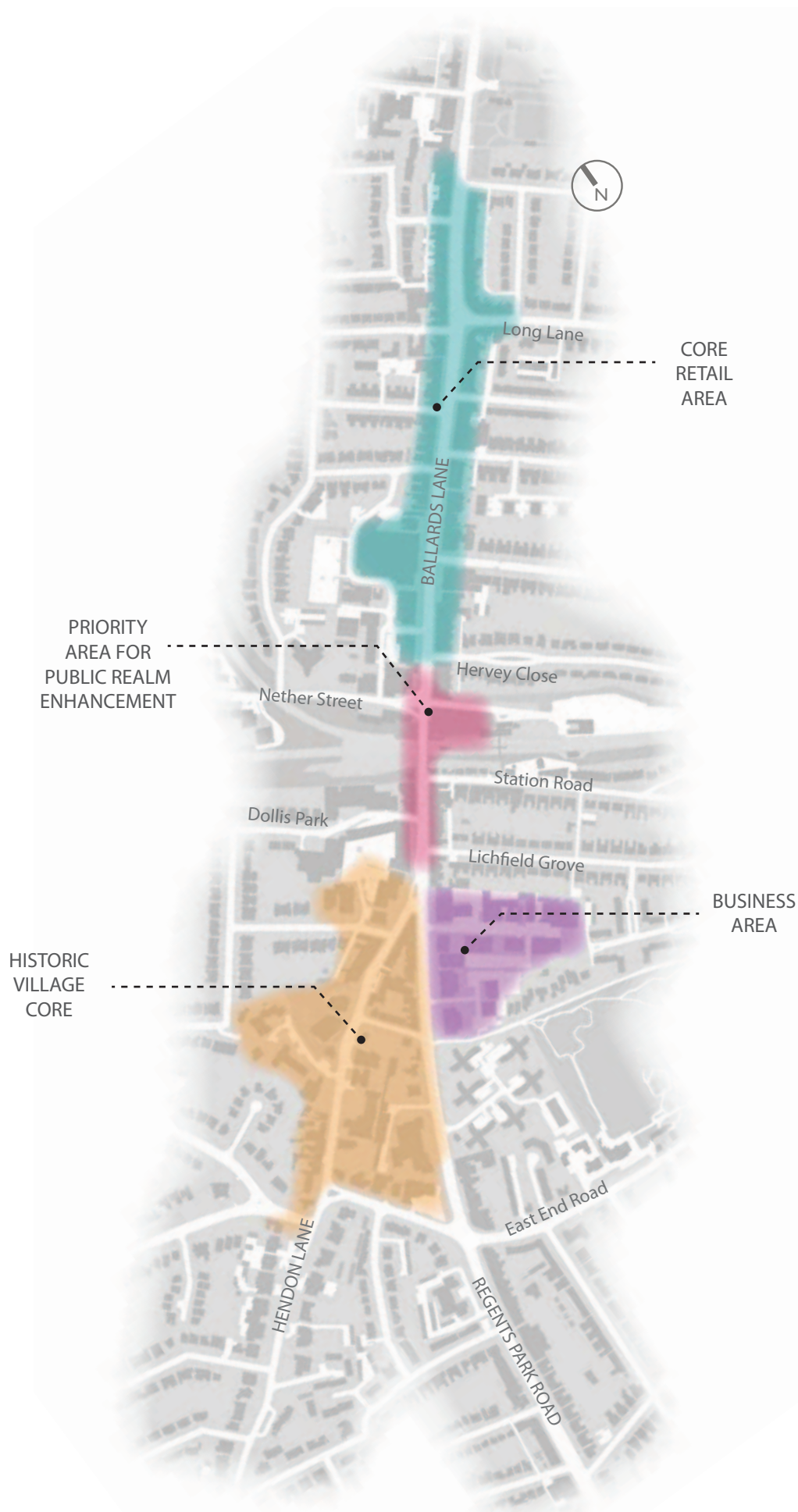
Corner of Ballards Lane and Hervey Close

## 3. Develop Finchley Church End's role as a sustainable, modern employment centre

Finchley Church End is already a successful employment centre. Office workers are key to supporting a range of town centre businesses, and an improved pedestrian environment would encourage them to make fuller use of the centre. A significant employment area exists at the southern end of the town centre on the east side of Regents Park Road. However, at present this is poorly integrated with the core retail area. There is scope to consolidate this area as a vibrant office location and to improve connections with wider town centre facilities for the benefit of local employees and businesses; while considering a wider range of uses appropriate to a town centre which will ensure long term viability of some of the older office buildings in Finchley Church End.

## 4. Protect, improve and strengthen the existing range of independent retail provision within the town centre

Finchley Church End has a large number of independent retail and service providers, including a number of good quality ethnic restaurants, which meet the needs of the diverse local population and provides a reasonably thriving evening economy. There is an opportunity to build on this distinctive characteristic of the area and enhance the evening economy by improving the quality of existing frontages but also to strengthen the retail core through attracting additional high street retail provision which might include a post office, butcher and bakers within the town centre. There is also an opportunity to work with existing traders to encourage more collaboration and promotion of the town centre to enhance trade and capture the spending power of the surrounding residential community and the large number of office workers located at the southern end of the town centre. Measures might include the creation of a street market in the town centre. This could be located on the wide area of pavement in front of the Tesco store (site 8).



5. Improve and green the public realm across the town centre

Parts of the town centre benefit from mature street trees and other planting, and the quality of the environment in these areas is noticeably better than in areas where planting is absent. There are opportunities, particularly along Ballards Lane, to plant mature trees which will enhance the quality of the physical environment, help to reduce the impact of traffic on pedestrians and also provide shade and evaporative cooling. There are also areas of the town centre which would benefit from general decluttering and a more co-ordinated approach to the public realm - particularly in the Core Retail Area.

Delivery

- 2.19 The overall objective of the strategy is to encourage positive change, renewal and investment in the town centre. The Council is keen to work in partnership with local residents, businesses, land owners, developers and other public bodies to achieve this.
- 2.20 A number of key sites have been identified where there are opportunities for future development and improvement. In Section 3.0 the strategy sets out a series of principles to inform and guide proposals for these sites as they come forward for development and ensure the priorities for the town centre set out in this section can be delivered.
- 2.21 Opportunities to enhance the public realm in the town centre and address current problems are also identified in section 3.0. In many cases these could be brought forward incrementally in different parts of the town centre as opportunities and resources present themselves.
- 2.21 To support future delivery a number of priorities for future funding are set out in Section 4.0.



Regents Park Road looking towards Ballards Lane



Office space at Winston House



Historic core, Hendon Lane



Opportunity sites in Church End

# 3. Proposals and Opportunities

## Opportunity Sites

- 3.1 Following a detailed analysis of the town centre, including discussions with key stakeholders and landowners, a number of sites with the potential to contribute to the enhancement of Finchley Church End have been identified. The sites are shown on the plan opposite. These sites represent opportunities to deliver new or refurbished buildings to provide new services, facilities, homes and economic opportunities within the town centre.
- 3.2 Additional sites in the town centre may come forward for development over time. Development on such sites should also reflect the vision, objectives and overarching development principles contained within this strategy.

3.3 The sites identified fall within three groups:

- Existing office buildings where the owners are presently in discussions with the Council about possible schemes (sites 1 and 3) or where schemes have been granted planning permission (site 2);
- Sites owned predominantly by Transport for London (TfL). There is an opportunity for these sites to be brought forward together in a way which makes a significant contribution to the enhancement of the public realm (sites 4, 5 and 6); and
- Longer term opportunities at Central House and Tesco (sites 7 and 8).

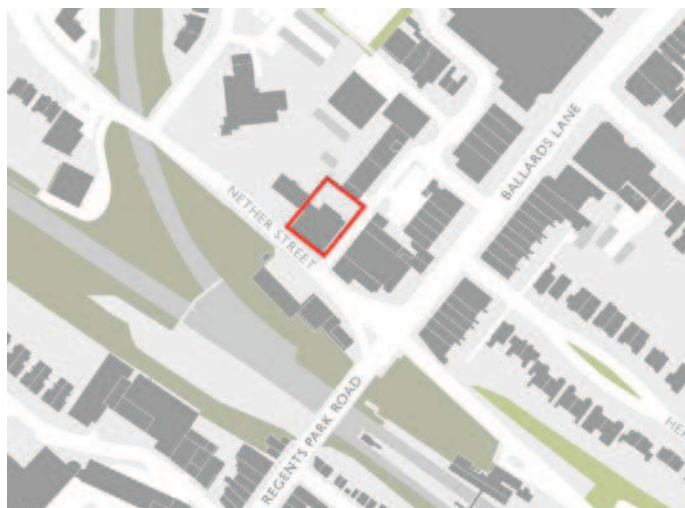


Aerial photograph of Church End

3.4 Existing Office Buildings – Short to medium term opportunities

Site 1: 401-405 Nether Street  
 Site area: 0.1ha

This site is located on the corner of Nether Street and Albert Place (leading to Popes Drive) and is currently occupied by a three storey office building fronting on to Nether Street. There is a car park to the north of the building, accessed off Albert Place, beyond which is a five storey office building. Central House is to the east of the site and to the west is a six storey building of residential flats. The site is positioned in a transition zone on the edge of the town centre.



Plan of 401- 405 Nether Street



401- 405 Nether Street (cream building)

Site 2: Winston House and 2-4 Dollis Park  
 Site area: 0.6ha

This site contains buildings up to six storeys in height and includes an area of underground parking accessed from Dollis Park Road. The site includes a mixture of office, residential and storage and distribution uses. In addition to this the ground floor units fronting onto Regents Park Road include retail, public house and restaurant, bank and estate agent uses. The position of the building line creates an area of wide pavement on Regents Park Road, into which the public house and restaurant currently spills out with tables and chairs. Planning permission was granted (under application reference F/00497/11) for the redevelopment of this site in March 2012.



Plan of Winston House and 2-4 Dollis Park



Winston House

Site 3: Gateway House  
 Site area: 0.2ha

Gateway House is located on the corner of Regents Park Road and Arcadia Avenue, opposite King Edward Hall and close to the Finchley Church End Conservation Area. The building is a modernist office block set back from the street to provide a wider section of pavement along Regents Park Road. The scale and height of this building are at odds with those of the buildings which surround it.

3.5 Sites Owned by Transport for London

Site 4: 290-298 Nether Street  
 Site area: 0.3ha

This site is located at the busy junction of Ballards Lane and Nether Street and is currently occupied by a single storey bar and restaurant, a mini cab firm and hand car washing business. The site is bounded by the railway line to the west and fronts on to Nether Street. As a result of its poor quality buildings, numerous advertisements and cluttered nature this site presently has a negative impact on the townscape of the town centre.



Plan of Gateway House



Plan of 290-298 Nether Street



Gateway House



290-298 Nether Street

Site 5: Finchley Central Station car park (and land to the east)

Site area (car park): 0.7ha (0.6ha if Transport for London building remains)

Finchley Central car park is a strip of land to the north of the underground line and immediately east of Finchley Central Station, which is currently in use for predominantly commuter car parking. The site is bounded to the north by a strip of trees and shrubs which provide some degree of buffer between the site and the two storey detached housing on Hervey Close.

The car park currently has around 260 parking spaces and also contains a building used for operational purposes. It is uncertain if this building needs to be retained. The entrance to the station and car park is set back from Ballards Lane and is reached by an access road (Chaville Way) which slopes down towards the station. The pedestrian environment between the main road and the station (and car park) has limited pavement space, a lack of natural surveillance and a generally poor quality public realm. This creates a negative first impression of the town centre and, as a key point of arrival for many users of the surrounding area, requires enhancement.



Finchley Central car park



Finchley Central car park



Plan of Finchley Central Station car park



Finchley Central car park entrance



## Site 6: Station Road

Site area: 0.4ha

The site is located to the south of the railway lines on Station Road and contains a number of buildings, comprising a series of single storey retail units, a minicab office and a builders yard with associated offices. The site is not entirely owned by TfL, with the office building at the south-eastern end of the site in a separate ownership. A secondary access to Finchley Central Station, in the form of a pedestrian footbridge over the railway, cuts through the site and leads to significant footfall along its western part.

As with site 6, this western part of the site is a point of arrival for a significant number of users of the town centre and the pedestrian environment in this part of Station Road would benefit from enhancement. The buildings on this site are of a generally poor quality and fail to make effective use of the land. The builders yard also creates noise, disturbance and vehicle movements which detract from the amenity of the neighbouring properties and can cause traffic congestion.



Station Road



Station Road



Station Road



Plan of Station Road site

### 3.6 Longer Term Opportunities

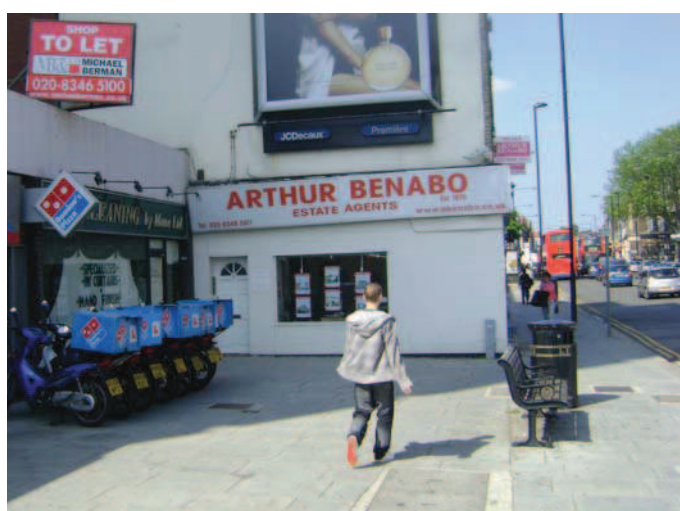
Site 7: Central House and 1-9 Ballards Lane  
Site area: 0.1ha

Central House is a nine storey 1960s office block located in a prominent position on the corner of Ballards Lane and Nether Street. The building, which provides low cost office space, is significantly taller than the buildings which surround it and relates poorly to these properties. The ground floor of the building covers a greater area than the remainder of the building and contains retail, takeaway and bar uses.

The site includes 1-9 Ballards Lane, a three storey building fronting Ballards Lane, and some buildings fronting onto Albert Place. The buildings on Ballards Lane sit significantly forward of the predominant building line in this area and substantially reduce the width of the pavement. They could therefore sensibly be included in a comprehensive redevelopment of the site and set back from their current position.



Central House



Pavement reduction on Ballards Lane



Plan of Central House and 1-9 Ballards Lane



Central House

Site 8: Tesco, Ballards Lane  
Site area: 1.0ha

This site is situated within the main retail area of Finchley Church End and incorporates the current Tesco supermarket and associated multi-storey car park, accessed from Popes Drive to the rear of the store. The predominantly three storey red brick building is of an unremarkable design, has two storeys of office use above the supermarket and occupies a significant space along Ballards Lane. Where appropriate certain other buildings in the surrounding area might be included in a scheme to facilitate the comprehensive improvement of this site.

The wide, heavily used pavement in front of the supermarket would benefit from improvements to create a more attractive environment for town centre users. This could include the introduction of a market into this area.



Tesco frontage



Tesco car park access



Tesco multi-storey car park



Plan of Tesco and associated car park

## Town Centre Wide Development Principles

- 3.7 Any proposals for development in Finchley Church End will be assessed against national guidance and the development plan for Barnet which comprises the London Plan (July 2011), the saved policies of the adopted Unitary Development Plan (UDP) and the emerging Core Strategy and Development Management Policies documents that form the Local Development Framework which will replace the UDP (Barnet's Planning Policy Framework is set out in Appendix 1). Barnet's priorities for its town centres are set out in the Core Strategy (Policy CS6 - Promoting Barnet's Town Centres). The Development Management Policies document sets out more detailed policies for implementing the Core Strategy, in particular Policy DM11 - Development Principles for Barnet's Town Centres. However, a number of specific principles, opportunities and issues have been identified which are particularly relevant to this town centre and will be applied to development coming forward in Finchley Church End. These are set out below:

### Design Quality

- 3.8 Good design creates environments where people want to be and where businesses want to invest and is essential to delivering places that create social, environmental and economic value. The Council is committed to securing high quality design to enhance the existing character of Finchley Church End and create a sustainable mixed-use environment. The key development sites identified above represent a significant opportunity to enhance the character of the town centre. In order to achieve this proposals for the development of these sites, and any other sites which may come forward, should incorporate the following design principles:

### Character

Finchley Church End has a distinctive character, sometimes referred to as the 'Finchley vernacular'. New developments should respond to this in a positive manner, including the incorporation of design features and elements as appropriate.

Proposals within or close to the Finchley Church End Conservation Area should have particular regard to the Character Appraisal for this part of the town centre. This document includes many good examples of the Finchley vernacular from which developments in the centre more widely could also take a positive design lead.

### Building heights

Existing buildings within the town centre are generally three or four storeys high (including the ground floor), although there are some significantly taller office buildings, such as Central House and Gateway House, which were built in the 1960's. These taller buildings relate poorly to their context, are in a poor state of repair and detract from the character of the area. The height of new buildings in Finchley Church End will be expected to respect the character of the town centre and respond positively to the surrounding built form.

### Materials

Proposed development should incorporate quality materials which are in keeping with the character of Finchley Church End. An example of such material is high quality brick in various shades of red, brown and orange. Besides brick, other appropriate materials frequently have natural finishes, which complement the materials found in the centre's existing built form.

### Residential amenity

Any new dwellings proposed in Finchley Church End must provide future occupiers with adequate amenities. New residential units should provide adequate privacy for neighbouring and future occupiers, include suitable levels of external amenity space and have regard to the relevant internal space standards set out in the London Plan, the Mayor's Supplementary Planning Guidance for Housing, and Barnet's Supplementary Planning Document on Sustainable Design and Construction. Dual aspect dwellings should be included wherever possible and the inclusion of any single aspect flats must be fully justified. Numerous sites within the town centre are close to sources of noise and air pollution. This will require careful mitigation in the design of any proposals.

### Shop front quality

It is important that shops have well designed frontages that are in keeping with the building they are situated within and wherever possible retain and respect any historical features that are present. The quality of the existing shop fronts varies significantly across Finchley Church End. There are examples of well designed shop fronts which are suitably framed, retain traditional features, have proportional fascias and relate well to the building in which they

are situated. The Council will promote and encourage the sensitive alteration of shop fronts and the replacement of poor design features, such as large internally illuminated box signage, oversized fascias and any elements which do not respect the scale, materials or character of the building they front. The Council's Design Guidance Note 10 'Shopfronts' provides more detailed advice on this issue and should be taken into account when new shop fronts are designed or alterations are made to existing shop fronts.

### Advertising and signage

Advertising and signage can have a significant impact on the quality of an area. There are areas within Finchley Church End that contain poorly designed and excessive concentrations of signage and advertisements. These create unnecessary clutter and are detrimental to the character of the town centre. The Council will encourage the removal of inappropriately designed and sited advertisements and signage. Any new advertisements and signage should be designed to take account of the advice provided in the Council Design Guidance Note 1 'Advertising and Signage'.



Natural finishes in Church End



Poor advertising and signage

### Appropriate Range of Uses

- 3.9 This strategy is seeking to encourage an appropriate and balanced range of uses within Finchley Church End to meet the needs of residents and businesses. The mixture of uses in the town centre should provide activity throughout the day and into the evening and will need to avoid (or mitigate) any negative impacts, such as congestion or excessive pressure on local services or impacts on surrounding residential areas. The impact of any proposed uses on traffic and local congestion will be an important consideration in the determination of any development proposals in Finchley Church End.
- 3.10 Finchley Church End is an important office location in the borough, which supports a significant amount of employment, and this strategy is looking to reinforce this role. Some of the office space in the older office buildings across the town centre is becoming less viable and proposals for redevelopment or re-use of these sites (1,2,3 and 7) are likely to include a mix of uses. In order to protect employment in the town centre, any net loss of employment generating floor space, employment capacity or jobs will need to be clearly and thoroughly justified.
- 3.11 The provision of a new hotel in an appropriate location could be a positive use in the town centre. This would add to the mixture of uses and encourage activity throughout the day. Any significant additional food store retail use should be consolidated on the existing supermarket site (8). The opportunity to locate a post office within any proposals that come forward in the Core Retail Area should be considered.
- 3.12 While much of any new residential development coming forward is likely to incorporate flats, a mix of dwelling sizes and types should be provided. Certain sites, for example part of site 6 on Station Road, have the potential to provide family houses. The mix of dwellings proposed

on individual sites will need to reflect the priorities identified in the Core Strategy and Development Management Policies Document.

### Movement, Transport and Parking

- 3.13 Successful development depends on good access and connections for pedestrians, cyclists, public transport and other vehicles, including private cars. This strategy therefore proposes a balanced provision across all modes of transport to ensure that future travel demands can be catered for in Finchley Church End and real travel choice can be provided.
- 3.14 The following section identifies movement, streetscape and public realm opportunities in the area, which will contribute towards enhancing Finchley Church End's special character and facilitating its use. Although many of the identified changes are small in scale, cumulatively they have the potential to significantly enhance the environment for users of the centre. There is a particular focus on pedestrian routes to and from the station and improving pedestrian connections between the station and the nearest bus stops. Subject to suitable survey work it may also be possible to relocate bus stops to improve connections and reduce congestion.
- 3.15 Any proposals for development in Finchley Church End should retain or increase the overall number of public car parking spaces in the town centre. This will be a particular issue for any development of the Station Car Park site. This may involve providing basement or undercroft parking on particular sites. Parking which provides facilities for shoppers and users of the town centre while still accommodating some parking for commuters will be encouraged. Off street parking provision for all new developments will be considered on an individual basis. However, development will normally be required to comply with the requirements of the London Plan, UDP and emerging LDF in terms of providing parking for cars, motorcycles and cyclists.

## Potential Public Realm Improvements

- 3.16 Many of the issues identified for Finchley Church End relate to the quality of the public realm. This section sets out some examples of possible public realm improvements. These have been identified in relation to the key junction of Ballards Lane, Nether Street and Chaville Way specifically and also some other examples of improvements that could be made across the town centre more generally. The improvements outlined below are all examples of ways in which Finchley Church End could be enhanced to create a much more pleasant experience for people who use the station and wider town centre. However, these are all subject to the need for detailed designs to be developed, survey work and traffic modelling undertaken (where needed) and funding being sourced.

### Junction of Ballards Lane, Nether Street and Chaville Way

- 3.17 The area around the junction of Ballards Lane, Nether Street and Chaville Way is a key location in the town centre. It is both a major point of arrival in the area for those who use Finchley Central Station and a key crossing point for users of the town centre more widely. However, at present this area is unattractive, poorly defined and in places complicated to move through.

#### Broader footways along Chaville Way

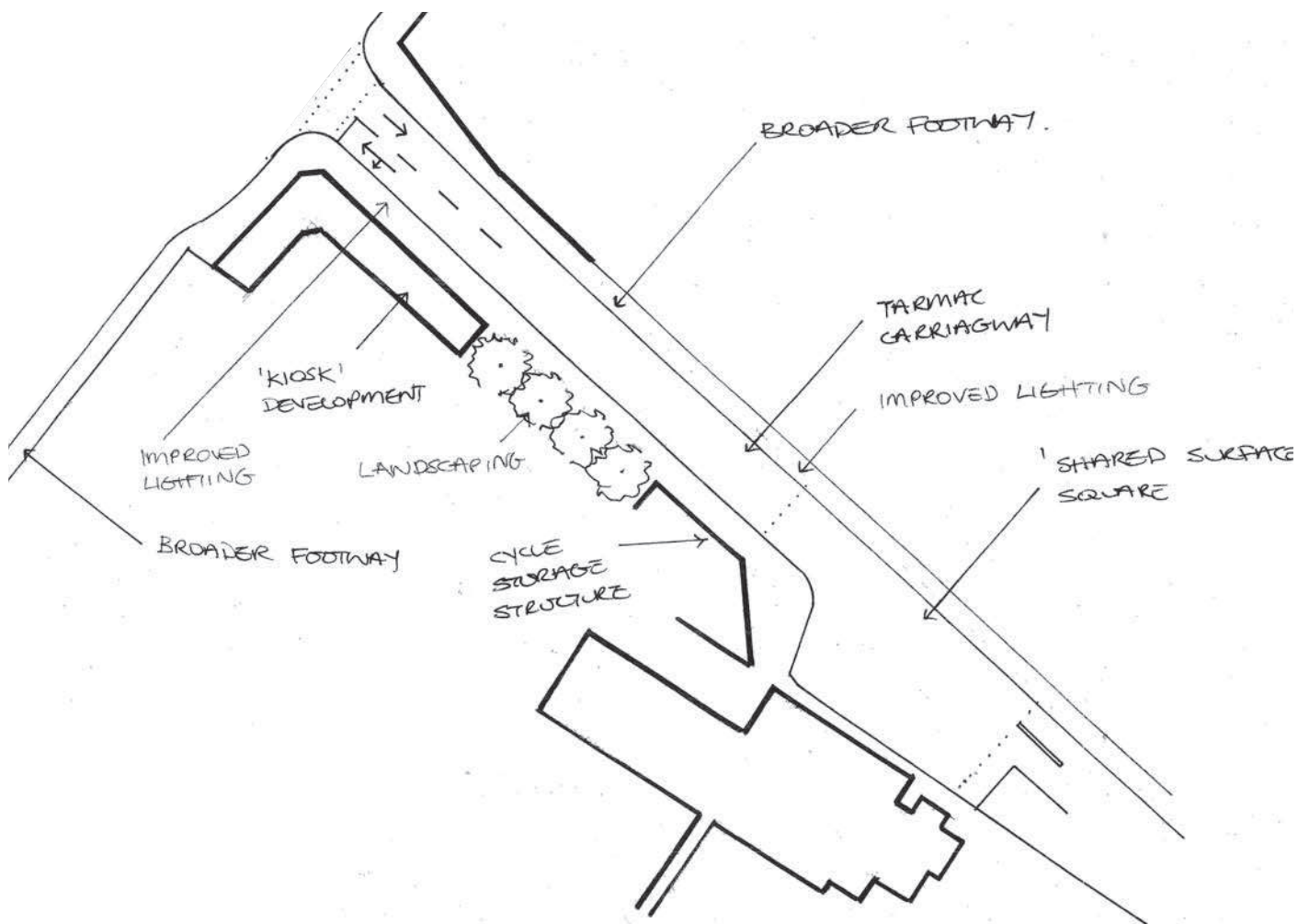
Broader footways along one or both sides of Chaville Way would increase capacity for pedestrians walking to and from the station and improve upon the current situation where significant numbers of people regularly walk in the roadway. On the north side of Chaville Way the existing station car parking would need to be relocated to achieve this.



Junction of Ballards Lane, Nether Street and Chaville Way

#### Enhanced environment along Chaville Way

Other potential enhancements to the environment along Chaville Way could include tree planting on the south side of the road, improved lighting and the replacement of the existing fencing on the south side of the road with a better quality structure. The use of co-ordinated high quality materials on Chaville Way could also be a means of guiding pedestrians towards Ballards Lane and create a positive first impression of the town centre. This might be assisted further by the provision of some kiosk type retail uses along Chaville Way. The following page contains an example of how this could be achieved.



Illustrative option for environmental improvements along Chaville Way



### Provide an enhanced public space in front of Finchley Central Station

An enhanced public space in front of Finchley Central Station would create a more attractive first impression of the area and provide a sense of arrival. If a new shared surface or pedestrian crossing were provided in this area it would allow users of the station to cross this road more easily. As with a number of the options outlined for the area around the junction this would also improve the experience of those looking to move between the underground and bus networks.

### Pedestrian crossings around junctions of Nether Street, Ballards Lane and Chaville Way

Appropriately sited new, altered or relocated pedestrian crossings around the junction of these three roads could make it easier for pedestrians to move through this area. However, any changes would need to undergo detailed design, survey work and have traffic modelling undertaken to ensure there would not be any detrimental impact on vehicular movements.

### Broader footway near the bus stop on Ballards Lane north of Chaville Way

There may be the potential to increase the width of the footway on the east side of Ballards Lane near the bus stop. This would ease the congestion that occurs in this location at certain times of the day. However, this would be subject to detailed design and survey work.

### Improving the Railway Bridge

The footways along the bridge over the railway would benefit from replacement. While these footways are fairly narrow, because of the need to maintain capacity for vehicles in this already congested area it would be difficult to increase footway widths on either side.

Options for removing one footway and widening the other in this area have been examined. However, it is considered that at present both

footways should be maintained, particularly as there is no pedestrian crossing on the southern side of the junction of Ballards Lane and Nether Street.

It has been suggested that the existing bridge might be increased in width or a separate bridge constructed to ease pedestrian congestion in this area and improve the pedestrian environment. Either of these options would require a significant amount of survey work to establish feasibility and an appropriate design approach would need to be developed. Substantial funding would also need to be sourced to deliver such a scheme. At this point in time no detailed work has been undertaken on either option.



Pedestrian crossing at Nether Street junction



Finchley Central Station entrance

### Improvements to the wider public realm

3.18 In certain places the experience of those using the town centre has considerable scope for improvement. Examples of issues include unnecessary clutter in the public realm, domination of the pedestrian environment by the road, poorly utilised public space and narrow footways.

#### Removal of unnecessary street furniture and clutter

The removal of street furniture, such as bollards, guard rails, posts and signage, can ease pedestrian movement, reduce visual clutter and significantly improve the appearance of an area. However, some street furniture provides an important function and so any removal would need to be assessed on an item by item basis.

Where street furniture is added or replaced it should be kept to a minimum, based on a simple palate of high quality materials, be easy to maintain and located in a co-ordinated manner that does not obstruct pedestrian movement. This might be something as simple as locating multiple signs on a single post to avoid the need for multiple supporting posts.

#### Improving footways

Where footways are replaced the palate of materials selected should be kept simple, of an appropriate quality and used consistently. The simple concrete paving used in many areas works well and could be continued in the same simple manner as other upgrading takes place.

In the long-term there is potential to increase footway widths in parts of the town centre. For example, if Central House and 1-9 Ballards Lane were redeveloped the building line could be pushed back to continue the building line to the north. The creation of wider footways in this location would enhance the suburban feel of the area and could also facilitate other features such as new tree planting.

#### Additional tree planting

Several parts of the town centre already benefit from substantial tree planting. The broad footways that exists in certain sections of the town centre provide the potential for further tree planting. The species and siting of any new planting would require careful consideration. However, new tree planting is to be encouraged where it is appropriate for the substantial contribution trees can make to softening harsh environments and creating a suburban character.



Scope for tree planting



Reduce street clutter - Regents Park Road



Scope for enhancement of the public realm

## 4. Delivery

4.1 Achieving the vision and delivering the priorities for change in Finchley Church End will be challenging and the Council cannot implement this strategy alone. The Council will work with a range of stakeholders including the GLA and TfL, landowners, local businesses, utility providers, residents, the voluntary and community sectors and others to ensure that Finchley Church End becomes a thriving, vibrant and viable district centre and the quality of the town centre environment is improved for all.

### Partnership Working

4.2 The Council will work with partners, landowners and other stakeholders to secure deliverable schemes and successful change in the town centre. The Council's implementation and delivery strategy is based on on-going partnership working, particularly with TfL who are major land owners in the town centre and a major stakeholder in helping to improve the public realm.

4.3 Partnership working will focus on the co-ordination of the policies, resources and decisions of the key stakeholders so that these are in line with the priorities and the guidance contained within this strategy. Such an approach will ensure that the efforts exerted by partners and stakeholders in progressing their individual objectives will be consistent with, and supportive of, the vision and overarching objectives of this strategy.

4.4 Public engagement and consultation with the local community and resident groups will be important throughout the lifetime of this strategy and will be essential to the success of partnership working. The local community has been engaged and consulted with during the Issues and Options and draft strategy stages and will continue to be consulted with through the submission of planning applications and any proposed updates to the strategy.

4.5 The establishment of a Business Forum for Finchley Church End to encourage greater collaboration between traders and promotion of the town centre will be explored. This has been successful in other town centres in Barnet, including Edgware and Chipping Barnet.

### Planning Obligations / Community Infrastructure Levy

4.6 Barnet is currently developing a strategic approach to the implementation of the Community Infrastructure Levy (CIL) which enables Local Authorities to set a standard charge for development to contribute towards the costs arising from new development. This approach will be used to ensure that any new development in Finchley Church End will contribute appropriately to meeting infrastructure requirements and will complement the Council's approach to securing S106 contributions.

4.7 It is envisaged that the implementation of the CIL will help secure wider transport / public realm improvements to Finchley Church End. Planning obligations through Section 106 Agreements will still prove appropriate for improvements relating directly to specific development proposals and their associated impacts.

4.8 The priorities for planning obligations for development on sites within the strategy area have been set out to ensure that such contributions help to deliver the objectives of the strategy. The priorities can be summarised as follows:

- Reduce clutter in the public realm through removing unnecessary street furniture, such as signs, sign posts and guard railing that are no longer needed. An example of an area which would benefit from de-cluttering is the junction of Nether Street, Ballards Lane and Chaville Way.

- Provide additional tree planting in appropriate locations, such as the wider sections of pavement on Regents Park Road and Ballards Lane.
- Improve pedestrian routes in key locations through measures such as the widening of footways and replacement of pavement, for example along Chaville Way to Finchley Central Station.
- Upgrade necessary street furniture to enhance the public realm. Retained or replaced street furniture should use a simple palate of high quality materials, be easy to maintain and located in a co-ordinated manner.
- Create a well designed, shared arrival space outside Finchley Central Station.
- Improve the quality of the street lighting where necessary across the town centre.

## Other Funding Streams

- 4.9 Opportunities to access other funding streams to support delivery of environmental improvements across the town centre will also be explored. The strategy will provide the strategic framework for future bids which could include:
- TfL funding through the Local Implementation Plan.
  - GLA funding through the Outer London Fund (or similar).
  - Other town centre improvement funds.
- 4.10 This town centre strategy provides the framework to manage change in Finchley Church End and help realise the development potential of the opportunity sites identified. The strategy offers a major opportunity to enhance the distinctive character of the town centre and help deliver the movement and public realm changes identified in section 3.0. The Council will work in partnership with landowners, residents and other stakeholders to secure successful change in the town centre over the coming years.

# Appendix 1

## Barnet's Planning Policy Framework

The Mayor's priorities for London's town centres are set out in the:

- London Plan, July 2011.

Barnet's priorities for its town centres are set out in the:

- Core Strategy - Submission Draft - May 2011
- Development Management Policies - Submission Draft - May 2011

A list of the most relevant national planning guidance documents is set out below:

- Planning Policy Statement 1: Delivering Sustainable Development (2005);
- Planning and Climate Change - Supplement to Planning Policy Statement 1 (2007);
- Planning Policy Statement 3: Housing (2011);
- Planning Policy Statement 4: Planning for Sustainable Economic Growth (2009);
- Planning Policy Statement 5: Planning for the Historic Environment (2010);
- Planning Policy Guidance 13: Transport (2011);
- Planning Policy Statement 22: Renewable Energy (2004);
- Planning Policy Guidance 24: Noise (1994);
- Planning Policy Statement 25: Development and Flood Risk (2010).

We expect that the existing suite of national planning policy documents will be replaced by the National Planning Policy Framework in Spring 2012.

In addition to the development plan the following documents are considered of relevance;

- Finchley Church End Conservation Area Character Appraisal Statement (2011);
- Characterisation Study for Barnet (2010);
- Tall Buildings Study (2010);
- Town Centre Floorspace Needs Assessment and Update (2009 and 2010);
- Affordable Housing SPD (2007);
- Planning Obligations SPD (2006);
- Sustainable Construction and Design SPD;
- Contributions to Education SPD (2008);
- Contributions to Libraries SPD (2008);
- Contributions to Healthcare SPD (2008).

