

**MEETING**

**CABINET**

**DATE AND TIME**

**MONDAY 24TH JUNE, 2013**

**AT 6.30 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

Helena Hart  
David Longstaff  
Sachin Rajput

Robert Rams  
Joanna Tambourides  
Reuben Thompstone

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

**Andrew Nathan – Head of Governance**

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Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of Previous Meeting	
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Public Question Time (If Any)	
5.	Development and Regulatory Services (DRS); Selection of the Preferred and reserved Bidder as the Council's Strategic Partner to form a Joint Venture to deliver the DRS Service	1 - 270
6.	Amendments to Housing Allocations Scheme and the Introduction of a Placements Policy	271 - 332
7.	Reference from the Business Management Overview and Scrutiny Committee: Education Strategy Overview and Scrutiny Panel	333 - 350
8.	An Education Strategy for Barnet 2013/14-15/16	351 - 386
9.	Chipping Barnet Town Centre Strategy	387 - 460
10.	Edgware Town Centre Framework	461 - 530
11.	Motion to exclude the press and the public	
	<b>That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in Category 3 of Paragraph 9 of Part 1 of Schedule 12A of the Act (as amended)</b>	
12.	Development and Regulatory Services (DRS); Selection of the Preferred and reserved Bidder (exempt)	
13.	Any Items that the Chairman Decides Are Urgent	

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Meeting	Cabinet
Date	24 <sup>th</sup> June 2013
Subject	<b>Development and Regulatory Services (DRS): Selection of the Preferred and Reserved Bidder as the council’s Strategic Partner to form a Joint Venture to deliver the DRS Services</b>
Report of	Cabinet Member for Resources and Performance Cabinet Member for Environment Cabinet Member for Housing Cabinet Member for Safety and Resident Engagement Cabinet Member for Customer Access and Partnerships; and Cabinet Member for Planning and Regulatory Services
Summary	Appendices A, B, C and D provide the Cabinet with the Full Business Case for the Development and Regulatory Services (DRS) along with the Equalities Impact Assessment and List of Principal Legislation affecting the DRS services

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Officer Contributors	Pam Wharfe, Director for Place John Hooton, Deputy Chief Operating Officer Martin Cowie, DRS Service Lead Jason Walton, DRS Commercial Lead Suzanne Crouch, DRS Project Manager
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	Nick Faint, DRS Project Manager
Status (public or exempt)	Public (with separate exempt report)
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix A – Full Business Case Appendix B – Equalities Impact Assessment Appendix C – List of Principal Legislation Appendix D – Evaluation Report (exempt report)
Contact for Further Information:	Martin Cowie, DRS Project Director Martin.Cowie@barnet.gov.uk Tel: 020 8359 4514

## **1. RECOMMENDATIONS**

- 1.1. That Cabinet note the outcome of the evaluation stage of the Development and Regulatory Services project and accept Capita Symonds' final tender (including subsequent clarifications) as the preferred bid, with reference to the Full Business Case (Appendix A), Equalities Impact Assessment (Appendix B), List of Principal Legislation (Appendix C) and Evaluation Scores (Appendix D exempt);**
- 1.2. That Cabinet approve the recommended reserve bidder (including subsequent clarifications), as EC Harris;**
- 1.3. That Cabinet consider and respond to the comments raised by the Budget and Performance Overview and Scrutiny Committee – (to be published DATE TBC);**
- 1.4. That Cabinet instruct the officers to take all necessary action to complete the formalities for the finalisation and execution of the contract;**
- 1.5. That Cabinet approve the formation of a Joint Venture Company with Capita Symonds Ltd and instruct officers to take all necessary actions; and**
- 1.6. That Cabinet approve the addition of £6.4m of investment to the capital programme.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1. Cabinet Resources Committee 14 December 2011 (Decision Item 5) – resolved that:
  - The Cabinet Resources Committee approve the recommended Development and Regulatory Services (DRS) shortlist of two bidders for stage 2 of the competitive dialogue process;
  - The recommended shortlist was: Capita Symonds Ltd and the EC Harris / FM Conway consortium. They achieved the highest two scores from the evaluation of the outline solutions provided at the end of the first stage of competitive dialogue; and
  - The updated Development and Regulatory Services Business Case be noted.
- 2.2. Cabinet Resources Committee 28 March 2011 (Decision Item 5) – resolved that:
  - that the Committee approve the Development and Regulatory Services business case, in order for the council to begin the competitive dialogue process, following the previously approved placing of the OJEU notice.
- 2.3. Cabinet, 10 January 2011 (Decision item 8) – following the referral back by the Business Management Overview and Scrutiny Committee on 16 December 2010, resolved that:
  - decision 7 taken by Cabinet on 29 November 2010 on Development and Regulatory Services be reaffirmed (as stated in 2.5 below).
- 2.4. Cabinet, 29 November 2010 (Decision item 6) – resolved that:
  - the One Barnet Programme Framework is approved; and

- the funding strategy for One Barnet implementation costs, as set out in paragraph 6 of the Cabinet Member's report, is approved.

2.5. Cabinet, 29 November 2010 (Decision item 7) – resolved that:

- the Commercial Director be authorised to commence the procurement process to identify a strategic partner for the delivery of the Development and Regulatory Services project.

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

3.1. The Corporate Plan 2013/16 has defined the following objectives:

- promote responsible growth, development and success across the borough.
- Support families and individuals that need it – promoting independence, learning and well-being.
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

The DRS project supports the corporate plan aims by: protecting a good environment through maintaining all existing service standards in an era of significant financial reductions; and encouraging growth by introducing new technology, skills and commercial ideas to encourage and support sustainable growth in the borough.

Closer working with other service providers including Barnet Homes, the police and health authority in addition to the business sector and the community is key to the delivery of DRS as are accelerating the regeneration programme and encouraging healthier and independent lifestyles.

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

4.1. Severe resource constraint represents the most significant risk to the council achieving its strategic objectives. The Development and Regulatory Services Full Business Case demonstrates that by proceeding to contract signature and entering into a contract with the Preferred Bidder, the council will through the lifetime of the contract secure the savings it needs to meet the demands of the current Medium Term Financial Strategy and help to meet the challenge of additional cuts which will impact on local government for the rest of the decade whilst achieving significant operational and strategic benefits.

4.2. The risks to the council associated with entering into a contract with the Preferred Bidder, along with the contractual protections and other mitigations, are fully documented within section 6 of the Business Case, but are also listed in summary here:

<b>Risk Area</b>	<b>Causes</b>	<b>Control</b>
Financing	Insolvency	There are financial distress provisions in the contract and a parent company guarantee
	Change in ownership	There are restrictions in the contract on the types of organisation that are allowed to take on the contract, plus rights in the joint venture agreement
	Inability to source investment capital	The preferred bidder has been financially vetted. Financial standing tests from Pre-Qualification Questionnaire stage were re-run, showing no material change. A parent company guarantee will be in place.
	Provider is unable to effectively manage its costs or secure sufficient income	The Company is required to top up any shortfall in guaranteed financial benefit. If it fails to then the council will reduce payments to the preferred bidder accordingly. A parent company guarantee will be in place.
Core Service Performance/ Availability	Inadequate specification	Extensive work and review was carried out on the specifications
	Inadequate design / Inadequate resourcing / Inadequate methods	Performance deductions can be applied as a result of key performance indicator failures. A rectification process, step-in or termination if severe.
Resilience	Force majeure event	A Business continuity plan has been developed and included in the contract.
	Inadequate business continuity arrangements	The provider is responsible for delivering the Service continuity. These are monitored through KPIs and the council has the right, where appropriate, to step-in where there is failure
	Inadequate transition arrangements	A Performance deduction can be applied as a result of key performance indicator failures.
	Inadequate exit arrangements	Provision has been made in the contract for an Exit Plan. CSL have an obligation to maintain this throughout the contract's life
Ongoing VFM of core service	Inflexible design	There are change provisions within the contract. Performance deductions can be applied as a result of key performance indicator failures.
	Change in council priorities/policies	There are change provisions within the contract.
	Provider does not remain at the forefront of developments	There will be benchmarking at three times throughout the contract plus annual service reviews
Volume / change in demand	Demographic Changes, or policy changes requiring focus on certain activities e.g. more Trading Standards	Volume related payments have been agreed in the contract. Increased costs will be offset in some instances by increased income

<b>Risk Area</b>	<b>Causes</b>	<b>Control</b>
	inspections	
Joint venture	Joint venture could have an increased risk of facing financial difficulties as it has lower capital reserves than the commercial partner	The joint venture agreement ensures that: a) The Preferred Bidder would fund the joint venture capital and business development costs; and b) The Preferred Bidder will provide a Parent Company Guarantee.
	Joint venture (JV) arrangement would transfer less risk to a partner than a standard contract.	The contract with the joint venture would contain the same performance and financial requirements and guarantees as a direct contract with the bidder.
	Primary bidders compete with joint venture (JV).	Included in the joint venture agreement is a clause which prevents competition within a pre-agreed geographical area for DRS services.
	Joint Venture raises unsustainable levels of debt	The Council has the right of veto on debt over the value of £1m.
Financial Probity	Lack of transparency in partnership finances	Open book accounting and audit rights are part of the contract. The council will also have a Director on the JV Board.
	Uncertainty over what is in or outside the core price	The Agreement specifically includes in price all items in output specifications within agreed volume parameters.
	There are weak elements within the commercials of the project	The commercial elements have been developed during detailed and lengthy negotiations and have been reviewed by both internal and external specialists.
	Unilateral use of intellectual property by partner	There is a position in the contract which is clear on ownership and use of intellectual property rights between the parties. The council also has open book accounting and audit rights, plus rights as a joint venture company Director and shareholder
Non-delegable Statutory Functions	A number of statutory functions within the DRS cluster carry out non-delegable statutory functions	There are a number of functions within the DRS services that can only be performed by an Officer employed by the Authority. A joint employment contract between the employee, the council and the new provider will enable these elements to be performed post transfer to the new provider.

- 4.3. The mobilisation and transition phase that can commence as soon as the Alcatel (standstill) period has concluded must also be robust, and contract management arrangements need to be effectively structured and resourced to ensure that the benefits set out in the Business Case can be realised, and exceeded, throughout the

life of the relationship. These issues are addressed in more detail in section 9 and section 12 of the Full Business Case (Appendix A): 9 Project Approach and 12 Approach to Benefits Realisation and Contract Management.

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

- 5.1. Equality and diversity issues are a mandatory consideration in decision making in the council pursuant to the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function and such an obligation is on-going. The Equality Duty should be applied before a decision is made and be part of the decision-making process.

Section 149 of the Equality Act 2010 provides that: "(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it"
- (known as the Public Sector Equality Duty and for the purposes of this report henceforth referred to as the Equality Duty).

- 5.2. The "protected characteristics" are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 5.3. The Equality Duty applies to the council. In addition, Section 149(2) provides that "a person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1)". Section 150(5) provides that "a public function is a function of a public nature for the purposes of the Human Rights Act 1998".
- 5.4. The Government has recently announced its intention to bring forward a review of the Equality Duty. Until there is any change in the law, the Equality Duty remains a basis for legal challenge to decisions by any public authority. The council recognises that the time and cost of dealing with litigation and the risk of decisions being quashed is not something that can be treated lightly.
- 5.5. Members should be aware of the special duties the council owes before they take these decisions. In making their decisions, members must accord due regard to all of the goals within the Equality Duty and in the context of the function which is being exercised.
- 5.6. Elected Members have been briefed on the Equality Duty and how equality considerations must be integrated into day to day business when formulating policies and decision-making. Members are mindful of the need to consider what impact, if any, a particular proposal will have on one or more protected groups, whether there will be any cumulative impact and what mitigating steps must be put in place. The council believes the duty has been exercised in substance with rigour and with an

open mind.

- 5.7. The Equality Duty has been and will continue to be considered at all stages of decision making on the Development and Regulatory Services project and subsequent contract management.
- 5.8. A key strategic objective for this procurement has been to secure a strategic partner who will enable a new relationship with citizens. This requires understanding citizens better in order to design and commission intelligently for their needs, finding ways to involve citizens more in service design and delivery, and better integrating local community groups into service delivery. This theme has featured strongly throughout the process, in the evaluation criteria and in both Final Tenders received.
- 5.9. The evaluation criteria for the Outline Solution, Detailed Solution and Final Tender stage included several criteria related to effective delivery against the public sector equality duty and have therefore influenced the content of dialogue and bidder proposals throughout the procurement process. These criteria were:
  - Capturing financial, economic and social benefits of major regeneration projects and return to borough (8%)
  - High and measured customer satisfaction (7.5%)
  - Compliant, high quality service delivery (5.7%)
  - Effective consultation and engagement (4.6%)
  - Effective HR practices and professional development (4.6%)The exempt report contains the evaluation scores that Capita Symonds received on these criteria.
- 5.10. The pre-qualification stage of the procurement process included an evaluation of the applicants' procedures for equalities and diversity to ensure that they were in accordance with equalities legislation.
- 5.11. The council has undertaken thorough equalities impact assessments identification of the impact on employees with protected characteristics who work for the eleven services in scope, and external customers with protected characteristics served by these services which all have public-facing responsibilities.
- 5.12. The Employee Equalities Impact Assessment has been updated at key milestones throughout the procurement process.
- 5.13. These assessments demonstrate that Capita Symonds has committed, as documented in its Final Tender, to continue those aspects of good equalities practice already undertaken by the council, but also that Capita Symonds will enhance existing practice in a number of ways.
- 5.14. Significant changes that Capita Symonds intends to make to service design and delivery, which have been assessed for their impact on customers with protected characteristics include:
  - introducing a number of service improvements that will enable better data about customers to be collected, analysed, and shared so that services can be better designed and targeted to customers.
  - training staff on equalities which will help support more appropriate service delivery methods



- greater use of automated and web self-service channels and social media may negatively affect certain groups with protected characteristics. These would include older people who might not be IT literate, disabled people who cannot use a computer/phone, and people whose first language is not English.

For all of these changes, there are mitigations in the form of commitments that Capita Symonds has made to ensure that customers receive a high quality service and to avoid detrimental impacts on individuals with protected characteristics. For example, Capita Symonds has committed to introduce multi-channelled delivery and the ability to bundle services in ways that relate to customer need and put that at the heart of service delivery. Capita Symonds has also committed to retaining activities or measures currently undertaken by the services which promote the public sector equalities duty.

Having considered these issues in detail, it is the council's view that the overall impact on all groups with protected characteristics in the borough in terms of their access to and use of these services, the council's ability to tackle discrimination and advance equality of opportunity, is likely to be neutral with a potential to be positive in time. There is also likely to be a neutral impact on good relations between those sharing and those not sharing protected characteristics. However, these assessments will be kept under review throughout the mobilisation and contract period.

- 5.15. Significant changes that Capita Symonds intends to make to staffing, which have been assessed for their impact on staff with protected characteristics include:
- redundancy
  - new structures
  - new working practices
- 5.16. For all of these changes, there are mitigations in the form of commitments that Capita Symonds has made to ensure that staff are treated fairly, including:
- full transition communication and engagement plan to integrate staff into new organisation quickly and effectively
  - minimising the impact of redundancy through growth into other partner organisations, redeployment throughout other Capita Symonds businesses, managing vacancies, temporary staff and through natural shrinkage
  - occupational Health and Employee Assistance Programme
  - comprehensive training and development opportunities
  - undertaking a staff satisfaction survey within 6 months of the Service Transfer Date and annually thereafter, and putting in place a remediation plan with the staff forum to address issues identified where satisfaction decreases by more than 5%
- 5.17. The contract requires Capita Symonds to observe equalities legislation and the council's own equalities policy requirements.
- 5.18. Throughout the life of the contract, all service change proposals from Capita Symonds will need to be properly considered to ensure that due regard has been given to the Equality Duty, including appropriate publicity and consultation and equalities impact assessments, prior to any changes being implemented, with the results informing council approval and any subsequent decision whether to put them into effect or not.

The council intends to monitor the delivery of the services during the transition to "go live" and following "go live" with its partner in order to continue to satisfy its Equality Duty.

The council will maintain proper supervision over its partner to ensure that it does comply with the Equality Duty. There are already numerous contract provisions, including reporting, monitoring, intervention and assistance to ensure that this takes place.

- 5.19. In addition, whilst the council recognises that its compliance with the Equality Duty cannot itself be outsourced or delegated, the partner is required by the contract to produce an annual report on its performance in delivering against the contract equalities clauses. As part of its contract monitoring arrangements, the council will rigorously monitor the partner's adherence to equalities requirements and commitments.
- 5.20. Should the scenario arise in which the council may wish to proceed with EC Harris as its Preferred Bidder (for example in the event of Capita Symonds withdrawing) then EC Harris' Final Tender would be subject to a full EIA prior to the decision to proceed.
- 5.21. The full equalities impact assessments can be found in Appendix B.

## **6. USE OF RESOURCES IMPLICATIONS (FINANCE, PROCUREMENT, PERFORMANCE & VALUE FOR MONEY, STAFFING, IT, PROPERTY, SUSTAINABILITY)**

### **Finance**

- 6.1. The baseline budget for the services in scope for Development and Regulatory Services is £14.5m (expenditure). £0.3m is allocated to retained client functions, leaving a baseline of **£14.2m** attributable to the DRS contract. This is set out in the table below:

Expenditure baseline	£m
Baseline for in scope services	14.5
Retained client	(0.3)
DRS baseline	14.2

- 6.2. The services in scope for Development and Regulatory Services include income budgets totalling £9.7m per annum. Income growth is key to Capita Symonds' bid. The offer commits to net income growth of 34% over the contract term (£97m to £130m).
- 6.3. The Medium Term Financial Strategy (MTFS) agreed by the council in March 2012 included savings attributable to DRS totalling £2.78m per annum. This reflected the prudent estimate of benefits from the DRS business case. Since that point, Cabinet on 25 February 2013 set out additional savings requirements of £0.4m for DRS for the years 2014/15 and 2015/16, reflecting the likely further cuts to public expenditure that will follow from the existing 2010 spending review settlement. So when taken together,

the total savings requirement for DRS over the period 2013 to 2016 is £3.18m.

- 6.4. The guaranteed financial benefits arising from the Preferred Bidder recommendation include savings on the core transferring services (reduction in expenditure and increases in income). These financial benefits are as follows:

<b>Guaranteed savings (cumulative)</b>	<b>2013/14 (£m)</b>	<b>2014/15 (£m)</b>	<b>Contract term Total (£m)</b>
December 2011 savings target on core transferring services	1.53	2.78	26.5
Capita Symonds guaranteed savings	1.54	2.80	39.1
<b>Target exceeded by:</b>	<b>0.01</b>	<b>0.02</b>	<b>12.6</b>

- 6.5. The table above demonstrates that the original savings target derived from the Outline Business Case (£26.5m) has been exceeded in Capita Symonds' offer by £12.6m and that the target for 2013/14 and 2014/15 as per the existing council budget is also met.
- 6.6. The additional savings target included in the Cabinet report of 25 February 2013 relating to DRS amounts to a further £0.4m saving required by 2015/16, i.e. £3.18m. Capita Symonds' offer includes guaranteed savings of £4.06m by 2015/16, exceeding the target by £0.88m.
- 6.7. The savings on core services as set out above (£39.1m over 10 years) exceeds both the current MTFS target and the additional MTFS targets out for consultation. Any additional savings to the council both through guaranteed financial benefit over and above the target and further commercial development will not be directly factored into the MTFS at this stage, but if realised will help the council to meet their additional savings targets beyond 2015.
- 6.8. The key proposals from the Preferred Bidder are outlined in the Full Business Case (Appendix A) and the evaluation scores are shown in the Exempt Report.

## **Procurement**

- 6.9. The council has undertaken a competitive dialogue process as outlined in Section 7 of this report.
- 6.10. The detail of the evaluation process is articulated in Appendix D;

## **Staffing**

- 6.11. The council has obligations to its staff both under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and the council's additional TUPE Transfer Commitments which it made to staff through its recognised Trade Unions.
- 6.12. The council will fulfil its TUPE duties to inform and consult staff through tripartite meetings between the council, the new partner and the Trade Unions, which will begin post Alcatel. In addition to the statutory processes, these tripartite meetings will

manage the implementation of the TUPE Transfer Commitments.

- 6.13. Permission to implement the TUPE transfer of staff from the council to the Joint Venture will be sought from the General Functions Committee.
- 6.14. The pensions implications will be put to the Pension Fund Committee Post Alcatel with a recommendation for the new partner to receive Admitted Body Status to the London Borough of Barnet Local Government Pensions Scheme. This request will be supported by a pension bond and admissions agreement.
- 6.15. Details of FTE reductions are contained within the Full Business Case (Appendix A), and are based on data provided to bidders in July 2012. Updated figures will be provided to the new partner at the start and the end of the mobilisation period.
- 6.16. Details of the employee equalities impact assessment are summarised above in section 5, and in full detail in Appendix B.
- 6.17. During the scoping of the Development and Regulatory Services (DRS) project and exploration of options it was acknowledged that there were a number of statutory duties and powers that were non-delegable under the relevant service specific legislation.
- 6.18. Throughout the competitive dialogue process the statutory functions were discussed with bidders and the council decided to consider the option of joint employment. The employees identified as providing non delegable statutory functions will be working under joint employment contracts with the council and the new JV in order to continue to provide the non-delegable statutory duties.

### **Pre-mobilisation period**

- 6.19. The council has provided support to managers and staff throughout the procurement period through the provision of workshops covering the TUPE process, and the personal change process ('Change and Me'). In the period up to June 2013 the council has put the following arrangements in place to support staff:

#### Emotional support

- Counselling
- Employee Assistance Programme – Workplace Options – available 24/7
- Change and Me workshops

#### Practical Support

- Line manager and employee 1-1s with a template to collect issues and concerns. These will be held centrally and passed onto the Preferred Bidder when they arrive on site.
- TUPE Answers 1-1, run by HR, 2 hours every day
- Single intranet page under DRS (Development and Regulatory Services) for all support matters, with TUPE FAQs reviewed weekly
- Email address for comments and concerns: [employee.support@barnet.gov.uk](mailto:employee.support@barnet.gov.uk)

## **Mobilisation of the Contract**

- 6.20. The council has a full staff mobilisation plan to ensure that all of the TUPE obligations with regard to informing and consulting are properly discharged.
- 6.21. Post Alcatel the council will start working with the Preferred Bidder to merge plans, agree key milestones, and implement the staff mobilisation and transition plan set out in their Final Tender.
- 6.22. An important part of mobilisation is the release of staff from their duties to attend informative briefings, induction's, one-to-one meetings, and pre-contract training on new systems and processes, so that they can start to understand the culture and working processes of their new employer. The council recognises that release at the early stages of mobilisation will contribute to a smooth transfer of staff, and the process will be managed to ensure minimum disruption to the services supporting the council and the residents of Barnet.

## **Performance and Value for Money**

- 6.23. Capita Symonds has committed 10% of its annual core services fee to the achievement of Key Performance Indicator (KPI) targets. This means that fee deductions can be made by the council up to this level if performance targets are not hit. The basket of KPIs covers all eleven service areas in scope, as well policy adherence and a number of 'Super KPIs' covering overarching objectives.
- 6.24. Capita Symonds has committed to report performance against both KPI targets on a monthly basis (noting that some KPIs have a less frequent reporting cycle) and in addition a broader set of Performance Indicator (PI) targets (which have no direct impact on payment but can be escalated to be KPIs on repeated failure).
- 6.25. The council can require that new KPIs or PIs are introduced and current ones are reprioritised. If the council wishes to make targets more ambitious, it can use the change mechanism within the contract to facilitate this, where Capita Symonds is obliged to provide options to the council to consider.
- 6.26. In years 4 and 7 respectively, the partnership will commission external benchmarking of the services linked to a more fundamental service review. The results of this will inform a partner requirement to develop options and an implementation plan for reducing cost and/or developing services further in line with the council's strategic objectives at the time. This can extend to an obligation for the partner to conduct an external market testing exercise. In addition to the year 4 and 7 benchmarking the council can, after year 2, request one further benchmarking of each service.

## **Sustainability**

- 6.27. The council's contract has a sustainability clause, requiring (amongst other things) that the partner supports the council in meeting its environmental targets and obligations, and adherence to a written environmental management strategy setting targets for carbon emissions, water usage, increased recycling rates and procuring sustainability and sustainable transport usage.

- 6.28. Capita Symonds sets out significant investment proposals to stimulate and drive forward borough-wide growth, enterprise and renewal, by:
- forming a joint venture with the skills, capacity and leadership to co-ordinate the delivery of local services, focus on areas of need and achieve better outcomes for residents. As part of this, Capita Symonds will invest £250,000 in a Barnet Observatory to understand social and economic trends and use this to best meet local needs. Barnet Observatory will provide Borough-wide economic and socio economic information through Middlesex University's Centre for Enterprise and Economic Research (CEEDR). This information will be used to inform the prioritisation of projects and provide opinion on key major projects.
  - offering new business support and advisory services to help local traders, give support to local town centre forums, and leading initiatives to reduce the number of vacant high street properties across compared to other comparables boroughs
  - finding new ways to secure funding, including setting an overarching performance measure to increase the success of Barnet in winning Central Government funding
  - maximising the financial and economic benefits of new developments including increase receipts of New Homes Bonus, Community Infrastructure Levy, Business Rate report to fuel re-investment and deliver key infrastructure
- 6.29. In addition, Capita Symonds have expressed an intention to use Barnet as the base for the provision of development and regulatory services and using Barnet as the base to grow business in the wider region.

## **7. LEGAL ISSUES**

- 7.1. The council has been advised throughout this procurement by its external legal advisers Trowers & Hamlins LLP and, in relation to authority policies, authority policy clauses within the contract, property and third party contracts that will novate, by its in-house legal services department.
- 7.2. In accordance with the provisions of Regulation 18 of the Public Contracts Regulations 2006 (the Regulations), the council has undertaken a thorough competitive dialogue with bidders for the DRS contract. The project team and project advisers have undertaken detailed negotiation of all elements of the Partnering Agreement clauses and schedules, including the financial and technical schedules, with the goal of obtaining the most economically advantageous proposals for the provision of the DRS services.
- 7.3. The competitive dialogue procedure concluded with the receipt of final tender submissions from EC Harris and Capita Symonds on 2 January 2013. Council officers and project advisers have undertaken a thorough evaluation of the submissions in accordance with the published evaluation criteria.
- 7.4. At Preferred Bidder stage, the Regulations state that the council may only request the bidder to clarify or confirm commitments contained in the final tender but further detailed negotiation is no longer permitted.

- 7.5. The services to be included within the DRS contract include statutory functions under a wide range of legislation set out in Appendix C of this report.
- 7.6. The council has established legal powers to enter into a contract with an external service provider to deliver these services by virtue of Section 1 of the Local Government (Contracts) Act 1997, its duty to secure economy, efficiency and effectiveness in the provision of its services under section 3 of the Local Government Act 1999 ("best value"), its general power of competence under section 1 of the Localism Act 2011, section 111 of the Local Government Act 1972 and the powers contained within the Principal Legislation List in Appendix C to this report. The council also has the power under the Localism Act 2011 to enter into the joint venture agreement.
- 7.7. Upon confirming all outstanding elements of the Preferred Bidder's proposals, and approval of the Preferred Bidder recommendation, the council will enter into a Partnering Agreement with the Preferred Bidder for a 10 year period for the provision of the DRS services. The parties will also have an option to extend the contract term by a period of up to an additional five years.
- 7.8. The contract contains detailed provisions to enable the council to monitor the quality of the services, and the partner will be incentivised under a payment and performance mechanism to deliver to the standards set out in the detailed output specifications for every service and through KPIs during the contract period and any period of extension.
- 7.9. The council is protected against a number of potential risks by indemnities and the contractual obligations are reinforced by a parent company guarantee from Capita Group, a company listed on the London Stock Exchange whose financial strength has been subject to assessment by the council's finance team. Should the parent company's financial standing fall below the required levels set by the council then they are obliged to put in place other forms of guarantee, such as a performance bond.
- 7.10. The partner will enter into an Admission Agreement in relation to the Local Government Pension Scheme. A bond will back up the partner's obligations with regard to staff pensions under the Local Government Pensions Scheme.
- 7.11. There are provisions within the contract which allow the council to terminate early for a number of grounds of Service Provider Default as well as provisions which address early termination due to force majeure.
- 7.12. The council also has the option to terminate the DRS contract voluntarily on six months' notice subject to having to compensate the partner for agreed contractual heads of compensation. These heads of compensation would also apply if the council was in breach of the contract and the partner had grounds to terminate. This is usual in all contracts requiring major investment.
- 7.13. The council has a legal duty as a public authority to continue to have regard to its obligations under the Human Rights Act 1998 (HRA). These duties (like the Public Sector Equality Duty) cannot be outsourced or delegated. Where the partner proposes any changes to the services during the term of the contract the council will ensure that it considers any potential implications any change in service will have on service

users, residents or other individuals and will have due regard to such considerations in any decision it takes as to whether to bring such change(s) into effect.

## **8. CONSTITUTIONAL POWERS**

- 8.1. Council Constitution, Part 3, Responsibility for Executive Functions – Paragraph 3.7 states the Cabinet may discharge any executive functions whether or not they are also delegated to officers.
- 8.2. This decision constitutes a key decision as it involves expenditure or savings in excess of £500,000 and has an effect on two or more wards.

## **9. BACKGROUND INFORMATION**

- 9.1. In March 2011 Cabinet Resources Committee approved the Outline Business Case for the Development and Regulatory Services (DRS) project. This recommended that the council undertake a procurement process to identify a strategic partner to deliver:
  - Building Control
  - Environmental Health
  - Hendon Cemetery & Crematorium
  - Highways Network Management
  - Highways Traffic & Development / Highways Strategy
  - Highways Transport & Regeneration
  - Land Charges
  - Planning Development Management
  - Regeneration
  - Strategic Planning
  - Trading Standards & Licensing
- 9.2. A ‘competitive dialogue’ procurement process has since been completed to identify the best partner for these services. Final Tenders have been received from two bidders – Capita Symonds and EC Harris. The outcome of the evaluation is a recommendation that the council proceed with Capita Symonds as preferred bidder, to form a joint venture with the council to deliver DRS services.
- 9.3. The Full Business Case demonstrates how the Final Tender from Capita Symonds enables the council to:
  - meet the unprecedented financial pressures it is facing;
  - invest in these services; and
  - preserve and improve on existing service levels.
- 9.4. Capita Symonds’ Final Tender contains a range of contractual guarantees to deliver or exceed the targeted benefits from the Outline Business Case Update approved by Cabinet Resources Committee in December 2011. The offer and key benefits are described below.



### **9.5. Financial benefits**

In total, the guaranteed cashable financial benefit from entering into a joint venture arrangement with Capita Symonds would be £39.1m over a 10 year period. This exceeds the business case target by £12.6m.

### **9.6. Contract savings**

The Outline Business Case Update (December 2011) set out an expectation of financial benefits from the core services totalling £26.5m over a 10 year period. Capita Symonds' offer includes guaranteed financial benefits of £39.1m over the contract term, delivered by a combination of cost reductions (£5.3m) and net income growth (£33.8m).

This results in bringing the net cost of these services to the council down from £45m to £6m over the 10 year contract term (£4.5m to £600,000 per annum).

### **9.7. Impact on the council's Medium Term Financial Strategy**

The Medium Term Financial Strategy set DRS services a target of a £2.78m reduction in the current council base budget for the first two years of the contract. Capita Symonds' offer amounts to £2.80m for the first two years of the contract (2013/14 and 2014/15) and therefore meets the target.

As part of the council's annual budget planning, the Medium Term Financial Strategy has now been updated to include proposed savings up to 2015/16. This resulted in an additional savings target for DRS of £0.4m. This makes the new target £3.18m of savings in the first three years of the contract. Capita Symonds' offer includes savings of £4.06m by 2015/16, which comfortably exceeds the expected target.

### **9.8. Guaranteed investment**

Capita Symonds' proposal also includes (within the financial offer described above) approximately £8.2m investment in areas such as information technology (computer hardware and software), building infrastructure and training. This investment not only enables Capita Symonds to deliver the transformation it is proposing, but also avoids the council having to find money in the future to fund replacement technology for systems that are at or nearing the end of their useful life.

### **9.9. Additional financial benefits**

In addition to these guaranteed financial benefits on core services, the Capita Symonds offer includes additional commercial proposals that potentially generate further financial benefits to the council over the contract term. The council's view is that this could potentially generate further financial benefits of several million pounds over the contract term. In practice this may result in additional business cases being presented to Members for approval. There is no obligation on the council to approve specific business cases and there is no impact on the guaranteed financial benefit.

### **9.10. Benefits for residents**

Capita Symonds commit to providing Barnet's residents with an improved and more efficient range of development and regulatory based services. Key examples of how this will be achieved are as follows:

- establishing a dedicated customer services team across all DRS services, supported by new technology, to provide quicker access to services and

information. As part of this Capita Symonds will invest in new online services and self-service including case work tracking, reporting of local issues and complaints monitoring;

- forming a joint venture with the skills, capacity and leadership to co-ordinate the delivery of local services, focus on areas of need and achieve better outcomes for residents including employment and health prospects. As part of this, Capita Symonds will initially fund £250,000 in a Barnet Observatory to understand social and economic trends and use this to best meet local needs. The total investment in the Barnet Observatory will be £1.04m over ten years; and
- significant investment in best-in-class technology and staff capability to enable more efficient and responsive delivery and a customer focused working culture.

#### **9.11. Benefits for Members**

Capita Symonds will provide Members with support in their functions as required, including a dedicated Member liaison service. This team will act as a single point of contact for Members for DRS services, answering enquiries, tracking cases and keeping Members informed. This does not preclude direct contact with service officers or planners as necessary for Members.

Members will receive regular and directly relevant information about their wards and a wider summary of borough-wide trends in relation to DRS services. Cabinet Members will be able to monitor performance specific to their portfolios. Evidence of progress against objectives, projects and financial plans will be available to support scrutiny and governance processes.

Full policy and budgetary control and democratic oversight will be maintained.

#### **9.12. Benefits for community organisations**

Capita Symonds will commit to a range of initiatives to support community and voluntary sector organisations. This includes establishing local user forums to engage with communities, supported by the appointment of Community Liaison Officers. Capita Symonds will also create a Barnet Revolving Fund with an initial investment of £200,000 and revenue of £40,000 per annum, aiming to make the most of available funding such as New Homes Bonus and Business Rates (NNDR) to benefit local communities.

#### **9.13. Benefits for the local economy**

Capita Symonds sets out significant investment proposals to stimulate and drive forward borough-wide growth, enterprise and renewal, by:

- offering new business support and advisory services to help local traders, giving support to local town centre forums, and leading initiatives to reduce the number of vacant high street properties across Barnet compared to comparable boroughs;
- finding new ways to secure funding, including setting an overarching performance measure to increase the success of Barnet in winning Central Government funding;
- maximising the financial and economic benefits of new developments including increase receipts of New Homes Bonus, Community Infrastructure Levy, Business Rate rebate to fuel re-investment and deliver key infrastructure;
- providing new capacity to accelerate project delivery and unlock stalled projects; and

- In addition, Capita Symonds have expressed an intention to use Barnet as the base for the provision of DRS services and using Barnet as the base to grow business in the wider region.

9.14. Benefits for transferring staff

The preferred Tender incorporates a significant number of commitments covering HR matters and organisational and professional development. These also include activities during the transition period to ensure that staff are welcomed and integrated into the joint venture in an appropriate way. All transferring staff will benefit from the TUPE Transfer Commitments which is a preservation of contractual terms and conditions for the first year post contract, and on-going access to their Local Government Pension Scheme, whilst working on the Barnet contract.

9.15. There remains the option of discontinuing the procurement process. However, if the council chose not to complete this procurement, it would have to:

- make significant cuts to customer and support services in 2013/14 in order to meet immediate budget pressures;
- attempt to replicate the investment, technology and other solutions being proposed by Capita Symonds in order to drive out the future savings required; and
- at the same time attempt to maintain service levels in existing areas and develop further its own analytical capability to shape future commissioning.

The council does not currently have sufficient capacity or expertise to guarantee that all of this can be achieved concurrently. Capita Symonds is offering these guarantees.

Therefore, the recommendation is to enter into a joint venture with Capita Symonds for the delivery of DRS services, with the intention of Capita Symonds commencing services following Cabinet decision / Post Decision Scrutiny and a transition period.

## 10. LIST OF BACKGROUND PAPERS

- 10.1. Budget and Performance Overview and Scrutiny Committee minutes dated 11<sup>th</sup> June 2013 – to be published

<b>Cleared by Finance (Officer's initials)</b>	<b>MC/JH</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>Trowers and Hamlin</b>

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**Full Business Case (FBC): DRS**

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<b>Author:</b>	Pam Wharfe
<b>Date:</b>	
<b>Service / Dept:</b>	Deputy Chief Executive's Service

**Approvals**

By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for Development & Regulatory Services (DRS) project and confirm their acceptance of the completed document.

<b>Name</b>	<b>Role</b>	<b>Signature</b>	<b>Date</b>	<b>Version</b>
Andrew Travers	Interim Chief Executive			

## Contents

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1. Executive summary .....	3
2. Introduction and strategic context .....	8
3. The joint venture approach .....	10
4. Expected benefits .....	21
5. Equalities Impact Assessments .....	28
6. Risks .....	32
7. Impact on staff .....	36
8. Financial appraisal .....	39
9. Project approach .....	45
10. Dependencies .....	53
11. Democratic oversight and control .....	54
12. Benefits realisation and contract management .....	55

## Glossary

Reference	Full Description
DRS	Development & Regulatory Services
CSL	Capita Symonds Ltd
The council	London Borough of Barnet Council
TUPE	Transfer of Undertakings (Protection of Employment)
JV	Joint Venture

## 1. Executive summary

In March 2011 Cabinet Resources Committee approved the Outline Business Case for the Development and Regulatory Services (DRS) project. This recommended that the council undertake a procurement process to identify a strategic partner for the delivery of the following services:

- Building Control
- Environmental Health
- Hendon Cemetery & Crematorium
- Highways Network Management
- Highways Traffic & Development / Highways Strategy
- Highways Transport & Regeneration
- Land Charges
- Planning Development Management
- Regeneration
- Strategic Planning
- Trading Standards & Licensing

A 'competitive dialogue' procurement process has since been completed to identify the best partner for these services. Final Tenders have been received from two bidders – Capita Symonds (CSL) and EC Harris. The outcome of the evaluation is a recommendation that the council proceed with CSL as Preferred Bidder, to form a joint venture with the council to deliver DRS services.

The Final Tender submitted by EC Harris did not score as highly as CSL's bid. Evaluation has shown, however, that EC Harris would acceptably deliver the council's stated requirements and it is also recommended that the EC Harris tender is designated as a reserve bid, which the council may return to should it not be able to finalise a deal with CSL's.

This Full Business Case demonstrates how the Final Tender from CSL enables the council to:

- meet the unprecedented financial pressures it is facing;
- invest in these services; and
- preserve and improve on existing service levels.

CSs Final Tender contains a range of contractual guarantees to deliver or exceed the targeted benefits from the Outline Business Case Update approved by Cabinet Resources Committee in December 2011. The offer and key benefits are described below.

## Offer Summary

Contractual basis	Joint venture to be formed by CSL and the council which will contract with the council for the provision of the DRS services
Term	10 years initial term, with a council option for a 5 year extension
Financial benefits	<ul style="list-style-type: none"> <li>• £39.1m over 10 years guaranteed, derived from a mixture of cost savings and income growth</li> <li>• £8.2 of investment in services</li> <li>• Medium term financial strategy exceeded</li> </ul>
Key service commitments	<ul style="list-style-type: none"> <li>• Delivery of 66 key performance indicators related to the 11 services in scope and council policies.</li> <li>• Compliance with 11 detailed output specifications.</li> <li>• Delivery of detailed service delivery plans proposed by the bidder and agreed in dialogue.</li> </ul>
Commercial highlights	<ul style="list-style-type: none"> <li>• Key performance indicators linked to the level of payment</li> <li>• Any profit that is above target made by the provider to be shared with the council</li> <li>• Price indexed against the local government pay awards and the consumer prices index</li> <li>• Price may vary up or down dependant on service volumes for some services</li> <li>• Large potential for further benefits from existing and new income streams, plus selling services to other authorities</li> </ul>
Contractual elements	<ul style="list-style-type: none"> <li>• Services contract between the joint venture company and the council</li> <li>• Joint venture shareholders agreement</li> <li>• NSCSO Interface Agreement (the mechanism to manage the relationship between the NSCSO provider, DRS provider and the council)</li> <li>• Small works construction contract for repairs at Hendon cemetery and crematoria</li> </ul>
Staffing impacts	<ul style="list-style-type: none"> <li>• Transfer of employment to new provider under the Transfer of Undertakings (Protection of Employment) Regulation 2006</li> <li>• New provider to honour the council's TUPE Transfer Commitments</li> <li>• Training, leadership development programmes, Continuous Professional Development and skills enhancement, Succession planning and talent management</li> <li>• Opportunities to work on innovative and new projects</li> <li>• £500 per person per annum, average 5 days per person per annum to be invested in training and development over the life of the contract</li> <li>• Commitment to adding commercial skills and acumen to the services to enable individual development and growth of the business</li> <li>• 30 additional posts brought into Barnet for the first year of the contract</li> <li>• 30.1 posts removed from year 2 FTE figures then shown as stable for the remainder of the contract</li> </ul>
Reviews	Benchmarking will be carried out in year 4 and year 7, plus one other time per service at the council's election during the term. Year 7 will be a comprehensive review to feed into decision making



	related to any possible contract extension
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## 1.1. Financial benefits

In total, the guaranteed cashable financial benefit from entering into a joint venture arrangement with CSL would be £39.1m over a 10 year period. This exceeds the business case target by £12.6m. This does not include the additional financial benefits discussed below.

### Contract savings

The Outline Business Case Update (December 2011) set out an expectation of financial benefits from the core services totalling £26.5m over a 10 year period. CSLs' offer includes guaranteed financial benefits of £39.1m over the contract term, delivered by a combination of cost reductions on the services specified in the output specifications (£5.3m) and net income growth (£33.8m).

This results in bringing the net cost of these services to the council down from £45m to £6m over the 10 year contract term (£4.5m to £600k per annum).

### Impact on the council's Medium Term Financial Strategy

The Medium Term Financial Strategy originally set DRS services a target of a £2.78m reduction in the current council base budget for the first two years of the contract. CSL's offer amounts to £2.80m for the first two years of the contract (2013/14 and 2014/15) and therefore meets the target.

As part of our annual budget planning, the Medium Term Financial Strategy has been updated to include proposed savings up to 2015/16. This resulted in an additional savings target for DRS of £0.4m. This is currently out for consultation for the period 2014-16. This makes the new target £3.18m of savings in the first three years of the contract. CSL's offer includes savings of £4.06m by 2015/16, which comfortably exceeds the expected target.

### Guaranteed investment

CSL's proposal also includes (within the financial offer described above) approximately £8.2m investment in areas such as information technology (computer hardware and software), building infrastructure and training. This investment not only enables CSL to deliver the transformation it is proposing, but also avoids the council having to find money in the future to fund replacement technology for systems that are at or nearing the end of their useful life.

### Additional financial benefits

In addition to these guaranteed financial benefits on core services, the CSL offer includes additional commercial proposals that potentially generate further financial benefits to the council over the contract term. The council's view is that this could potentially generate further financial benefits of several million pounds over the contract term. In practice this may result in additional business cases being presented to Members for approval, however there is no obligation on the council to approve specific business cases and there is no impact on the guaranteed financial benefit.

## 1.2. Non-financial benefits

### Benefits for residents

CSL commit to providing Barnet's residents with an improved and more efficient range of development and regulatory based services. This will be achieved through:

- establishing a dedicated customer services team across all DRS services, supported by new technology, to provide quicker access to services and information. As part of this CSL will invest in new online services and self-service including case work tracking, reporting of local issues and complaints monitoring
- forming a joint venture with the skills, capacity and leadership to co-ordinate the delivery of local services, focus on areas of need and achieve better outcomes for residents including employment and health prospects. As part of this, CSL will initially fund £250,000 in a Barnet Observatory to understand social and economic trends and use this to best meet local needs. The total investment in the Barnet Observatory will be £1.04m over ten years.

Barnet Observatory will provide Borough-wide economic and socio economic information through Middlesex University's Centre for Enterprise and Economic Research (CEEDR). This information will be used to inform the prioritisation of projects and provide opinion on key major projects.

- significant investment in best-in-class technology and staff capability to enable more efficient and responsive delivery and a customer focused working culture.

### **Benefits for Members**

CSL will provide Members with support in their functions as required, including a dedicated Member liaison service. This team will act as a single point of contact for Members for DRS services, answering enquiries, tracking cases and keeping Members informed. This does not preclude direct contact with service officers or planners as necessary for Members.

Members will receive regular and directly relevant information about their wards and a wider summary of borough-wide trends in relation to DRS services. Cabinet members will be able to monitor performance specific to their portfolios. Evidence of progress against objectives, projects and financial plans will be available to support scrutiny and governance processes.

Full policy and budgetary control and democratic oversight will be maintained.

### **Benefits for community organisations**

CSL will commit to a range of initiatives to support community and voluntary sector organisations. This includes establishing local user forums to engage with communities, supported by the appointment of Community Liaison Officers. CSL will also create a Barnet Revolving Fund with an initial investment of £200,000 and £40,000 per annum, aiming to make the most of available funding such as New Homes Bonus and Business Rates (NNDR) to benefit local communities.

### **Benefits for the local economy**

CSL sets out significant investment proposals to stimulate and drive forward borough-wide growth, enterprise and renewal, by:

- offering new business support and advisory services to help local traders, give support to local town centre forums, and leading initiatives to reduce the number of vacant high street properties across Barnet compared to comparable boroughs

- finding new ways to secure funding, including setting an overarching performance measure to increase the success of Barnet in winning Central Government funding
- maximising the financial and economic benefits of new developments including increase receipts of New Homes Bonus, Community Infrastructure Levy and localised Business Rate to fuel re-investment and deliver key infrastructure
- providing new capacity to accelerate project delivery and unlock stalled projects.

In addition, CSL have expressed an intention to use Barnet as the base for the provision of DRS services and using Barnet as the base to grow business in the wider region.

### **Benefits for transferring staff**

The preferred Tender incorporates a significant number of commitments covering HR matters and organisational and professional development. These also include activities during the transition period to ensure that staff are welcomed and integrated into the joint venture in an appropriate way. All transferring staff will benefit from the TUPE Transfer Commitments which is a preservation of contractual terms and conditions for the first year post contract, and on-going access to their Local Government Pension Scheme, whilst working on the Barnet contract.

A schedule of proposed key service improvements is detailed in Appendix A covering each service area.

## **1.3. Recommendation**

The evaluation of the Final Tenders from EC Harris and CSL has determined that the latter represents the best solution for the council. This result has been reached using the objectives set out at the start of the procurement (see Section 9 - Table 9.2). It is recommended that CSL's Final Tender is taken forward to contract signature as the preferred bid.

The Final Tender submitted by EC Harris did not score as highly as CSL's bid. Evaluation has shown, however, that it would acceptably deliver the council's stated requirements. It is, therefore, recommended that the EC Harris Tender is designated as a reserve bid, which the council may return to should it not be able to finalise a deal with CSL.

There remains the option of discontinuing the procurement process. However, if the council chose not to complete this procurement, it would have to:

- make significant cuts to customer and to these services of £1.53m in 13/14 and £1.225m in 14/15 in order to meet immediate budget pressures;
- while the council could attempt to replicate the service efficiencies it is difficult to see how this would be achieved without additional investment

The council does not currently have sufficient capacity or expertise to guarantee that all of this can be achieved concurrently. CSL is offering these guarantees.

Therefore, the recommendation is to enter into a joint venture with CSL for the delivery of DRS services, with the intention of them commencing services following Cabinet decision / Post-Decision Scrutiny and a transition period.

## 2. Introduction and strategic context

The London Borough of Barnet, like all other local authorities, is facing an unprecedented reduction in finances (26% cut in funding from central government; latest budget gap of £49.8m for period 2013-16 reported to Cabinet in February 2013). The indications from Government are that further reductions will be made until at least 2017/2018, extending the current period of austerity to the end of the decade. At the same time Barnet's population continues to grow, and this is likely to continue at a significant rate in the next ten years as a result of regeneration in the west of the borough and endemic growth. This will lead to greater demands on frontline services, particularly those for adults and children with social care needs.

The One Barnet transformation programme was conceived against this backdrop, based around the following three principles:

1. A new relationship with citizens: services designed and delivered around customers' needs, provide the best possible customer experience, and enable customers to help themselves and each other including enabling self-service wherever possible.
2. A one public sector approach: services are in a position to support the requirements of all public sector partners and drive better multi-agency working.
3. A relentless drive for efficiency: operate as efficiently as possible to minimise the cost of the service and maximise the accessibility of the service to customers; be innovative and take advantage of evolving technology, thinking and practice; maximise the value the council achieves from all its assets (capital and revenue).

As part of this programme, the evaluation of options for the future delivery of a range of the council's development and regulatory based services became a priority. These services are:

- Building Control
- Environmental Health
- Hendon Cemetery & Crematorium
- Highways Network Management
- Highways Traffic & Development / Highways Strategy
- Highways Transport & Regeneration
- Land Charges
- Planning Development Management
- Regeneration
- Strategic Planning
- Trading Standards & Licensing.

These services have a current gross cost (the baseline) of approximately £14m per annum. A large proportion of this cost is recovered from fees for services, such as planning applications, and from third parties, such as development partners.

The council has already delivered a number of internal improvement and transformation initiatives for these services. It has, however, reached the limits of its ability to deliver further savings without significant cuts and reductions in service levels or major investment to deliver efficiencies. Consequently, there is a need for a fundamentally different approach that will allow the council's strategic objectives to be delivered within the funding it has available.

## 2.1. Process to date

In preparation of the Outline Business Case, seven different options for achieving the savings and performance improvements required were considered. These options were:

- private sector joint venture i.e. a new company owned by a partner and the council
- status quo plus
- incremental partnership
- shared services
- local authority trading arm
- strategic partnership i.e. an outsourcing to an aligned organisation
- management buy out

This appraisal found that a strategic partnership<sup>1</sup> with a private sector partner would offer the greatest benefit overall at that stage. It recommended that a procurement process was initiated for the services in scope, subject to the approval of the Outline Business Case. The Outline Business case was subsequently approved by Cabinet Resources Committee in March 2011. The Outline Business Case noted the conclusion of the appraisal and also noted that *“the possibility of establishing a joint venture (JV) with a private sector partner should not be completely discounted if it provides to be the most advantageous to the council during the procurement process.”*

An Official Journal of the European Union (OJEU) notice for a competitive dialogue procurement was placed in March 2011. This stated that *“The London Borough of Barnet will select whichever service delivery model the competitive dialogue identifies as best meeting our desired outcomes. We will examine strategic partnerships and the option of setting up a legal vehicle jointly, e.g. a joint venture vehicle. We will be open to the discussion of other vehicles and will select our preferred model on the basis of best fit.”*

This was followed by a Pre-Qualification Questionnaire down-selection, which identified those bidding companies with the technical and financial standing required by the council. Dialogue with six bidders commenced in June 2011.

Following the evaluation of Outline Solutions from four of the bidders (two bidders having withdrawn) and Cabinet Resources Committee approval of an updated Business Case on 14 December 2011, dialogue continued with 2 bidders - EC Harris and CSL. In the first wave of dialogue EC Harris were bidding in a consortium with FM Conway however, FM Conway withdrew following Outline Solution and EC Harris continued to bid on their own. In the Business Case update approved by Cabinet Resources Committee in December 2011, the position of March 2011 was reconfirmed. It was also noted that a potential benefit of entering a joint venture would be the council securing an increased share of income generated by the contract.

On 2 January 2013 the competitive dialogue procurement process concluded with the submission of Final Tenders from both EC Harris and CSL.

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<sup>1</sup> A long term partnership through which a commercial organisation takes on the management of one or more services for a Council, using its existing know-how, resources and capability and investing as required to transform processes and functionality within those services and takes an appropriate level of risk on the successful delivery of outputs and outcomes.

These Final Tenders have been evaluated by the council in accordance with the published evaluation criteria, and the highest scoring bidder is recommended as the council's choice for the DRS contract.

As part of the Invitation to Submit Final Tenders, both bidders were asked to submit a proposal which would include the creation of a joint venture with the council. Consequently, the contract will be between the council and a joint venture co-owned by CSL and the council.

The benefits of forming a joint venture with CSL are detailed in Table 3.1.

This Full Business Case sets out the financial and non-financial benefits offered by CSL in their Final Tender. These benefits exceed those forecast in the council's Outline Business Case. This Full Business Case also identifies how the council will assure the delivery of these benefits through the implementation and subsequent successful management of the contract.

The DRS bidders Detailed Solutions were received prior to the Cabinet approval of the NSCSO Preferred Bidder recommendation on 6 December 2012. For the Final Tender the DRS bidders were told that they couldn't offer savings related to a possible successful NSCSO bid in their DRS submission.

### **3. The joint venture approach**

This section of the business case explains sets out what the joint venture approach is in more detail and in the context of CSL's offer.

#### **3.1. The joint venture model**

Due to new provisions in the Localism Act 2011, technically the council will need to first form its own wholly owned company to channel its interest into the joint venture company. So the council's shares in the joint venture company will be held by another company on the council's behalf, but in all other respects, the description of the model, the benefits and the approach in the CSL bid as outlined below are unaffected by this technicality.

The Joint Venture company will enter into a contract with the council for the provision of the DRS services (the contract would be the same whether it were directly with CSL or with the Joint Venture company).

The diagrams below show how the strategic partnership model compares to the joint venture model.

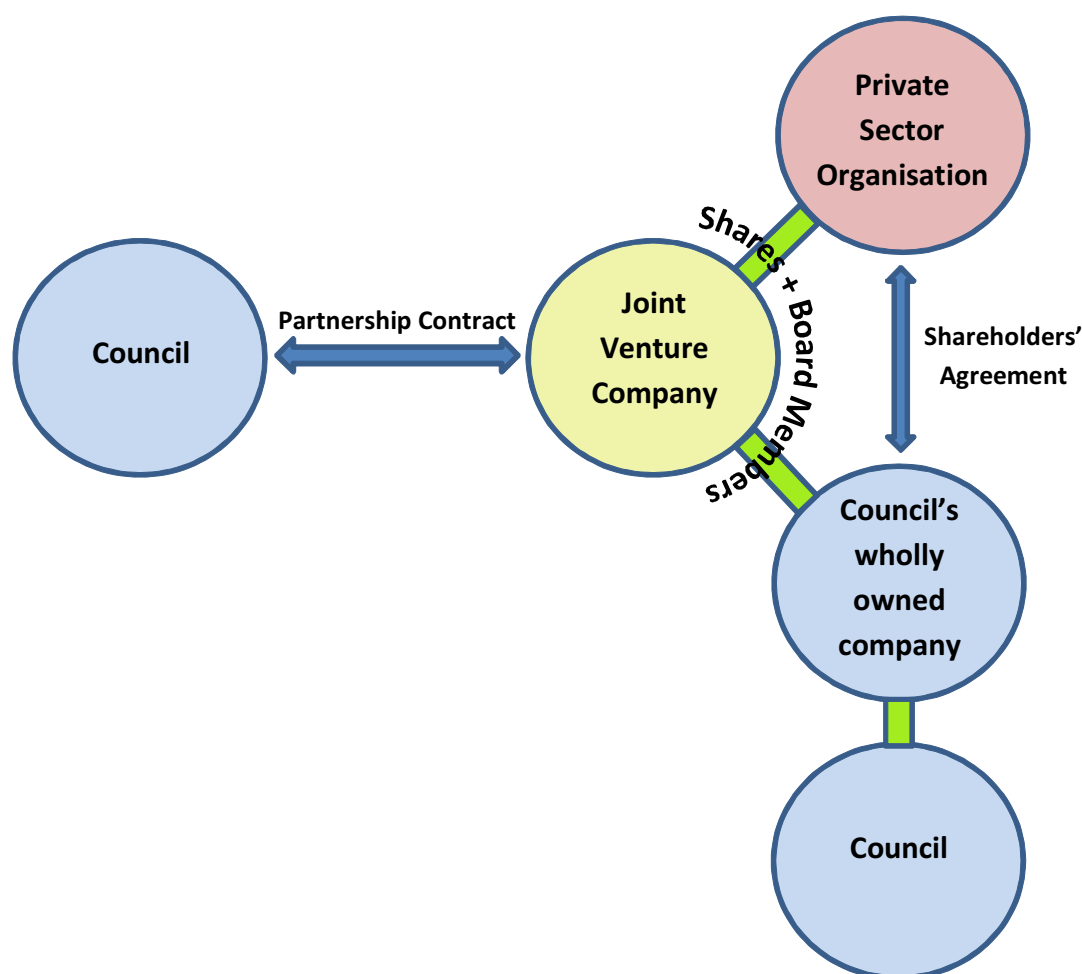
#### **Typical Strategic Partnership Approach**

Under a typical strategic partnership approach the council would have a contract for the supply of services for an agreed commercial arrangement.



## Joint Venture Approach

Under a typical joint venture approach the council and the private sector organisation would form a new company, with both owning shares in this new company (as noted the council's shares will be channelled through a separate wholly owned company). The council would then have a contract with this new company (the joint venture company) for the supply of services for an agreed commercial arrangement. The two shareholders will also have a shareholders agreement between them to set out their agreement on matters like Board composition and payment of dividends.



### Why make use of a Joint Venture?

There are a number of benefits with the joint venture model as follows. The joint venture:

- enables the council to have a greater degree of control – with representation on the joint venture company's Board and as a shareholder the council would have a greater degree of control over the operation of the business
- provides the transparency that helps ensure the council receives any profit due – as shareholder in the joint venture company the council has the right to inspect the accounts of the company even when they do not relate to the DRS contract
- enables the council to be able to trade more easily with other Authorities – without the joint venture company the council could be exposed to more risk if it traded directly with other Authorities as opposed to via a limited company



- may give some customers greater confidence than trading with a purely privately owned company – some councils will be less sceptical of placing a contract with an organisation that another council is a shareholder of
- could continue to make profits after the end of the DRS contract – there is no necessity to stop being a shareholder in the joint venture company, or for it to stop trading, at the end of the DRS contract.

As the council would be a shareholder in the joint venture company, and the joint venture company has the responsibility for delivering the DRS contract this would appear to transfer some of the risk and responsibility for the contract back to the council. However, a company limited by shares structure means that the financial risk of the council as shareholder is limited to its liability to subscribe for shares (which is a nominal amount). Moreover, the CSL's offer has been constructed so that the Joint Venture approach does not weaken the Council's guaranteed benefits or expose the Council to any additional significant risk. Ultimately the fulfilment of the contract is underpinned by a parent company guarantee provided by CSL and, in the case of service underperformance or financial loss, CSL or its parent company would be the responsible party.

### **Why make use of joint venture instead of a strategic partnership?**

In the 2010 options appraisal the private sector strategic partnership model was the highest scoring option evaluated at that time based on the criteria set by the council but also recognised that a joint venture was a potential option, as reflected in the OJEU notice.

As a result of developments in dialogue meetings the joint venture option was reappraised as the offers emerging had qualities that meant that the potential benefits of entering a joint venture were higher than anticipated in 2010, and the risks were lower. The key feature that emerged during dialogue was the commercial potential that the bidders saw in the DRS services and their ability to provide these services for other Authorities.

The table below sets out some of the strengths and weaknesses that were considered in the 2010 options appraisal and provides a commentary on these based on the outcome of dialogue.

Table 3.1 - Benefits and Weaknesses

Benefit / Weaknesses <sup>2</sup>	Finding Through Dialogue
<b>Benefits</b>	
A joint venture structure encourages greater focus on achievement of a jointly agreed business plan, achieving goals and direct accountability for the performance of a joint venture's business.	<p><b>Expectation met</b></p> <ul style="list-style-type: none"> <li>• CSL's final tender includes a Joint Venture Agreement that sets out that the joint venture will develop a business plan, based on the commercial development plan that formed part of the final tender. It will then undertake annual business planning to update this plan.</li> </ul>
Joint ventures can offer both partners significant benefits, including sharing experience, skills, people, equipment and customer bases. They also allow for a sharing of commercial risk (and reward) between the venture partners.	<p><b>Expectation exceeded</b></p> <ul style="list-style-type: none"> <li>• The Final Tender confirms that the council will be providing expertise in the services within the contract, with the associated staff group.</li> <li>• The Final Tender confirms that CSL will be providing commercial expertise, investment for IT and other equipment, and the potential to grow the customer base.</li> <li>• The Final Tender's Joint Venture Agreement confirms that CSL will underwrite the performance of the DRS contract. Should it fail to do this then a parent company guarantee would pass this obligation onto their parent company.</li> <li>• The Final Tender's Joint Venture Agreement confirms that the council will not be financially liable for the performance of the joint venture.</li> </ul>
A joint venture promotes a greater level of diversification and organic growth using an increased pool of resources. Similarly, they provide the opportunity to give staff greater incentives to deliver, through the prospects of higher salaries and rewards such as bonuses or share options.	<p><b>Expectation exceeded</b></p> <ul style="list-style-type: none"> <li>• The Final Tender includes a 'non-competition' clause, which not only means that the joint venture can grow as a result of increased resources, but <u>also</u> that CSL will not compete with it for that work within a specified geographic area within the South of England, covering over 150 councils, unless of low value, or has been assessed under an agreed process as not being appropriate for the joint venture to pursue or if the joint venture decides not to bid (and the council agrees) or the contract is already subject to a bid by CSL at the time of contract signature.</li> <li>• <u>In addition</u> to the above, CSL offer the opportunity to increase the skills and resource available to the joint</li> </ul>

<sup>2</sup> London Borough of Barnet: Development and Public Health Services (DPHS) Project: Options Appraisal Report, v4.0, pg 74

	<p>venture by moving approximately 150 staff into the joint venture. These staff would come from four of their existing businesses working in DRS related areas. This would accelerate the diversification and growth of the joint venture. N.B. this is subject to the council conducting thorough due diligence. The guaranteed benefits are not dependant on the council's acceptance of this proposal.</p> <ul style="list-style-type: none"> <li>• While potential for incentivisation of staff through salary and reward schemes is included within the joint venture Agreement, the council reserves the right to veto these above £150,000.</li> </ul>
<p><b>New benefit:</b> Entering a joint venture increases the amount of income that the private sector partner is willing to underwrite.</p>	<p><b>New benefit realised</b></p> <ul style="list-style-type: none"> <li>• As a result of the joint venture approach and CSL's appreciation of the council's commitment to the success of the joint venture they were able offer a higher amount of guaranteed income, as opposed to unguaranteed income that it aims to achieve through trading.</li> </ul>
<p><b>Weaknesses</b></p>	
<p>There can be additional costs involved in setting up a joint venture and negotiating partnership arrangements.</p>	<p><b>Weakness minimised</b></p> <ul style="list-style-type: none"> <li>• The one-off cost of setting up the joint venture will be £100,000, which are more than offset by increased guaranteed income.</li> <li>• The on-going costs of council-side management of the joint venture have been absorbed into the council's revenue budget without any increase being required.</li> <li>• The on-going costs of CSL management of the joint venture are in line with previous management overheads being modelled for a strategic partnership.</li> <li>• The negotiation of partnership arrangements has been undertaken within the project budget approved by Cabinet Resources Committee.</li> </ul>
<p>The joint venture may be less effective if the parties involved have differing or conflicting governing expectations and objectives. Even though different institutions can sign up to a common vision and set of objectives, institutional priorities can still interfere.</p>	<p><b>Weakness minimised</b></p> <ul style="list-style-type: none"> <li>• The Joint Venture Agreement requires the Directors and Shareholders to approve the business plan annually thus ensuring that the company works in all shareholders' joint interests.</li> <li>• The joint venture agreement sets out at a high level business the aims of the joint venture.</li> <li>• The council's Director on the joint venture Board will not have a day to day role in managing the DRS contract which will be managed separately.</li> </ul>

	<ul style="list-style-type: none"> <li>• <u>In addition</u> to the above, the council has the right to veto a number of issues that are important to it, for example, borrowing above a certain level or the payment of dividends that exceed annual profits. The council can use these rights to protect its interests if required.</li> </ul>
<p>Problems can occur if there is an imbalance in levels of expertise, investment or assets brought into the venture by the different partners. The result could be that one partner may dominate the other.</p>	<p><b>Weakness minimised</b></p> <ul style="list-style-type: none"> <li>• Both parties to the joint venture are making a significant contribution, for example the council is transferring a large number of highly skilled staff into the joint venture company providing it with the technical expertise it will need to fulfil the DRS contract and develop new commercial opportunities. CSL is contributing its expertise in delivering efficiency and maximising the commercial opportunities</li> <li>• The Joint Venture Agreement requires a business plan to be jointly agreed, thus ensuring that the company works in all shareholders' joint interests.</li> </ul>
<p>There can be inadequate identification, support and compensation of senior leadership and management teams within joint ventures.</p>	<p><b>Weakness minimised</b></p> <ul style="list-style-type: none"> <li>• The council and CSL will be represented on the Board of Directors. Details of who the Directors will be will be finalised during mobilisation. However, the council will appoint one Director and will also have the right to nominate the Chairman of the Board.</li> </ul>
<p>A local authority may not wish to be associated with a very profitable joint venture, or with a financially unsuccessful one potentially failing to deliver high profile services.</p>	<p><b>Weakness minimised</b></p> <ul style="list-style-type: none"> <li>• The council will hold the joint venture to the same contractual agreements as if CSL had been appointed through a strategic partnership. While reputational risk remains for the council in cases of under-performance, contractual remedy remains in place with the ultimate responsibility of delivery with CSL or their surety</li> <li>• The council will avoid excessive profit going to CSL through both its contractual arrangements and the joint venture agreement – if more profit than expected is made from the DRS contract the majority of this will go to the council, if more profit is made from activities outside Barnet e.g. from another outsourcing the joint venture secured, then the majority of that profit will go to CSL with a smaller proportion going to the council. This arrangement reflects the additional work CSL would need to contribute to the out of borough sales and the fact that the liability for delivery will remain with them.</li> </ul>

### The commercial model of the joint venture approach

Under the joint venture approach the commercial model related to the guaranteed financial benefits has many similarities to the strategic partnership approach.

In essence and in the same way with a strategic partnership, the supplier (which in this case is the joint venture company) contracts with the council to provide the services specified to the standards set out at an agreed price. In addition as these services generate income the contract also sets out the required minimum level of income they must provide to the council. The net cost to the council is therefore the price minus the guaranteed income. In addition, extra provisions have been included in the joint venture agreement to protect the council should the joint venture company not fulfil this agreement which ensures that the responsibility passes to the commercial partner or its parent company, not the council.

Where income is generated through trading – either of existing or new services, both within and outside Barnet, then the differences in the joint venture approach are more marked, albeit there are some similarities.

The table below helps to explain how the joint venture accounts for additional income generated from trading, which may include outsourcing deals with other Authorities.

Scenario	How the council benefits
More profit is generated from the DRS contract as a result of higher than anticipated income which exceeds costs	There is a contractual mechanism that splits this benefit between the council and the joint venture company. There is a further mechanism in the joint venture agreement that prevents the council from benefiting a second time on this element of profit if the joint venture declares a dividend (as the council has already obtained its benefit).
More profit is generated within the DRS contract as a result of lower than anticipated costs for planned levels of income	There is a contractual mechanism that splits this benefit between the council and the joint venture company. There is a further mechanism in the joint venture agreement that prevents the council from benefiting a second time on this element of profit if the joint venture declares a dividend (as the council has already obtained its benefit).
Profit is made on other trading by the joint venture company, such as outsourcing of other Authorities' services	If as a result of other contracts which the joint venture company wins and delivers it generates a profit then the shareholders i.e. the council and CSL, will share these as profits at the end of the year as dividends in agreed proportions. The proportions differ based on a simple test related to the involvement of the council in the winning of the contract.

In light of the above matters, the joint venture approach is considered to be the most advantageous model for the council for the delivery of the DRS contract.

### **Tax note regarding joint venture**

There are no tax implications for the guaranteed financial benefits of making use of a joint venture.

An element of any additional financial benefit made that is due to the council over and above the guaranteed amount may be subject to corporation tax. Following external tax advice, the council have incorporated provisions into the contract to ensure that additional income

generated from the Services within Barnet is retained by the council rather than by the Joint Venture, which ensures that this benefit is not subject to corporation tax.

The benefit the council can extract in this way is likely to exclude profits made from other major contracts the joint venture may win outside Barnet. This profit, if made, would be paid to the council by way of a dividend on taxed profit in the joint venture. The joint venture approach gives the council a higher probability of achieving further financial benefits and as a result the likely benefits outweigh the costs.

### 3.2. Updated options appraisal

Both bidders have produced Final Tenders based on the joint venture approach that meet, and in places exceed, the benefits in that Outline Business Case.

The table below presents four options that are now available to the council. Option 2 (proceed to contract signature with CSL and form a joint venture) is the only credible option to deliver the financial benefits, service levels, investment and strategic benefits that the council requires.

The risks associated with this option are set out in Section 6 along with related controls and mitigating actions.

**Table 3.2 - Refresh of Options Appraisal Summary for DRS**

Option	Advantages	Disadvantages
<p><b>1. Do nothing - abandon the procurement and retain the services in-house</b></p>	<ul style="list-style-type: none"> <li>• The council retains complete control over service delivery and how savings are achieved</li> <li>• The council would avoid the effort involved in transferring the services and setting up a joint venture and contract management team</li> <li>• The council would avoid the risks of poor contractor performance and poor contract management</li> <li>• This leaves open the possibility of moving to a different option in the medium term</li> </ul>	<ul style="list-style-type: none"> <li>• The council has limited commercial capability to deliver the higher levels of income that would help meet the council's financial objectives</li> <li>• The services would have to be reduced in order to deliver the savings required by the Medium Term Financial Strategy, and this would severely jeopardise the ability of these frontline delivery units to work effectively and meet statutory requirements</li> <li>• Significant job losses would be likely to achieve the savings required</li> <li>• The council retains all risk relating to the quality of service delivery and how future savings are achieved</li> <li>• The council would still need to invest substantially in replacing some IS and building infrastructure which would add difficulty to meeting the Medium Term Financial Strategy</li> <li>• The council would lose credibility with the marketplace inhibiting</li> </ul>

Option	Advantages	Disadvantages
		<p>future procurements and expose itself to potential abortive cost claims from bidders</p>
<p><b>2. Proceed to contract signature and formation of a joint venture with the Preferred Bidder recommendation</b></p>	<ul style="list-style-type: none"> <li>• The council exceeds the financial benefits required by the Business Case Update</li> <li>• The council secures upfront investment in the technology and transformation required by the services to increase efficiency and improve service levels, particularly in customer interaction</li> <li>• The council transfers the risk of the quality of service delivery and the achievement of savings to the partner</li> <li>• The council benefits from the external expertise, innovation and commercialism of a long-term strategic partnership</li> <li>• The council is well positioned to benefit from aspirational financial benefits in addition to the guaranteed benefits</li> <li>• The council is able to hold the service provider to account pursuant to the contractual arrangement and incentivise performance through a price/performance mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• The council has less direct control over the delivery of the services</li> <li>• A contract is limited in its ability to respond to change, but provisions in the contract allow for changes to be made as a result of reductions in government funding and also as a result of changes to legislation</li> <li>• Whilst the risk of delivering these benefits will be substantially transferred to the Partner under the contract, the council retains risk that may be broadly summarised as the partner fails to fulfil its contractual commitments</li> </ul>
<p><b>3. Proceed to contract signature on the Preferred Bidder recommendation, but reduce the scope of the contract</b></p>	<ul style="list-style-type: none"> <li>• The council can select those services the council believes would benefit most from outsourcing or carry least risk</li> </ul>	<ul style="list-style-type: none"> <li>• The Public Contracts Regulations (Regulation 18(29)) limits what an authority can do following close of dialogue to "clarify and confirm commitments" – reduction in scope may contravene this.</li> <li>• The size of the contract provided the bidders with scope to offer the council significant financial and non-financial benefits. Reduction in scope would require recalibration of the deal and affect</li> </ul>

Option	Advantages	Disadvantages
		<p>the attractiveness of the business case to both parties. This could potentially result in CSL walking away and initiating a legal challenge</p> <ul style="list-style-type: none"> <li>• Any reduction in scope of service also has to be considered in the context of the law governing procurement. Removing services from scope widens the field of companies who would have viewed themselves as having the requisite capability to deliver the contract, and there is a risk that such companies would bring legal action against the council for denying them opportunity to provide the reduced scope of services. This could result in the current contract being suspended or deemed ineffective and the council may have to undertake a further procurement exercise incurring further costs and time delays</li> </ul>
<p><b>4. Abandon this procurement and re-assess alternative delivery models (as identified in the Options Appraisal)</b></p>	<ul style="list-style-type: none"> <li>• council may avoid the effort involved in transferring the services and setting up a contract management team (dependant on the model chosen)</li> <li>• council would avoid the risks of poor contractor performance and poor contract management by the council</li> </ul>	<ul style="list-style-type: none"> <li>• This has the same disadvantages as option 1</li> <li>• This would incur more funding from the council's transformation reserve than is budgeted for</li> <li>• This would further delay the timetable for releasing the savings required by the MTFs leading to immediate pressure over the next 12-24 months;</li> <li>• The council would need to build in substantial provision for the risk of not achieving the planned benefits.</li> <li>• The council would lose credibility with the marketplace inhibiting future procurements and expose itself to potential abortive cost claims from bidders</li> </ul>



#### 4. Expected benefits

The Updated Outline Business Case approved by Cabinet Resources Committee on 14 December 2011 identified a number of benefits that the project would be required to deliver, in the following categories:

- Financial case
- Strategic benefits
- “A new relationship with citizens”
- “A one public sector approach”
- “A relentless drive for efficiency”

#### **Service performance levels and output specifications**

The provider is committed to delivering detailed output specifications across all service areas and as minimum, meeting current service level performance indicators. The output specifications set out all service activities and work streams currently undertaken and as required by statutory provision.

The provider is also incentivised to maintain and improve service levels by the contract. There is a contractual mechanism that allows the council to make financial deductions from the amount we pay the provider should key performance indicators not be met. The contract as a whole has over 60 such indicators to monitor service performance, policy compliance and delivery of and also wider performance such as achievement of strategic goals and adherence to council policies.

The benefits committed by CSL are summarised below in Table 4.1. Within the contract, these are evidenced and supported by detailed service delivery and improvement plans.

**Table 4.1 Benefits provided by CSL’s offer**

<b>Contractual commitments in CSL’s Final Tender</b>
<p><b>Financial case</b></p> <p>To deliver a guaranteed financial benefit to the Authority that meets the target of £26.5m over the contract term. Financial benefit of £24.7m after internal project costs of £1.7m</p> <p>Benefits exceeded:</p> <ul style="list-style-type: none"> <li>• Guaranteed aggregate Net Financial Benefit Years 1-10 of £39.1m</li> <li>• Guaranteed financial benefit after internal project costs of £36.6m (current project costs projection of £2.5m)</li> </ul> <p>Further potential financial benefits to the Authority dependent on success of various growth initiatives</p> <p>Meet MTFs targets for base savings for 13/14 (£1.53m) and 14/15 (£1.255m): total of £2.78m</p> <p>The guaranteed financial benefit is contractually underwritten by CSL. A Parent Company Guarantee underwrites this benefit</p> <p>Cost reductions and income increases profile met and exceeded:</p> <p>CSL’s offer includes guaranteed savings of £1.54m in 13/14 and £2.80 in 14/15. Further base savings in subsequent years</p> <p>Potential additional financial benefit</p> <p>CSL’s offer includes guaranteed financial benefits of £39.1m. This is comprised of both cost reductions (£5.3m) and net income growth (£33.8m).</p>

## Contractual commitments in CSL's Final Tender

The CSL offer includes additional commercial proposals that potentially generate further financial benefits to the council over the contract term. The council's view is that this could potentially generate further financial benefits of several £m over the contract term.

Impact of volume change:

Variations in certain volumes lead to agreed increases in price as set out in the contract. CSL's offer includes price revisions if volumes fall outside the tolerance parameters of 95%-110% of base volumes.

For many volumes, however, there is no increase in core price as the volumes relate to income generating activity (e.g. more land charge searches). The increase in income offsets the increased cost and the core price does not go up.

Commercial Benefits:

In addition to the guaranteed financial benefits the offer aims to achieve an amount of additional financial benefit from maximising the commercial opportunities that the cluster of services represent. This could represent several £m of additional benefit.

The offer sets out a number of initiatives in the Commercial Development Plan that the provider plans to pursue to generate further profitable income. These initiatives cover existing, new and enhanced services to the residents of Barnet, as well as wider sales outside the borough.

These benefits are shared with us on the following basis:

- Should income from activities within the Borough exceed the minimum guaranteed income amounts, then once the additional costs of delivery and service provider profits have been taken out the Authority will obtain an agreed share of the profit over the contract term
- The provider, making use of the joint venture, will also target sales outside the Borough. The main opportunities would be with other Local Authorities - potentially smaller contracts for some services, such as planning application processing at times of high demand, or larger full outsourcing contracts for full DRS related services or groups of such services. Any profit generated by these sales (where LBB has had less direct involvement) would go into the joint venture company and we could obtain a share of this as a dividend
- The provider is incentivised to achieve the aims of the Plan. Firstly they have agreed to a guaranteed minimum income level for the council which is higher than present income levels. If they do not develop these opportunities and achieve additional income they would need to fund any shortfall themselves. Secondly, should the provider over-achieve the guaranteed income levels, they can benefit by obtaining a share of any profit made. Finally, should CSL not take the actions they have committed to in the Plan and not achieve the income then the council have a contractual right to make deductions from the payments to CSL.

## Contractual commitments in CSL's Final Tender

### Strategic benefits

The provider will enhance the capacity, capability and quality of DRS services to be able to realise the council's corporate objectives. This is underpinned by a set of cross-cutting performance indicators, recognising the strategic intention to maintain Barnet as a successful place and the need to be proactive in driving social, economic and financial benefits for the borough, encouraging local economic growth whilst keeping it a green and pleasant suburb. Key commitments include:

- Introducing new technology, training and processes to improve customer satisfaction, with targets to increase satisfaction to 80% after Year 1 and to 85% by Year 5
- Delivery of employment and enterprise programmes - engaging in particular with young people not in employment, education or training - underpinned by a commitment to achieve an annual reduction in the number of Barnet-based graduates and school leavers looking for work after five years. In addition, to support local businesses and town centres, underpinned by a target to increase business survival rates compared with similar authorities.
- Implementing enhanced 'one-stop shop' business support and advisory services to help local traders, improve compliance and health and safety and initiatives to reduce the number of vacant high street properties across the borough compared to other comparable boroughs after five years.
- Closer working with other services providers and organisations including The Barnet Group and the police to identify issues in relation to health and inequality and jointly develop and fund programmes to promote health and well-being across the community, introduce preventative measures and reduce the cost of care in the future.
- New ways to secure funding through combining land value receipts, planning obligations, New Homes Bonus, Housing Revenue Account monies and the potential generation of income from Business Rate reform. This includes targeting funding applications for regeneration projects across the Borough. This is underpinned by a performance measure to increase the success of Barnet in winning available Central Government funding year on year
- Accelerating progress with the council's existing major regeneration schemes and town centre opportunities.
- Implementation of CSL best practice 'Local Suppliers Charter' to ensure that local people benefit from development in the borough, helping to match opportunities in the supply chain with local residents and businesses.

### A new relationship with citizens

CSL's proposal will enable a better understanding of customer and community needs, use new technology and processes to provide a better customer experience, and improve engagement with residents and businesses. CSL have committed to a number of initiatives to achieve this:

- Developing and implementing a detailed Customer Access Strategy to increase and monitor resident and customer satisfaction, underpinned by the development of a customer services charter and a commitment to achieve increased customer satisfaction.
- Investing in DRS customer service technology (upgrading existing customer-facing IT,

### **Contractual commitments in CSL's Final Tender**

implementing CSL's own Customer Relationship Management system and integrating with NSCSO customer service systems) to significantly enhance online and web-based services to include self-service portals, interactive GIS and mapping data. This enables a single point of contact and 'seamless' customer experience, and better processes to support customers. This will deliver a number of benefits:

- encouraging greater self-help and channel shift
  - access to new information including advice and data (e.g. public registers such as food premises and land searches, case work tracking (such as planning applications), and real-time monitoring of complaints.
  - enabling on-line transactions including applications and payments, using online customer accounts with tailored information for individuals' preferences
  - automated reminders for renewals of licences and planning consents
  - offer personalised services at premium rates including training and packaged services such as planning, building control and licensing applications
  - on-line stakeholder engagement and consultation
- Provision of a dedicated DRS customer service team, fully trained in customer service delivery to provide a high rate of first time resolution, promoting a more proactive approach to customer service and establishing a network of customer champions
  - Implementation of 'life event' based customer contact management processes and a one-stop-shop resident and business support service
  - Provision of a dedicated Member support team and liaison service to act as a single point of contact for all DRS services, answering enquiries and proactively keeping councillors informed of service performance, projects and issues. This includes regular newsletters, and production of reports and briefings to aid Member decision
  - Establishing and holding user forums to engage with communities and neighbourhoods, supported by the appointment of Community Liaison Officers to provide direct support in the community including guidance and advice to local groups and attendance at local meetings
  - Monthly Member and community communications reports to include: online leaflets highlighting programmed highways works and reactive maintenance; a regeneration report to highlight progress; town centre e-newsletters promoting centres and providing information relevant to businesses; use of social media targeted to local residents and businesses, providing updates on road works, status of projects and other local information
  - Development of a DRS insight function (Observatory) in partnership with Middlesex University to work with the council and NSCSO to better understand the profile, needs and priorities of residents. This Observatory will have an external portal to promote Barnet to attract internal investment and provide data for residents; with an internal portal to provide Members and Officers with access to data.

### **A one public sector approach**

CSL's proposal would see the provider take a leading role in co-ordinating effective local services, targeting needs, and engaging with public, private and voluntary partners to achieve the council and DRS partnership strategic objectives. To achieve this:

- Transferring services will be re-organised into a more customer orientated and efficient grouping, with appointment of senior managers to co-ordinate strategies and initiatives across partners. CSL will provide additional skills and resources to assist regeneration and

**Contractual commitments in CSL's Final Tender**

inward investment by progressing projects more swiftly including the four priority estates and Brent Cross and town centre strategies

- Establishing a Barnet Revolving Fund with an initial investment of £200,000 and £40,000 per annum to benefit all local stakeholders (public, private and third sector) encouraging sustainable growth. The use of the Fund will use a detailed investment analysis model to provide a means of increasing the impact of available funding such as New Homes Bonus, CIL and Business Rates (NNDR).
- Creating a business case to set up a social enterprise vehicle to support third sector providers to develop services or initiatives where a gap in the market exists
- Establishing a new A5/A406 corridor partnership in conjunction with Brent and Harrow with the objective of maximising growth, housing supply and employment
- Undertaking a Barnet-wide estates review with Barnet Homes and the NSCSO provider to identify opportunities for development including new housing and community-related facilities
- Galvanising the retail sector by engaging landlords to identify vacant high street premises and finding ways to bring them back into active use (e.g. through social enterprises or business start-ups), offering business support and advice, and supporting town centre traders to run effective forums to realise and market the full potential of each town centre
- Exploring options for tax increment reinvestment zones across town centres to incentivise growth by ring-fencing incremental Business Rates (NNDR) increases for re-investment

**A relentless drive for efficiency**

The bid guarantees maintenance of existing service levels and continuous improvement through the life of the contract.

- Delivery of efficiency savings through service re-structuring and productivity improvements. This will be delivered through investment in new technology, new management processes and the implementation of more flexible working (including mobile working) and training to introduce cross-skilling to better use existing resources
- Development of new and improved services to promote and sell to new customers, aiming to generate additional income for the council and DRS provider. This includes advice, consultancy support, and provision of top-up services for the full range of DRS services. Over 100 initiatives are proposed as part of a New Investment and Development Plan
- The establishment of a robust governance framework and the application of established business processes to monitor performance, manage and forecast workload and allocate resources more effectively e.g. between economic cycles
- Continuous improvement through the life of the contract supported by a combination of benchmarking and annual service reviews, transformation business cases and increasingly challenging performance targets over the life of the partnership. This is supported by the introduction of an 'Innovations Board' and 'Service Improvement Groups'
- Staff in frontline services will be better supported to do their jobs with investment in tools, data and processes, learning and development, accommodation, and a flexible working

<b>Contractual commitments in CSL's Final Tender</b>
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initiative.
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#### **4.1. Joint Venture approach**

The offer includes the formation of a Joint Venture company by CSL and the council. This means that a new company will be formed with both the council (through its wholly owned company) and CSL as shareholders, and both will be represented on the Board of Directors. In addition the council has the right to propose the Chairman of the Board.

The joint venture company will have the contract with council for the provision of the DRS services.

This approach provides the council with a number of benefits as follows, it:

- enables the council to have a greater degree of control
- provides the transparency that helps ensure the council receives any profit due
- enable the council to trade more easily with other authorities
- may give some customers with greater confidence than trading with a purely privately owned company
- potentially continues to make profits after the end of the DRS contract

The offer is such that the joint venture approach does not weaken our guaranteed benefits or expose the council to any additional significant risk – ultimately the fulfilment of the contract is underpinned by a parent company guarantee provided by the CSL.

#### **4.2. Joint Employment**

During the scoping of the Development and Regulatory Services (DRS) project and exploration of options it was acknowledged that there were a number of statutory duties and powers that were non-delegable under therelevant service specific legislation.

Throughout the competitive dialogue process the non-delegable duties were dialogued with bidders and the council decided to consider the option of joint employment. Joint employment would involve the staff in-scope for the DRS project transferring to the new provider under the TUPE Regulations 2006. Following the transfer there would be an offer of joint employment to the staff that had transferred to the new provider, affording the opportunity to continue to provide the non-delegable statutory duties as an employee jointly of the council and the new provider.

The commercial contract for each bidder had appropriate drafting agreed to allow for the option of Joint Employment and the drafting to insert into contracts of employment were provided by the council's legal team.

The council have carried out scenario planning for the application of joint employment on how both the council and new provider would manage this way of working, this will be finalised with CSL during contract finalisation and close.

Managers have held discussions with in-scope staff on the concept of joint employment during team meetings and Assistant Director (AD) Q&A sessions.

### 4.3. The Public Services (Social Value) Act 2012 and Duty of Best Value

#### This section will be reviewed following the outcome of the NSCSO JR

The Public Services (Social Value) Act 2012 (the Act) received Royal Assent on 8 March 2012. It was brought fully into force by commencement order on 31 January 2013. The Act places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts. They also have to consider whether they should consult on these issues.

The Act requires authorities to make the following considerations at the pre-procurement stage: how what is proposed to be procured might improve the economic, social and environmental well-being of the “relevant area”; how in conducting a procurement process it might act with a view to securing that improvement; whether to undertake a consultation on these matters.

Whilst the Act was not in place at the DRS pre-procurement stage, the council has implemented best practice throughout the procurement and as a result has met the considerations and aims of the Act.

The Local Government Act of 1999 sets out a general Duty of Best Value for specified local government organisations to “*make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.*” Under the Duty of Best Value local authorities should consider overall value, including economic, environmental and social value, when reviewing service provision.

The Best Value Duty complements the approach in the Act, but there are some differences which are summarised in the table below:

**Table 4.2 - Best Value and Social Value Act comparison**

	<b>Best Value Duty</b>	<b>Public Service (Social Value) Act</b>
Duty	Consider value (including social value)	Consider how to improve social, economic and environmental well-being
Body	Local authorities	All contracting authorities
Contract	Services, goods and works	Services only
Procurement stage	Throughout the process	Pre-procurement
Value of contract	Any value	Only above relevant EU procurement thresholds
Consult?	Yes – representatives under s3(2)	Yes – on the service being provided

In line with the Cabinet Office’s lean standard operating process, which places a heavy emphasis on engagement with supply markets before procurement processes commence, the DRS project held a market testing session as part of the options appraisal and a Market Day after the OJEU notice was published. At these events the council laid out its intentions and sought feedback and challenge from the market.

DRS made use of the supplier market place in this way both pre-procurement and indeed during competitive dialogue to enhance the process and gather best practice from supplier organisations. A number of these organisations were applying new and innovative

approaches to service delivery in their existing businesses, which had the advantage of these approaches having been used in a live environment and enhanced by the public response.

The evaluation criteria (see Section 9 - Table 9.2) were developed to capture the need to meet economic, social and environmental well-being. This is underpinned by a set of performance indicators, recognising the strategic intention to maintain Barnet as a successful place and the need to be proactive in driving social, economic and financial benefits for the borough, encouraging local economic growth whilst keeping it a green and pleasant suburb.

In proceeding with a competitive dialogue procurement process the council engaged in in-depth discussions from the onset to develop solutions with bidders in line with the council's strategic objectives. Both bidders' Final Tenders met or exceeded these objectives.

## **5. Equalities Impact Assessments**

Equality and diversity issues are a mandatory consideration in decision making by the council pursuant to section 149 of the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function.

The three limbs of the public sector equality duty involve the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act;
- advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging under-represented groups to participate in public life; and
- foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

The duty is a continuing one, and equality considerations are required to be integrated into all stages of the procurement, commissioning and decision making process. The duty extends to the council's procurement of goods, works and services from external providers, and equality considerations must be embedded in the council's relationship with its suppliers.

The protected characteristics under Equalities legislation are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity (including teenage parents)
- race
- religion or belief
- sex
- sexual orientation

The council has assessed the staffing and service changes being proposed by both bidders as part of their Final Tenders, and considered whether their proposals will have an impact on customers or employees with any of the protected characteristics in terms of three limbs of the public sector equality duty – discrimination, equality of opportunity, and good relations.

Two equalities impact assessments (EIA) have been completed by the council for each bidder:



1. Customer
2. Employee

These EIAs assesses the impact of the proposals on current service delivery models from the point of view of the groups with protected characteristics.

Undertaking the EIAs is consistent with the council's Equalities Policy which states as two of its principles, among others, the following:

- "Supporting employees in increasing their understanding of equalities issues through regular development programmes" and,
- "Building on policies to ensure inequality and discriminatory practice does not occur."

Throughout the mobilisation period and life of the contract, all service change proposals from CSL will be properly considered to ensure that due regard has been given to the public sector equality duty. This will include appropriate publicity and consultation and equalities impact assessments, prior to any changes being implemented, with the results informing council approval and any subsequent decision whether to put them into effect or not. The council will ensure that this happens.

The council will keep the EIAs under review through the mobilisation and contract period to:

- identify any changes;
- ensure that mitigating actions identified are implemented; and
- ensure that any necessary consultation and communication activities are taken with regard to specific change proposals, prior to any implementation decisions being taken.

### **5.1. External Equalities Impact Assessment (customer)**

The purpose of the external Equalities Impact Assessment (EIA) is to understand the impact of the proposed externalisation of the 11 Development and Regulatory Services (DRS) on the way services are being delivered to the diverse customer profile of the council.

This assessment provides a detailed examination and analysis of the proposals against existing arrangements promoting equality, and how the proposals address current equality issues and customer feedback. It also offers an approach/mechanism to monitor the implementation of the key equality-related commitments (explicit or implicit) within the bidders' proposals.

During the earlier stages of the procurement process, the council developed output specifications for each service. The output specifications provide minimum service levels and compliance with statutory and non-statutory service standards which includes provisions on equality and diversity. Those output specifications, which go beyond the minimum standards, are contractually binding for the winning bidder.

### **5.2. Internal Equalities Impact Assessment (Employee)**

The Equalities Impact Assessment (Employee) (EIA) has been written as a live document to explore the impacts on the staff through the project and is assessed throughout at key milestones. The final iteration of the EIA will be completed post contract award and after the transfer of staff to the new provider.

The DRS procurement was initiated to meet financial pressures, invest in services, preserve and improve on service levels. The solution in the final tender from CSL meets these

requirements and focuses on income growth, an £8.2 million investment in services and the sale of services to other Authorities.

The impact the transfer will have on staff ranges from training, leadership development programmes; Continuous Professional Development, skills enhancement; succession planning and talent management; opportunities to work on innovative and new projects, to a guaranteed investment in training of circa £500 per person per annum.

CSL has committed to adding commercial skills and acumen to the services to enable individual development and growth of the business.

CSL intend to bring an additional 30 posts into the Barnet contract for the first year of the contract. The figures in table 7.1 show 30.1 posts removed from year 2 FTE figures then shown as stable for the remainder of the contract.

The Internal EIA base data in Appendix B shows that in a number of these categories the greater characteristic is not by a significant number, for example gender. This has remained around circa 47%/53% female/male split. This means that changes to the transferring group are more likely to affect a higher percentage of men than women

The make up of the transferring group is greater in the following areas:

- Gender: Male
- Age: Born between 1964 and 1951
- Ethnic Group: White British
- Disability: no disability; where there are a limited number of individuals with declared disabilities, these have been aggregated
- Religion or belief: Christian
- Sexual orientation: Heterosexual
- Marriage and civil partnerships: Married

### **5.3. Summary Equalities Impact Assessment of CSL**

The council has assessed the staffing and service changes being proposed by CSL as part of its Final Tender, and considering whether it will have an impact on customers with any of the protected characteristics in terms of the three limbs of the public sector equality duty.

Having considered these issues in detail, it is the council's view that the overall impact on all groups with protected characteristics in the borough in terms of their access to and use of these services, the council's ability to tackle discrimination and advance equality of opportunity, is likely to be neutral with a potential to be positive in time. There is also likely to be a neutral impact on good relations between those sharing and those not sharing protected characteristics. However, these assessments will be kept under review throughout the mobilisation and contract period.

The reasons for the current assessments are as follows:

- The neutral assessments are based on the following key points:
  - CSL will retain activities or measures currently undertaken by the services which promote the public sector equalities duty.
  - CSL will fully comply with the council's Equalities Policy and Equalities legislation.
  - CSL will undertake EIAs when any changes to services are being considered prior to their approval and implementation.

- The potential positive impact in time is based on the following key points:
  - CSL will be introducing a number of service improvements that will enable better data about customers to be collected, analysed, and shared so that services can be better designed and targeted to customers. These service improvements include the use of the following: Community Liaison Officers, end user satisfaction surveys, annual client satisfaction surveys, service improvement groups, formal customer feedback, outbound telephone surveys, outbound automated surveys, use of MORI and mystery shopping.
  - CSL will enable multi-channelled delivery and the ability to bundle services in ways that relate to customer need and put that at the heart of service delivery.
  - CSL will train staff on equalities which will help support more appropriate service delivery methods.
  
- The negative assessments are based on the following key points:
  - CSL's proposal for a greater use of automated and web self-service channels and social media may negatively affect certain groups with protected characteristics. These would include older people who might not be IT literate, disabled people who cannot use a computer/phone, and people whose first language is not English.
  - There is no indication within the CSL proposal of benchmarking with national indicators available to compare and inform current and future service provision.

The full Equalities Impact Assessments for CSL's proposals are provided as Appendix B to the Full Business Case.

## 6. Risks

### Introduction

The commercial case for this partnership is supported by a contract under which a number of risks relating to the delivery of the benefits set out in Section 4 are transferred in whole, or in part, to CSL and the joint venture. The council has followed the principle of transferring only those risks that are economic to transfer, testing each of the key areas as part of the competitive dialogue process. A summary of the key commercial risk areas identified by the council is provided in the table below, following which the proposed contractual protection and/or mitigating activity is described in more detail.

**Table 6.1: Key Commercial Risk Areas**

Risk Area	Causes	Owner	Consequence	Control
Financing	Insolvency	Partner	Company collapses and potentially abandons the contract	There are financial distress provisions in the contract. A parent company guarantee will be in place
	Change in ownership	Partner	New provider/owner in place	There are restrictions in the contract on the types of organisation that are allowed to take on the contract, plus rights in the joint venture agreement
	Inability to source investment capital	Partner	Investment not forthcoming	CSL has been financially vetted. Financial standing tests from PQQ stage were re-run, showing no material change. A parent company guarantee will be in place
	Provider is unable to effectively manage its costs or secure sufficient income	Partner	Guaranteed financial benefits to the council not realised	CSL is required to top up any shortfall in guaranteed financial benefit. If it fails to then we will reduce our payments to them. A parent company guarantee will be in place  <b>Note:</b> should the parent company fail financial standing tests we have set then in place of a parent company guarantee the provider

Risk Area	Causes	Owner	Consequence	Control
				will be obliged to put in place another form of surety such as a performance bond.
Core Service Performance/ Availability	Inadequate specification	Council	Service delivery below the required standard	Extensive work and review has been done on specifications
	Inadequate design / Inadequate resourcing / Inadequate methods	Partner	Service delivery below the required standard	Performance deductions can be applied as a result of key performance indicator failures. Step-in or termination if issues are severe.
Resilience	Force majeure event	Council	Service delivery suspended or below the required standard	Business continuity plans will be implemented
	Inadequate business continuity arrangements	Partner	Service delivery suspended or below the required standard	Step-in or termination can be implemented by the council.
	Inadequate transition arrangements	Partner	Initial service delivery below the required standard	Performance deductions applied as a result of key performance indicator failures.
	Inadequate exit arrangements	Council	Service delivery below the required standard	Need to bring in additional temporary resource
Ongoing VFM of core service	Inflexible design	Partner	Service do not evolve to meet changing needs	There are change provisions within the contract. Performance deductions can be applied as a result of key performance indicator failures.

Risk Area	Causes	Owner	Consequence	Control
	Change in council priorities/policies	Partner/ Council	Services become increasingly detached from council policy	There are change provisions within the contract. Performance deductions can be applied as a result of key performance indicator failures.
	Provider does not remain at the forefront of developments	Partner	Above market costs or service quality below that of peers	Benchmarking will be carried out at three times throughout the contract plus annual service reviews
Volume / change in demand	Demographic Changes, or policy changes requiring focus on certain activities e.g. more Trading Standards inspections	Partner/ Council	Higher costs for the service provider or council	Volume related payments have been agreed in the contract. Increased costs are offset in some instances by increased income
Joint venture	Joint venture could have an increased risk of facing financial difficulties as it has lower capital reserves than the commercial partner	Partner/ Council	Supplier failure leads to the contract being unfulfilled	The joint venture agreement ensures that: a) CSL would fund the joint venture capital and business development costs and b) they will provide a Parent Company Guarantee.
	Joint venture (JV) arrangement would transfer less risk to a partner than a standard contract.	Council	Greater risk borne by the council potentially leading to higher costs	The contract with the joint venture would contain the same performance and financial requirements and guarantees as a direct contract with the bidder.
	Primary bidders compete with joint venture (JV).	Council		Included in the joint venture agreement of a clause to prevent competition within a pre-agreed geographical area for DRS services.

Risk Area	Causes	Owner	Consequence	Control
Financial Probity	Lack of transparency in partnership finances	Partner/ Council	Council does not obtain all the financial benefit it is due	There will be open book accounting and audit rights, plus rights as a joint venture company Director and shareholder
	Uncertainty over what is in or outside the core price	Council	Unanticipated cost increases	Extensive work and review has been done on specifications
	There are weak elements within the commercials of the project	Council	Council does not obtain all the financial benefit it anticipated	Extensive work and review has been done to commercial elements
	Unilateral use of intellectual property by partner	Council	Council does not obtain all the financial benefit it is due	The contract is clear on our intellectual property rights and we have open book accounting and audit rights, plus rights as a joint venture company Director and shareholder
Non-delegable Statutory Functions	A number of statutory functions within the DRS cluster carry out non-delegable statutory functions	Council/ Partner	If the Council were to do nothing there would be a number of statutory functions that could not be carried out by the Partner.	There will be Joint employment of staff by both the council and the Partner. Joint employment will allow the employee to transfer to the Partner under TUPE whilst continuing to perform the necessary non-delegable functions of the role.

## **7. Impact on staff**

### **7.1. Terms & Conditions**

Terms and conditions of employment are protected through the Transfer of Undertakings (Protection of Employment) Regulations 2006 as part of a service provision change. Over and above this the council implemented the Barnet TUPE Transfer Commitments following discussions with the Trade Unions. These TUPE Transfer Commitments will apply to any transfer of staff to a new employer for the foreseeable future, specifically but not solely under the One Barnet Programme.

CSL has stated that all transferring staff will have their continuous service preserved under TUPE and that all their contracts of employment will transfer, with staff retaining their key contractual transferring terms and conditions such as annual leave, grade and pay entitlements.

Staff will remain in the Barnet Local Government Pension Scheme (LGPS) for the duration of the ten year contract. Following the new regulations on auto-enrolment the new provider will enrol all eligible transferring staff into the LGPS pension, staff will be required to opt out if they do not wish to pay into an organisational pension.

In terms of location, it is the stated intention of CSL to remain within Barnet to deliver the cluster of services. As the DRS partnership grows commercially, transferring employees may be required to travel outside the borough in order to work on specific projects in line with business needs.

Prior to transfer CSL will provide staff with a terms and conditions matrix which will reflect the outcome of the Measures consultation with the Trade Unions. However, any entitlements to pay, for example, maternity, paternity and company sick pay will remain.

### **7.2. Transfer & Mobilisation**

CSL will provide an experienced transition team to mobilise the DRS contract. The team will be based on site and available to coach, mentor and support transferring staff.

Over 70% of CSL's existing 45,000 staff have transferred to Capita under TUPE from previous employers or through acquisition. Over 40% of those are from Local Government.

CSL will provide a full communication and engagement plan to integrate staff into new organisation quickly and effectively to encourage a level of comfort for staff.

A key part of the mobilisation process is the consultation on measures. This will be carried out with the Trade Unions as part of the Tripartite meetings between Barnet, CSL and the council's recognised Trade Unions.

### **7.3. Learning, Leadership & Development**

CSL will provide a number of opportunities for transferring staff with regard to learning, leadership and development. These opportunities will provide valuable development for staff that the council have not always had the finances to provide whilst offering an improved service in some circumstances and the grounding for growth in all services.



Development of the staff will involve the post-transfer offer of opportunities to work on innovative and new projects, continuous professional development and skills enhancement, as well as the right tools to allow staff to excel in their roles, succession planning and talent management.

CSL will invest £500 per person per annum an average 5 days per person per annum in training and development over the life of the contract.

Following transfer CSL will provide staff and manager care programmes including mentoring for every transferring manager and skills mapping to identify training needs.

CSL sees staff development as key and will appoint an Organisational Development Co-ordinator from within the transferring staff in scope as part of their commitment to the council.

CSL offers all staff the opportunity to take part in their vocational learning programme. This programme offers the opportunity for each member of staff to obtain a NVQ qualification up to a Level 3 if they have not already reached this level of education.

Professional accreditation is key within this cluster of services and CSL will support existing professional development plans including one annual business relevant professional subscription per person per annum.

CSL has committed to adding commercial skills and acumen to the services to enable growth and developing existing staff and managers with new skills to maximise flexibility.

#### 7.4. Service Transformation & Restructure

CSL intends to minimise the impact of redundancy through growth into other partner organisations, redeployment throughout other CSL businesses, managing vacancies, temporary staff and natural shrinkage.

**Table 7.1 DRS Staff Numbers**

	<b>FTEs on TUPE list</b>	<b>Year1</b>	<b>Year2</b>	<b>Year6</b>	<b>Year10</b>
Planning	44.6	46.6	42.6	42.6	42.6
Land Charges	3.6	8.1	3.1	3.1	3.1
Building Control	15.6	15.6	15.1	15.1	15.1
Environmental Health	46.1	47.5	42.5	42.5	42.5
Trading Standards	4	4.4	4	4	4
Hendon Cemetery & Crematorium	10	16.5	18	18	18
Highways Strategy	1	1	1	1	1
Highways Network Management	30.9	43	38.6	38.6	38.6
Highways Traffic & Development	21.6	24.2	19.7	19.7	19.7
Highways Transport, Support & Regeneration	12.7	12	7.7	7.7	7.7
Strategic Planning	22	21	18	18	18
Regeneration	10.3	12.8	12	12	12
<b>FTE total</b>	<b>222.4</b>	<b>252.7</b>	<b>222.3</b>	<b>222.3</b>	<b>222.3</b>

### **7.5. Communication & Engagement**

During mobilisation CSL will provide a detailed communications plan which they will work on with the council, this includes:

- Inform and consult with Trade Unions and staff
- Working collaboratively with TUs to ensure consistency of message
- Team manager sessions on HR processes and relevant provider information
- PeopleCare programme including welcome presentation, induction, staff bulletins, confidential email helpline, staff drop in sessions, one-to-one meetings, regular Q&As
- ManagerCare programme is an extension of the PeopleCare programme to support managers
- Staff briefings considering various groups of staff including varying work patterns and locations

CSL intends to hold a staff satisfaction survey and pulse survey within the first 9 months of the contract and understand where further engagement would be best placed.

CSL has committed to engage with trade unions as part of consultation on any restructures post-transfer.

### **7.6. Benefits**

Amongst other organisational benefits CSL has committed to honour 100% of existing flexible working arrangements for transferring staff. However, should business needs dictate that some local arrangements no longer work for the business, they reserve the right to discuss this with the employee.

## 8. Financial appraisal

### 8.1. Financial implications

The **baseline budget** for the services in scope for DRS is £14.5m (expenditure). £0.3m is allocated to retained client functions, leaving a baseline of **£14.2m** attributable to the DRS contract. This is set out in the table below:

**Table 8.1 - Baseline**

Expenditure baseline	£m
Baseline for in scope services	14.5
Retained client	(0.3)
DRS baseline	14.2

The services in scope for DRS include income budgets totalling **£9.7m** per annum. Income growth is key to CSLs' bid. The offer commits to net income growth of 34% over the contract term (£97m to £130m).

**The guaranteed financial benefit** over the contract term is £39.1m. The council is under no obligation to give its consent to any of CSL's proposals. The guaranteed financial benefit is CSL's risk.

The guaranteed financial benefit is comprised of the following:

**Table 8.2 - The guaranteed financial benefit**

Cost reduction /Income increase	Service	Description <sup>3</sup>	Guaranteed benefit (£m)
Cost reduction	All	Reduction in core operating costs of 21% (with 4.5% reinvested) to enable service development, 3.5% net saving to Barnet and 13% CSL partner fee	5.3
Income increase	Planning	National Planning fee increase moderated by prudent volume assumptions	1.7
Income increase	Hendon Cemetery & Crematorium	Pre-purchased graves, Extended opening hours, Additional cremation activities	4.3
Income increase	Highways	Streetworks management (coring), highways advertising	9.8
Income increase	All	Guaranteed proportion of commercial development across all services & installing Barnet as CSL hub in the South East	18.0
		<b>Total</b>	<b>39.1</b>

<sup>3</sup> The description of benefits sets out the expected activities that will achieve the total benefits. However, should any of these activities prove to be unviable, the joint venture is obliged to develop alternative proposals to meet the guaranteed financial benefit rather than it being reduced.

The **Medium Term Financial Strategy (MTFS)** agreed by council in March 2012 included savings attributable to DRS totalling £2.78m per annum. This reflected the prudent estimate of benefits from the DRS business case. Since that point, Cabinet on 25 February 2013 set out additional savings requirements of £0.4m for DRS for the years 2014/15 and 2015/16, reflecting the likely further cuts to public expenditure that will follow from the existing 2010 spending review settlement. So when taken together, the total savings requirement for DRS over the period 2013 to 2016 is £3.18m.

The guaranteed financial benefits arising from CSL recommendation come from net savings on the core transferring services as a result of a reduction in expenditure and increases in income. Financial benefits are as follows:

**Table 8.3 - MTFS Impact**

<b>Guaranteed savings (cumulative)</b>	<b>2013/14 (£m)</b>	<b>2014/15 (£m)</b>	<b>Contract term Total (£m)</b>
December 2011 savings target on core transferring services	1.53	2.78	26.5
CSL guaranteed savings	1.54	2.80	39.1
<b>Target exceeded by:</b>	<b>0.01</b>	<b>0.02</b>	<b>12.6</b>

The table above demonstrates that the original savings target derived from the Outline Business Case (£26.5m) has been exceeded in CSL's offer by £12.6m and that the target for 2013/14 and 2014/15 as per the existing council budget is also met.

The additional savings target included in the Cabinet report of 7 November relating to DRS amounts to a further £0.4m saving required by 2015/16, i.e. £3.18m. CSL offer includes guaranteed savings of £4.06m by 2015/16, exceeding the target by £0.88m.

The savings on core services as set out above (£39.1m over 10 years) exceeds both the current MTFS target and the additional MTFS targets out for consultation. Any additional savings to the council both through guaranteed financial benefit over and above the target and further commercial development will not be directly factored into the MTFS at this stage, but if realised will help the council to meet their additional savings targets beyond 2015.

**Partnership Investment, contracts and assets** - Approximately £8.2 million of investment is to be provided to transform the services. This investment is spread across the services and may be categorised as follows:

**Table 8.4 Partnership Investment Summary**

<b>Category</b>	<b>Service Area(s)</b>	<b>Main initiative(s)</b>	<b>Investment £m</b>
IT & Systems	All	Specialised apps, desktop solutions	6.0
Research & Training	All and in particular Regeneration; Environmental Health, Trading Standards & Licensing	Regeneration research & revolving fund; Training for Environmental Health & Trading Standards	1.8

Infrastructure	Hendon Cemetery & Crematorium	Buildings and groundworks at Hendon Cemetery & Crematorium	0.4
<b>Total</b>			<b>8.2</b>

On service transfer the council will hand over to the joint venture a range of contracts and assets used currently in the provision of the services. Once contracts are novated the partner will manage each contract with the relevant suppliers and then in the future may renew, replace or otherwise build into their own supply chain as necessary to provide the transformed services.

The council will contribute the assets currently used in the provision of the specific DRS services to the joint venture. This allows the council to transfer ownership risk to CSL whilst at the same time reducing their initial investment requirement and so allowing them to reduce the price to the council. Some of the assets will be transferred in their entirety whilst for others (primarily those with an expected life and council need beyond the planned duration of the partnership). CSL will be granted the ability to use the assets for the duration of the partnership without ownership transferring.

A detailed asset register with the assets categorised in this way has been prepared and was available to bidders through the dialogue process. The council has the option to acquire from the partner such assets as it needs to continue the services following any form of termination of the partnership. Where any assets used at the point of termination are shared (for example IT platforms acquired through the course of the partnership that are used to service other CSL clients), the council will be granted access to use these on reasonable commercial terms.

**Project costs** have been funded from the council's transformation reserve. Project costs are expected to total £2.5m project completion. Project costs have increased since the 2011 projection due to the external advice required plus the change in project timescales.

**Net present values and indexation** – all figures included in this report are stated at current prices. Within the contract, indexation clauses enable the contract price to be amended to reflect inflation over time. For staff related costs, this is pegged to the local government pay award. For non-staff related operational costs, this is pegged to CPI. The guaranteed financial income is also indexed to CPI, so that inflation does not devalue this guaranteed benefit to the council over the course of the contract.

**Discounted cash flow and profiling** – the timing of financial benefit realisation is an important part of the project. The payment profile and pace evaluation criterion (see Section 9 - Table 9.2) applied the following two tests to bidders' guaranteed financial benefit figures:

1. Bidders were required to meet the MTFs targets for the first two years of the contract as set out in table 7.2
2. As both bidders satisfied (1) above, a discounted cash flow analysis was applied to the total guaranteed financial benefit offer to take into account the time value of money

**Commercial Development** is an important part of the bid. CSL have included plans to grow revenue significantly over the term of the contract, resulting in further financial benefit to the council

## 8.2. Sensitivity analysis

Variations in certain volumes lead to agreed increases in price as set out in the table below. CSL's offer includes price revisions if volumes fall outside the tolerance parameters of 95%-110% of base volumes.

		Cost to LBB (incl Preferred Bidder margin at base volume)	Price Revision 92.5%	Price Revision 95%	Price Revision 110-115%	Price revision 115%-120%
		£	£	£	£	£
Environmental Health	Handling Environmental Health complaints	842,756	-63,207	-42,138	84,276	147,482
Environmental Health	Carry out planned inspections	293,000	-21,982	-14,655	29,310	51,292
Environmental Health	Handle pest control complaints	127,348	-9,551	-6,367	12,735	22,286
Trading Standards	Handling complaints	37,854	-2,839	-1,893	3,785	6,625
Trading Standards	Process Licensing complaints	3,549	-266	-177	355	621
Highways Strategy and T&D	Development team	404,402	-30,330	-20,220	40,440	70,770
Highways Network Management	Handle HNM complaints	434,388	-32,579	-21,719	43,439	76,018
Planning	Enforcements	96,541	-7,241	-4,827	9,654	16,895
Planning Strategy	Major Development	190,179	-14,263	-9,509	19,018	33,281

For many volumes, however, there is no increase in core price as the volumes relate to income generating activity (e.g. more land charge searches). The increase in income offsets the increased cost and the core price does not go up. So, although there will be an increased payment to the provider, this will be offset by at least as large an increase in income.

It is true 'change' in general could be used to generate increased profits for a private sector partner to the cost of the public sector partner. The council's contractual approach has been very much informed by this and the contract addresses this in a number of ways e.g. through an element of cost share with the provider on certain changes and with the use of protocols that require the provider to propose alternatives prior to implementing cost increases

**Other financial and balance sheet considerations** – it is not expected that this contract will give rise to, or affect any current contingent liabilities. This contract will not affect the council's position in terms of recovery of VAT.

### 8.3. Value for money and benchmarking

Ongoing value for money is an important consideration throughout the life of any contractual arrangement. A number of contractual protections exist to ensure that this can be monitored and achieved.

- a) benchmarking provisions are included within the contract, enabling the council to undertake a comprehensive independent benchmarking of the services twice through the life of the contract, with an obligation on the service provider to ensure that the contract price falls in line with the outcome of benchmarking where it is higher than expected at that point in time.
- b) there are provisions for year 4 and year 7 reviews with the contract. This signposts a more fundamental review of the direction of the partnership, and whether outcomes being delivered both financially and non-financially meet the changing needs of the council and its stakeholders at that point in time. The timing of these reviews is designed to tie into the council's financial planning cycle. As noted above, the financial benefits within this contract enable the council to exceed its MTFs targets for 2013-16. However, by 2017, further financial challenges may exist, and the year 4 review is the appropriate mechanism to ensure the contract is flexible enough to deal with circumstances prevailing at that time.

#### 8.4. Financial probity

The council has secured a fixed price for the delivery of the specified core services.

However:

- (i) this price will change due to inflationary (indexation) adjustments on an annual basis;
- (ii) the price may change if the council requires the scope or standards of service to change;
- (iii) projects and commissions will require new costed business cases from time to time;
- (iv) the council will wish to avoid any excessive profiteering by the partner through sharing of overall returns;
- (v) foreseeable but as yet not fully defined issues such may require a change in scope and therefore cost and the council needs to ensure that any changes to cost are reasonable;
- (vi) unplanned but contractually possible events such as early termination would bring costs for both sides and the council will wish have certainty over its exposure in such circumstances.

In order to protect itself the council will need to have transparency of financial information and the measures put in place to provide this are:

- (i) inclusion of detailed financial model in the contract, including compensation on termination calculations
- (ii) open book accounting requirement for relevant partner costs
- (iii) the council has audit access rights to establish the source of any cost charged to the partnership
- (iv) the contract has a 'super profits' clause requiring any partner return over an agreed threshold to be shared with the council
- (v) the contract has schedules of day rates to inform the costing of projects and other ad-hoc activity;
- (vi) the contract has a weighted index for inflation that recognises the proportionate split between costs affected by wage/price inflation (and uninflated costs). This provides

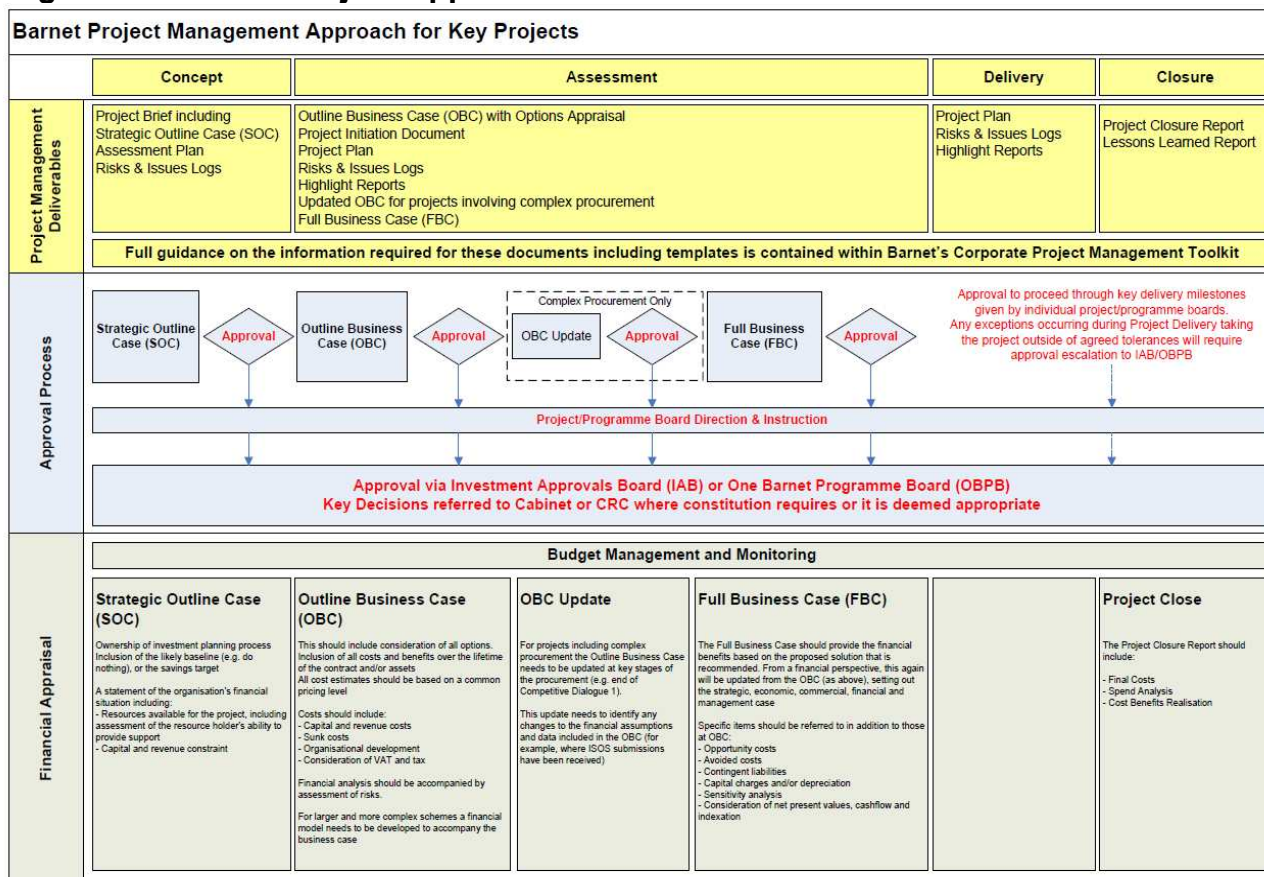
certainty over any annual service price rises in time to be incorporated into the council's own budget processes.



## 9. Project approach

The project has followed the standard Barnet project management methodology as set out in Barnet’s Project Management Toolkit and has been subject to routine audit reviews during its duration. The full project process is shown below:

**Diagram 9.1 Barnet Project Approach**



The DRS Project Board has met regularly over the course of the project receiving status reports and key risks and issues. The board is chaired by the Project Sponsor, Pam Wharfe, Director for Place and includes Project Director, Martin Cowie, leading on service delivery; Commercial Director, Craig Cooper; Commercial Lead, Jason Walton; the Project Manager and Procurement, Legal and Finance officers. Any matters requiring further escalation or are a programme-wide risk, are reported to the One Barnet Programme Board. The One Barnet Programme Board also receives regular updates on the project’s key risks and issues.

The procurement has followed a standard competitive dialogue approach following the initial short-listing exercise where four bidders prepared and submitted outline solutions. Following evaluation and down selection, detailed solution dialogue was conducted with EC Harris and CSL.

The evaluation has been conducted against the criteria published in the OJEU notice which was published 17 March 2011 and the Invitation to Submit Outline Solutions circulated to all four bidders.

Table 9.2 DRS Evaluation Criteria

Criteria	Weighting %
<b>People and Place</b>	<b>43</b>
Capturing financial, economic and social benefits of major regeneration projects and return to the Borough	8
High and measured customer satisfaction	7.5
Compliant, high quality service delivery	5.7
Services joined up with other public, private and third sector organisations	4.6
Continuous and innovative improvement in service delivery	4.6
Effective consultation and engagement	4.6
Effective HR practices and professional development	4.6
Maximise opportunities from central government for the benefit of the Borough	3.4
<b>Flexibility and Risk</b>	<b>14</b>
Flexibility in the contract	5.6
Align with council's strategic objectives, now and over time	5.6
Ability to transfer risk	2.8
<b>Financial and Commercial</b>	<b>43</b>
Guaranteed financial benefit	12.7
Maximise the commerciality of the services	12.7
Payment profile, including pace	7.8
Price performance mechanism	6.8
Guaranteed investment	2.9

Final Tenders from both bidders have been reviewed against this submission using a tiered evaluation.

Between two and three technical evaluators from each of the in-scope services individually reviewed bids against the output specifications they had provided noting strengths, weaknesses, risks and issues. They then met as a group, with a member of the council's procurement team acting as a facilitator, to reach a consensus score.

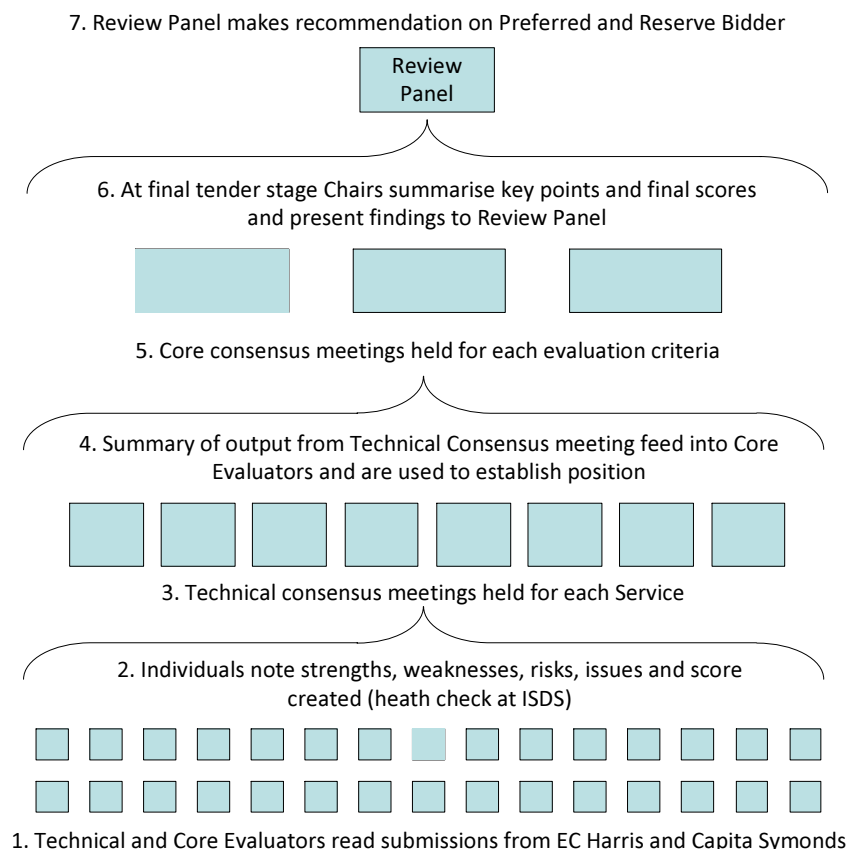
Output from the technical evaluators' consensus meeting was then fed into three core groups – one each for 'People and Place', 'Flexibility and Risk' and 'Financial and Commercial'. Each group had a senior management level chair who was also responsible for feeding into a final evaluation report. All members of the Core team independently reviewed bids and, with the exception of the Chair, noted their strengths, weaknesses, risks and issues. Core evaluators then met to arrive at their own consensus score with a member of Procurement facilitating.

This process was used for the review of Detailed Solutions, received on the 22 October 2012, and then repeated for the evaluation of Final Tenders, received on the 2 January 2013. Both groups were able to raise clarification questions at Detailed Solutions stage and reflect bidder responses into their final appraisals and scores.

Chairs prepared evaluation reports which summarised the final position for each bidder. These reports were presented by Chairs to the Review Panel which met on the 28 January. Review Panel members had the opportunity to challenge the Chairs on their positions before agreeing a recommendation to be put forward.

The evaluation process is summarised in the following diagram:

**Diagram 9.3 DRS Evaluation Process**



## 9.1. Mobilisation

The project will move into the mobilisation phase once the Business Case has been approved by Cabinet (subject to Post-decision Scrutiny)

The approach to mobilisation will combine where appropriate similar activities for both DRS and NSCSO. Therefore, to aid knowledge sharing and to make the most effective use of resources, it has been decided to combine both projects in their final phase into the Transition and Mobilisation Programme. It will also link the other activities underway within the council, notably the implementation of the model for the retained organisation and the implementation of our Information Management Strategy.

The deliverable from mobilisation will be the transfer of all in-scope staff, data and assets for the DRS services covered within this business case.

Mobilisation will formally commence when the Alcatel period (this being a stand-still period within the procurement process in which unsuccessful bidders have the opportunity to challenge the decision) ends. The project will be delivered through a number of key work-

streams with a programme manager, supported by a team of project and business specialists directing and managing the programme. The work streams and their main activities broadly cover contract compliance, implementation & finance, operations, communications & engagement, information management, HR and governance.

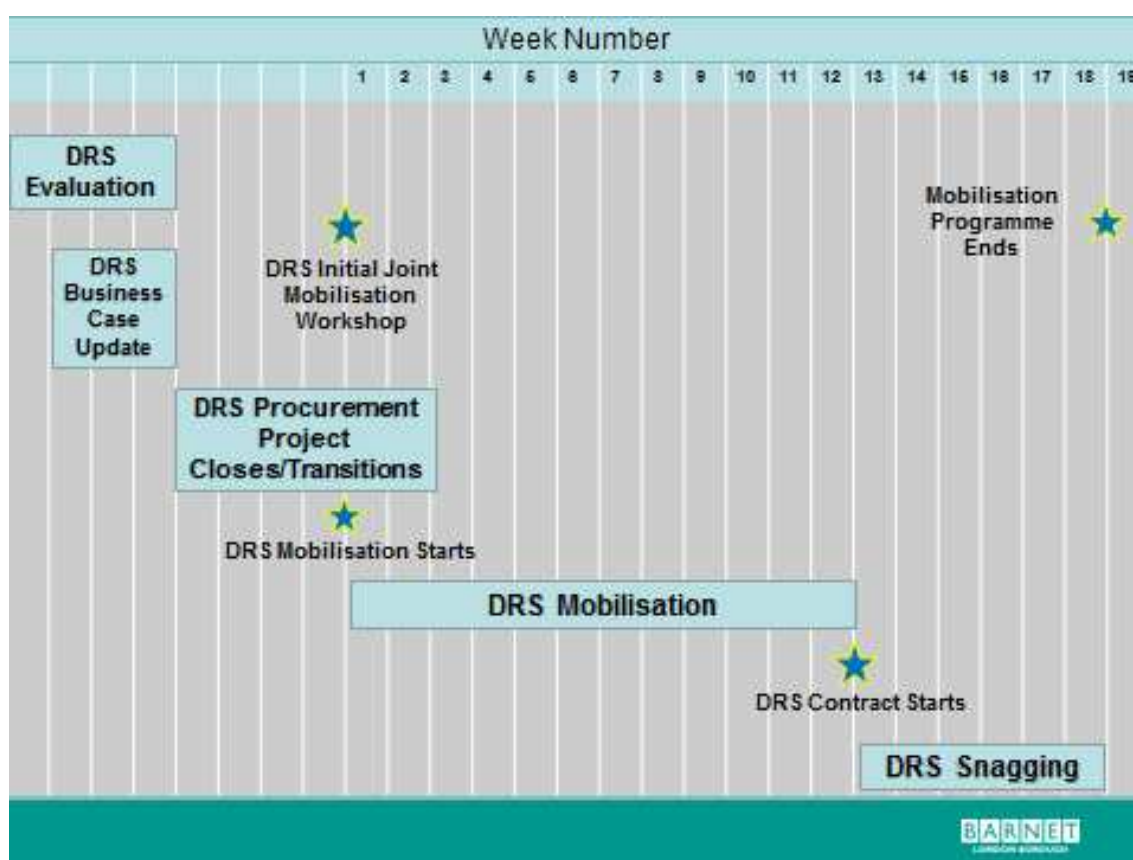
There are a number of key stages after the governance process is complete, for the lead in and completion of mobilisation. These are:

- Preferred bidder letter issued
- Alcatel ends
- Contract signature
- Due diligence of the service streams
- Service Commencement

The application for Judicial Review against the NSCSO Preferred Bidder recommendation could (if successful) impact upon the DRS project. Consequently, the project is unable to confirm the dates within the plan at this point in time.

The mobilisation plan will take account of the parallel mobilisation of NSCSO services. Provisions within the NSCSO contract will guarantee the required availability and quality of support to the DRS partner through its own mobilisation period and early months of operation whilst interface agreements to be signed by both partners will allow them to renegotiate, extend or discontinue the services for the longer term.

**Diagram 9.4 - DRS Mobilisation Plan**



## 9.2. Project assurance

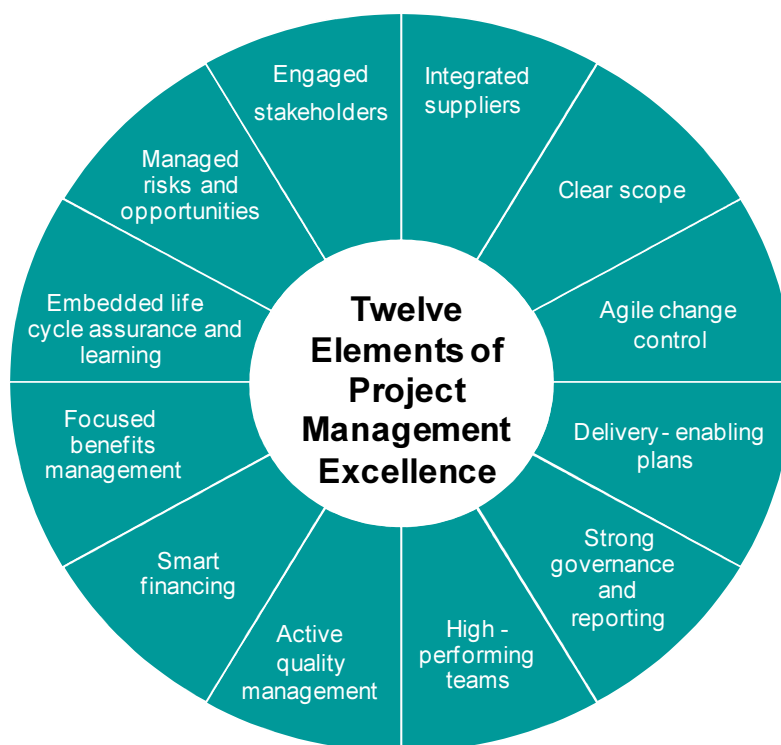
### One Barnet Assurance Work

Assurance work has taken place through-out the project lifecycle of DRS by internal and external audit.

Internal Audit review the programme quarterly and review aspects of the projects according to the 12 point project management excellence methodology set out in the diagram opposite that assures a well-managed, effective programme which has fit-for-purpose controls:

**Internal Audit** work for the past two years has considered the following:

- Capacity and Capability management, change management and risks and issues management
- Customer Services Risk Management
- Scope and change control, governance and dependencies
- Working with suppliers/providers
- Stakeholders
- Data quality of KPI information



**External Audit** reviews the council annually and considers the progress of its transformation programme in its value for money opinion. The council has maintained an unqualified value for money opinion throughout the course of the One Barnet Programme. In addition, External Audit has reviewed the following:

- One Barnet Governance
- the progress of the DRS project and overall concluded that there were adequate arrangements in place for the overall governance of transformation projects

The outcome of internal and external audit work has been reported through to the Audit Committee throughout the life cycle of the DRS project.

### 9.3. Project risk management

Project risks are managed in line with council's overall approach to risk management. Risks are recorded and managed through the council's central risk register contained within JCAD IT system and reported to the Strategic Commissioning Board on a regular basis.

The key risks identified for the delivery of the mobilisation phase are shown in Table 9.5.

**Table 9.5 – Summary Risk Analysis**

Risk Area	Potential Causes	Consequence	Control
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Risk Area	Potential Causes	Consequence	Control
Legal challenge	Challenge of the procurement process or vires	Impact upon the delivery of project benefits	The project and procurement have been conducted in line with legislative and best practice guidelines and vires audits have been undertaken in relation to activities itemised in the Output Specifications.
Management of contract	Service level agreements (SLAs) and key performance indicators (KPIs) are not sufficiently defined	Impact Barnet's ability to hold suppliers to commitments from transfer of service.	KPI performance data has been accepted for the majority of KPIs, however, 27 are not accepted as reliable by the provider. Further work will be done to gain acceptance of these prior to contract commencement.
Challenge during the Alcatel period	Challenge during the Alcatel period prevents contract signature and mobilisation until challenge is answered.	This will extend timescales for transfer of service.	The contract will not be signed until the Alcatel period has expired. In addition, the council has undertaken the procurement of DRS according to the council's Contract Procedure Rules and the Public Contracts Regulations 2006. All precautions have been taken to ensure a fair and transparent process for both short-listed bidders and to minimise the risk of challenge.
Business as usual and mobilisation activities.	Due diligence activities coupled with preparations to transfer service in adequately planned or resourced	Pressure on business as usual activities or the council's ability to properly execute mobilisation activities.	A mobilisation team has been identified which is largely staffed from the new retained client organisation. Where further resources are needed to supplement either capability or capacity on a short term basis, contract staff will be deployed.
DRS and NSCSO Interface Agreement	DRS and NSCSO Preferred Bidders delay signing up to Interface Agreement	Potential impact on the benefits realisation for both projects.	The council has been dialoguing interface agreements with all DRS and NSCSO bidders and the key obligations are already developed in the draft contract.

Risk Area	Potential Causes	Consequence	Control
Commissioning Group	Key posts in Commissioning Group not filled	Gaps in capability and capacity for mobilisation and on-going contact management.	<p>There are a number of key posts within the new Commissioning Group that will need to be filled in order to provide leadership into the mobilisation process and to retain the resulting knowledge in house for use in managing the contract and performance. Contract managers should be briefed and trained to ensure full know how handover by those who negotiated the contract and full knowledge of contractual mechanisms, the council's obligations and the range of remedies available should performance dip.</p> <p>Work is already underway to advertise and fill vacant posts, some already having been filled. Where vacancies identified as essential for the mobilisation work exist contract resource will be brought on board to cover while permanent resources are recruited.</p>
Mobilisation timescales	Mobilisation timescales are exceeded	Delay to service transfer	The council's preparation for mobilisation will start from the announcement of the preferred bidder and will formally commence following the end of the Alcatel period. A 12 week process is planned for joint council and CSL mobilisation activities which is in line with recommendations.
3 <sup>rd</sup> Party Contract novation	Key contracts are not able to or are late novating	Council continue to manage and /or fund third party services that should be transferred.	<p>Work is on-going on the review and transfer of contracts and will be completed in preparation for transfer of service.</p> <p>Where contracts cannot be novated for legal or constitutional reasons they will be retained, incorporated into the baseline adjustments, and CSL will act as the council's managing agent.</p>

Risk Area	Potential Causes	Consequence	Control
Constitutional changes	Constitutional changes are delayed	Constitutional changes are delayed	Contract delivery is not dependent upon the structure of the retained council. The council could manage the DRS contract within current structures and governance procedures, with any temporary changes to service requirements being dealt with by way of a reprioritisation change within the contract. Council representative directors on the JV Co will need to ensure compliance with appropriate propriety and probity requirements to understand their duties and prevent conflict of interests.
Financial baseline	Financial baseline is updated	Financial baseline update adversely impacts contract	The council retains the ability to require a change in the services as a consequence of budgetary or other constraints. CSL would be obliged to develop options for meeting the new baseline, which would initially involve reprioritisations and which the council can accept or require refinement until it is content with the proposals.



## 10. Dependencies

The following dependencies have been identified and will be actively managed by work stream leads throughout the mobilisation period and into the contract term as appropriate.

**Table 10.1 Dependencies list**

Item	Dependency
Information Management Strategy Project	On transfer of service to the new provider on the 8 May the council will need to be able to hand over the physical and electronic data necessary for the day to day running of services. Preparation for this is already underway through the Information Management Strategy Project (IMS).
Commissioning Organisation Design	The timely recruitment of staff to key positions within the new commissioning organisation will be a major factor in a successful mobilisation. Where feasible, the project will want to retain officers within the commissioning organisation who have knowledge of the mobilisation process and ensure know how handover from the negotiation team.
Governance Project	A number of constitutional changes will be necessary to complete transfer such as the appropriate delegation of responsibilities to the Chief Operating Officer and the client management team. These changes will need to be managed through the normal democratic process and as such will need to be completed before the transfer date. See also above re council nominated directors.
Co-Operation Agreement	The Interface Agreement defines how the preferred bidders from DRS and NSCSO will work with each other during the transition of services from the council to the provider. This is particularly critical for services such as IS who may still need to provide current council IT systems to DRS services post 8 May for up to 3 months.
Joint Employment	There are a number of functions within the DRS services that can only be performed by an Officer employed by the Authority. A joint employment contract between the employee, the council and the new provider will enable these elements to be performed post transfer to the new provider.
Approval of commercial proposals	The commercial aims of the provider are in part linked to the implementation of the proposals set out in the Commercial Development Plan. Some of these will require the council and Members' approval before they can be implemented. The council believe many will be non- contentious but some may involve offering new services or changes to fee levels or fee structures that may need more in depth consideration.

## 11. Democratic oversight and control

Members' democratic oversight and control of the DRS services will be undiminished by entering into this contract:

- **Setting strategic direction for the services:** The contract provides for an annual service review process which looks back over the prior year's performance and identifies the agenda for the coming year. This process will align with the council's own budget and business planning cycle. Member decisions made through the budget cycle will be communicated via the Strategic Partnership Board and will be built into service plans for the following financial year.
- **Taking resourcing decisions:** The contract includes budgetary change provisions, which are there to deal with events requiring a significant reduction in the cost of services. The Partner has an obligation in such circumstances to minimise any adverse effect on services and is required to provide an impact assessment so that members can take decisions in full knowledge of the potential impact. A change process can be initiated at any time. If, for example, there was a Comprehensive Spending Review announcement from Central Government that identified more cuts to future resourcing levels for local government, Members could use the budgetary change provision to require an immediate step-down in DRS services in order to use these savings to help minimise the future impact on other services.
- **Holding the service provider to account:** The DRS services are subject to similar overview and scrutiny processes as in-house services. Decisions taken in respect of these services may be called-in and scrutinised in exactly the same way, and the council's audit committee will receive reports on the DRS services which remain within the scope of the council's annual audit plan.
- **Renewing, reducing, stopping or changing the service mix within the contract:** The Council may terminate at any time earlier than the planned end date (this would be a member decision) subject to repaying CSL for investments made but not yet recouped through the annual service charge and loss of profit. If the contract runs the full 10 years as is currently envisaged, the up-front investment in transformation and technology will be recovered over that 10 year period.

### 11.1. Member involvement in DRS services

CSL commit to provide Members with a more supportive approach including a dedicated Member Liaison Service. This will proactively engage with Members providing a single point of contact for them to discuss any issues.

In addition, the provision of enhanced customer insight is expected to assist Members in responding to residents as individuals, and also in understanding patterns and trends at ward level.

## **12. Benefits realisation and contract management**

### **12.1. Benefits realisation**

The council's approach to benefits realisation will be developed with the new partner and aligned with the performance management and incentivisation mechanisms in the contract. These fall broadly into the following areas:

- Monitoring of transformation milestones and deliverables. CSL has committed to using a benefits tracking tool and funding a benefits realisation manager.
- Key Performance Indicators (KPIs) and Performance Indicators (PIs) for the core services will be reported monthly by the Partner and the council has a right of access to the systems and data used to create these reports to satisfy itself of their accuracy. Each of these PIs represents a specific output or benefit commissioned by the council from the Partner. If there is any variation from the targeted levels these will be reviewed and actions taken as necessary between the council's client team and the Partner's operations team as part of the Partnership Operations Board. Any issues that cannot be resolved or progressed by this group can be escalated to the Strategic Partnership Board and ultimately to the Chief Executive and the Board of the Partner.
- Objectives for specially commissioned projects will be developed through the business case and approval procedures set out in the contract. As each project may require a different approach to delivery, the Partner will be required to set out a detailed benefits management procedure as part of each business case. Progress against live projects and their required outcomes will be reported to the council at the same time as the regular PIs. On-going monthly business performance reviews in this area will be overseen by the Partnership Operations Board.

The ownership (on the council's side) of each of these benefits will fall to the relevant Lead Commissioners and will be tracked and reported to the council as part of their general reporting processes.

### **12.2. Intelligent client and contract management**

The council has designed and established a client side function for all its internal and external delivery partnerships called the Commissioning Group as part of the corporate restructure project, which was approved by General Functions Committee in April 2012. This new structure, with the majority of roles filled, went live in April 2013. It comprises:

- Lead Commissioners – six senior strategy and policy experts responsible for understanding the needs of customers and the borough and designing commissioning strategies to deliver the outcomes required by the Strategic Commissioning Board in accordance with the direction and policy guidelines provided by members. The Enterprise & Regeneration Lead Commissioner, who has been in post for several months, is the primary DRS Commissioner.
- Commissioning strategy team – five strategy and policy advisors who act as a flexible resource across all policy areas

- Commercial team – a team who will manage the commercial and contractual relationships with external and internal delivery partners, ensuring that contracted financial and non-financial benefits and commissioned outcomes are delivered, that risks are effectively monitored and managed, and improvement opportunities are identified and acted on. Within this there will be a dedicated DRS team led by a DRS Partnership Manager, and comprising officers responsible for service quality assurance, performance analysis and contract compliance.
- Deputy Chief Operating Officer team – a large team overseeing effective corporate strategy and operations, comprising programmes and projects, information management, finance, and communications, and key NSCSO subject matter experts

The council is utilising best practice guidance in the detailed design of its contract management processes, including the National Audit Office and Office of Government Commerce's Good Practice Contract Management Framework (December 2008), which covers activities that organisations should consider when planning and delivering contract management; how to evaluate the risk and value opportunities inherent in contracts; and how to develop contract management plans and priorities.

## DRS Employee Equality Impact Assessment **Capita Symonds**

### 1. Introduction

#### 1.1 Purpose

1.1.1 It is recognised that such a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment (“EIA”); this is a “live” document and will be updated at key milestones throughout the lifespan of the project.

1.1.2 As part of the public sector Equality Duty, section 149 of the Equality Act 2010, the Authority is required to give due regard to the elements of the public sector equalities duty. The three elements of the public sector equality duty (**PSED**) involve the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act;
- advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging under-represented groups to participate in public life; and
- foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

The duty is a continuing one, and equality considerations are required to be integrated into all stages of the procurement, commissioning and decision making process. The duty extends to the council’s procurement of goods, works and services from external providers, and equality considerations must be embedded in the council’s relationship with its staff, suppliers and any staff transferring to suppliers under the Transfer of Undertaking (Protection of Employment) Regulations 2006.

The PSED is non-delegable. The council remains the decision-making authority and must ultimately discharge the PSED.

1.1.3 This EIA is a live document and has been used throughout the procurement process, it will also be used to understand the impacts on groups of staff over the period of the DRS project as well as being used as a baseline for any future decision-making by Capita Symonds.

This EIA has been updated at key milestones in the process and has been part of the decision making at each part of the formal process as well as informally influencing decisions.

1.1.4 Capita Symonds will support the Authority in complying with its equality duty whilst it provides services on behalf of the Authority.

#### 1.2 Aims and objectives of the OB programme

1.2.1 The project’s aim is to enable the Council’s development and regulatory services to be delivered differently to:

- provide improved services for their internal and external customers
- make savings to benefit the taxpayer
- enable them to adapt to a changing and evolving customer base in the light of any One Barnet developments and are therefore sustainable

1.2.2 The proposals approved in the Development and Regulatory Service options appraisal fit within the One Barnet principles. In line with the One Barnet principles, all services should:

- provide a new relationship with citizens
- be designed and delivered around customers' needs
- provide the best possible customer experience
- enable customers to help themselves by providing accurate and accessible information and enabling self-service wherever possible.

### 1.2.3 A one public sector approach should:

- be in a position to support the requirements of all public sector partners and drive better multi-agency working
- be flexible and, therefore, able to rapidly respond to changing demands.

### 1.2.4 A relentless drive for efficiency should:

- operate as efficiently as possible to both minimise the cost of the service and minimise the cost to customers of accessing the service
- be innovative and take advantage of evolving technology, thinking and practice
- maximise the value the Council achieves from all its assets (capital and revenue)
- safeguard the Council's position to maintain its reputation and comply with legal responsibilities.

## 1.3 Description of the critical milestones

- Identification of services in scope (Nov 2010):

Services
Building Control Environmental Health Hendon Cemetery & Crematorium Highways Network Management Highways Traffic & Development/Highways Strategy Highways Transport & Regeneration Land Charges Planning Development Management Regeneration Strategic Planning Trading Standards & Licensing

- End of dialogue one to reflect any changes to the scope of services included (Oct 2011)
- End of evaluation (January 2013)
- After the TUPE transfer of the activity to Capita Symonds (May 2013)

## 1.4 Key Stakeholders

- In-scope staff – represented by the staff group and service lead group
- Council customers – represented by the members of the advisory group, these are the service areas that use the services in scope
- Politicians – decisions regarding the progress of the project will be taken by Cabinet Resources Committee and Cabinet
- Senior Council officers – the project is sponsored by the Commercial Director and the board comprises of senior Council officers

- Trade Unions – represented by trade union staff who attend monthly meetings with the project manager, HR and project sponsor

## 2. Any Anticipated Equalities Issues at each milestone and identified mitigation

### 2.1 Identification of services in scope

2.1.1 This is not expected to have an impact on staff as it is purely a paper exercise to establish the size of all the services in scope.

### 2.2 End of dialogue one

2.2.1 This is not expected to have an impact on equalities. Following the first round of dialogue it may become clear that some services may be added or taken out of scope in which case the staff baseline will need to be re-profiled and updated within the EIA to reflect the new collection.

2.2.2 It is expected that further reorganisations of the services in scope will be carried across 2011/12. At this stage, the nature and extent of these reorganisations is unknown and, as such, it is impossible to assess whether there will be an equalities impact.

### 2.3 End of Evaluation

2.3.1 It is anticipated that there will be a joint employment contract for those staff who carry out statutory functions; this is not expected to result in any equalities issues during mobilisation.

### 2.4 Staff Transfer

2.4.1 Capita Symonds has stated that the operation will be Barnet-based.

## 3.1 Monitoring Summary

**Table 1- Employee EIA Profile of the One Barnet Development and Regulatory Services**

**Project** (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it).

All numbers replaced by an 'X' have been aggregated to protect personal identification

		In-scope profile at outset date		End of dialogue 1 date		End of evaluation		Post-Transfer Review	
		Total Council Equality Figures %	In-scope %	Total Council Equality Figures %	In-scope %	Total Council Equality Figures %	In-scope %	Total Council Equality Figures %	In-scope %
<b>Number of employees</b>		3,418	214	2,788	223	2,748	250		
Gender	Female	63%	47%	64%	48%	64%	45%		
	Male	37%	53%	36%	52%	36%	55%		
Date of Birth (age)	1985-1996	5%	6%	6%	7%	6%	12%		
	1975-1984	20%	22%	21%	22%	21%	23%		
	1965-1974	27%	31%	27%	30%	28%	29%		

## Appendix B

	1951-1964	39%	36%	40%	35%	40%	32%		
	1941-1950	8%	5%	6%	5%	5%	5%		
	1940 and earlier	0%	0%	X	0%	X	0%		
Ethnic Group	White:								
	British	52%	62%	52%	63%	52%	62%		
	Irish	3%	X	3%	X	3%	X		
	Turkish Cypriot	1%	X	1%	X	1%	X		
	Greek Cypriot	1%	X	1%	X	1%	X		
	Other White	6%	X	7%	X	7%	4%		
	Mixed:								
	White and Black Caribbean	0%	0%	0%	0%	0%	0%		
	White and Black African	0%	0%	0%	0%	0%	0%		
	White and Asian	1%	X	0%	X	1%	X		
Other Mixed	2%	X	2%	X	2%	X			
Asian and Asian British:									
Indian	7%	5%	7%	5%	7%	6%			
Pakistani	1%	X	1%	X	1%	X			
Bangladeshi	1%	0%	1%	0%	1%	0%			
Other Asian	2%	X	2%	X	2%	X			
Black or Black British:									
Caribbean	5%	7%	5%	6%	6%	6%			
African	8%	6%	7%	5%	7%	6%			
Other Black	1%	X	1%	X	1%	X			
Chinese / Other Ethnic Group:									
Chinese	1%	X	1%	X	1%	X			
Other Ethnic Group	2%	X	2%	X	2%	X			
Blank/Not assigned/Not declared	8%	6%	8%	5%	7%	5%			
Disability	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	0%	0%	0%	0%	0%	0%		
	Hearing (such as: deaf, partially deaf or hard of hearing)	X	X	X	X	X	X		
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	X	0%	X	0%	X	0%		
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	X	X	0%	X	0%	X		
	Learning difficulties (such as dyslexia)	X	0%	X	0%	X	0%		
	Mental illness (substantial and lasting more than a year)	X	0%	X	0%	X	0%		
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	0%	X	X	X	X	X		
	Other disability	1%	X	1%	X	1%	X		
	No disability	98%	97%	97%	97%	97%	97%		
	Not stated	0%	0%	0%	0%	0%	0%		
Gender	Transsexual/Transgender	0%	0%	0%	0%	0%	0%		



Identity	(people whose gender identity is different from the gender they were assigned at birth)								
	Not stated	0%	0%	0%	0%	0%	0%		
Pregnancy & Maternity	Pregnant but not yet on maternity leave (MatB1)	0%	0%	0%	0%	0%	0%		
	Maternity Leave (current) (SMP&OMP)	0%	0%	0%	0%	0%	0%		
	Returned from Maternity Leave (in last 12 months)	0%	0%	0%	0%	0%	0%		
Religion or Belief	Christian	47%	48%	47%	48%	48%	46%		
	Buddhist	0%	X	0%	X	0%	X		
	Hindu	6%	5%	6%	5%	6%	6%		
	Jain	0%	X	0%	X	0%	X		
	Jewish	3%	X	3%	X	3%	4%		
	Muslim	4%	X	4%	X	4%	X		
	Sikh	0%	X	0%	X	0%	X		
	Other faith religions	4%	X	4%	X	4%	X		
	No religion	17%	22%	17%	23%	16%	22%		
	No response on faith	8%	5%	7%	5%	8%	5%		
	No form returned	1%	X	1%	X	1%	X		
	Atheist	1%	X	2%	X	2%	X		
	Agnostic	1%	X	1%	X	1%	X		
	Humanist	X	0%	X	0%	X	0%		
Not assigned	7%	7%	6%	7%	6%	6%			
Sexual Orientation	Heterosexual	67%	78%	69%	78%	70%	79%		
	Bisexual	0%	X	X	X	0%	X		
	Lesbian / Gay	1%	X	1%	X	1%	X		
	Prefer not to say	21%	13%	20%	13%	19%	12%		
	Not assigned	10%	9%	10%	9%	9%	7%		
Marriage and civil partnership	Married	34%	36%	30%	32%	32%	33%		
	Single	27%	31%	22%	26%	24%	26%		
	Widowed	1%	X	1%	X	1%	X		
	Divorced	3%	X	3%	X	3%	X		
	In civil partnership	X	X	X	X	0%	X		
	Co-habiting	1%	X	1%	X	1%	X		
	Separated	0%	X	X	X	0%	X		
	Unknown	35%	26%	32%	22%	39%	32%		
Not assigned	X	0%	11%	14%	X	0%			
Relevant and related grievances	Formal	0%	0%	0%	0%	0%	0%		
	Upheld	0%	0%	0%	0%	0%	0%		
	Dismissed	0%	0%	0%	0%	0%	0%		

### 3.2 Data

- 3.2.1 The above table shows the protected characteristics for the in-scope community involved in the DRS transfer to the new provider. Data will be assessed over the 4 key milestones in the process.
- 3.2.2 The assessments to date were shown against the in-scope community and the Council as a whole (excluding schools).
- 3.2.3 The assessment of this data is to:

- understand where certain activities proposed by the new provider may affect one specific group over another.
- understand the make up of the transferring community and compare this against the make up of the Council, the preferred position would be that the transferees are of a similar representation as the Council.
- the assessment at the key milestones is to ensure the transferring community remained of a similar composition and used as a basis to investigate any major changes in the statistics of this group if a dramatic change were identified.

3.2.4 The protected characteristics are: age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex, sexual orientation.

3.2.5 The make up of the transferring group is greater in the following areas:

- Gender: Male
- Age: Born between 1964 and 1951
- Ethic Group: White British
- Disability: no disability; where there are a limited number of individuals with declared disabilities, these have been aggregated
- Religion or belief: Christian
- Sexual orientation: Heterosexual
- Marriage and civil partnerships: Married

3.2.6 The make up of the transferring group is reflective of that of the retained Council, as shown in table 1, columns 4, 6, 8 and 10.

3.2.7 In a number of these categories the greater characteristic is not by a significant number, for example gender. This has remained around circa 47%/53% female/male split. This means that changes to the transferring group is more likely to affect a higher percentage of men than women.

### **3.3 Transfer of Information on Disability**

3.3.1 The Authority has requested that the new provider requests equalities data from the transferring group at the point of transfer; this will not be transferred by the Council.

3.3.2 The intention is to both protect individual staff choice in the provision of this data to a new employer and to give staff the opportunity to refresh their equalities information.

3.3.3 A data cleanse has been carried out with the transferring staff on all transferring data. As part of this, staff have been given the opportunity to provide information on workplace adjustments, this can be anything from formal or informal working patterns to local arrangements, specific equipment or support to enable staff to effectively carry out their role.

3.3.4 Staff were informed that the workplace adjustment field will be submitted to the provider in the words provided by the individual. The new provider will offer to hold one-to-one meetings with all staff, this will give both parties the opportunity to explore this field and understand the detail of individual's personal requirements.

### **3.4 Maternity Leave**

- 3.4.1 Staff on maternity leave will be offered the opportunity to attend all briefings and one-to-one meetings with both the Council and their new employer prior to and during the mobilisation period.
- 3.4.2 If meetings are attended, staff can use their “keep in touch” days to be paid for these sessions.
- 3.4.3 If it is impossible for a member of staff to attend, due to their personal circumstances at that time, their line manager will brief them in the most appropriate way, either at a more appropriate time or via telephone if necessary.

### 3.5 Data Gaps

- 3.5.1 The business case shows full-time equivalent (FTE) figures in the financial model; the EIA shows data described by percentage of headcount. This gives a clear view of the actual effect on each of the protected characteristics.
- 3.5.2 The above figures have been taken from the SAP HR system on employees known to be in-scope by name.
- 3.5.2 The data for the first two milestones were taken from the Council’s standard data set which also included casual workers. The Council has since changed their data set to remove casual workers from their reporting; therefore a disproportionate drop in Council staff figures is shown.

### 3.6 Evidence

#### List below available data and research that will be used to determinate impact on different equality groups

- 3.6.1 The revised establishment lists from SAP provide the primary data, plus the data cleanse returns, ‘local knowledge’ of heads of service and one-to-one meetings between staff and the new provider.
- 3.6.2 When making any decisions affecting staff, the new provider will be expected to consider the impact of the project on the following, amongst other potential factors:
- Flexible working arrangements and their impacts on parents and carers (working practices)
  - Working from home (working practices)
  - The impact of moving staff to different work locations (relocation)
  - The impact of potential changes to holidays / term-time working (working practices)
  - The impact on staff of changes to their working culture (equalities)
  - The impact on staff of additional health and safety training (training and development)
  - The impact on staff of a different programme of investment and development (training and development)
- 3.6.3 Any changes to terms and conditions/policies and procedures proposed by the new provider will be subject to consultation post-transfer. The new provider has agreed to honour the council’s TUPE Transfer Commitments so there will be no change to contractual terms and conditions for the first year following transfer.
- 3.6.4 The table at 4.1.4 shows potential impacts and mitigation proposed by the new provider in the final tender.

## 4. Project Milestone Outcomes, Analysis and Actions

## **4.1 Summary of the outcomes at each milestone**

### **4.1.1 Identification of services in scope - EIA iteration - Nov 2010**

The EIA data was reviewed in conjunction with the business case to identify any potential equalities implications on staff.

### **4.1.2 End of dialogue one – EIA iteration - Oct 2011**

The ISOS submissions were completed and have been evaluated. At this stage there was a down selection from 4 bidders to 2. The EIA was updated and there were no equality impacts on staff at that time.

### **4.1.3 End of evaluation – EIA iteration - Jan 13**

The EIA data has been revised and the proposals in the recommended preferred bidder's final tender are shown below.

A number of the changes proposed by the new provider will be seen as positive; where the impact of these changes are perceived as a negative, the impact of these and mitigation provided in the final tender have been considered in the table in section 5.

### **4.1.4 Transfer date**

The EIA will be reviewed following the transfer in order to determine the actual impact on staff in scope, this will be the final milestone review.

## 5. Potential Impacts and Proposed Mitigating Actions/Benefits to Staff

Listed below is a summary of the key benefits to staff

	Proposed Activities	Potential Impact	Impact Type	Protected Groups Affected
1	Transition and Communication	Staff concern about protection of their terms & conditions and fair treatment at the point of transfer	Negative	All
<b>Proposed Mitigating Actions/Benefits to Staff</b>				
<ul style="list-style-type: none"> <li>•Capita Symonds has stated that they will abide by the TUPE Regulations, all transferring staff will have their continuous service preserved under TUPE and that all their contracts of employment transfer, with staff retaining their key contractual transferring terms and conditions such as annual leave, grade and pay entitlements</li> <li>•Capita transition team is experienced and will be on-site to coach/mentor transferring staff. Over 70% of their existing 45,000 staff have transferred to Capita under TUPE from previous employers or through acquisition. Over 40% of those have come from Local Government.</li> <li>•Capita Symonds provide a full communication and engagement plan to integrate staff into the joint venture quickly and effectively including: <ul style="list-style-type: none"> <li>○ Inform and consult with TUs and staff</li> <li>○ Working collaboratively with TUs to ensure consistency of message</li> <li>○ Team manager sessions on HR processes and relevant Capita Symonds information</li> <li>○ PeopleCare programme including welcome presentation, induction, staff bulletins, confidential email helpline, staff drop in sessions, one-to-one meetings, regular Q&amp;As</li> <li>○ ManagerCare programme is an extension of the PeopleCare programme to support managers</li> <li>○ Staff briefings will consider various groups of staff including varying work patterns and locations</li> </ul> </li> <li>•Capita Symonds HR staff integration team to support staff throughout transfer period. Enhanced HR support to transferring staff, such as training, leadership development programmes, Continuous Professional Development and funding for professional subscriptions”.</li> <li>•Capita Symonds have committed to a series of fortnightly collective tripartite consultation meetings; a terms and conditions matrix will be developed which will reflect the final agreed position which will apply to all transferring employees post transfer; they will confirm all final agreed measures to the transferring employees by way of a personalised letter; the opportunity for group or individual consultation sessions will be offered to 100% of staff prior to the service commencement date; they will not vary the contractual terms and conditions of transferring staff within the first 12 months of the contract.</li> <li>•Staff satisfaction survey within 9 months</li> <li>•Pension auto-enrolment at appropriate staging date</li> </ul>				
2	Consultation on proposed measures (known changes)	Staff concern about protection of terms & conditions	Negative	All
<b>Proposed Mitigating Actions/Benefits to Staff</b>				

	<ul style="list-style-type: none"> <li>•Capita Symonds have committed to provide a terms and conditions matrix which will reflect the final agreed position which will apply to all transferring employees post transfer; they will confirm all final agreed measures to the transferring employees by way of a personalised letter; the opportunity for group or individual consultation sessions will be offered to 100% of staff prior to the service commencement date; they will not vary the contractual terms and conditions of transferring staff within the first 12 months of the contract.</li> <li>•The approach to contractual terms and conditions will be reviewed, in particular, the policies and procedures which support those terms and conditions with a view to aligning the policies and procedures to standard Capita procedures after the first twelve months of the partnership. However, any entitlements to pay, for example, maternity, paternity and company sick pay will remain.”</li> <li>• Provision of Capita Symonds of individual staff verification packs to confirm transferring terms and conditions (page 10 of HR SIDP para 2.1.1)</li> <li>•Signed up to the Council’s TUPE Transfer Commitments including admitted body status for the pension</li> <li>•Capita commits to fortnightly collective tripartite consultation meetings, following which a joint bulletin will be agreed and issued to all transferring employees. A pre-consultation measures letter will be produced to the council at contract award stage. They will confirm all final agreed measures to the transferring employees by way of a personalised letter which forms part of their verification process.</li> </ul>			
3	<b>Training and Development</b>	<b>Development in role and career progression</b>	<b>Positive</b>	<b>All</b>
<b>Proposed Mitigating Actions/Benefits to Staff</b>				
<p>Capita Symonds will:</p> <ul style="list-style-type: none"> <li>• Post-transfer offer opportunities to work on innovative and new projects</li> <li>• Provide continuous professional development and skills enhancement</li> <li>• Provide staff with the right tools so they can excel in their roles</li> <li>• Manager Care programmes including all transferring managers will attend the Managers Guide to Employment Practices course</li> <li>• Succession planning and talent management</li> <li>• £500 per person per annum, average 5 days per person per annum to be invested in training and development</li> <li>• Mentoring for every transferring manager</li> <li>• Capita vocational learning programme</li> <li>• Appoint an Organisational Development Co-ordinator from within the transferring staff in scope</li> <li>• Career development</li> <li>• Skills mapping to identify training needs</li> <li>• Full roll out of performance appraisal process and setting of clear objectives clearly linked to KPIs</li> <li>• Focus on professional accreditation and support existing professional development plans</li> <li>• One annual business relevant professional subscription per person per annum</li> </ul>				

4	<b>Restructure</b>	<b>Possible loss of employment or detriment suffered from changes</b>	<b>Negative</b>	<b>All</b>
<b>Proposed Mitigating Actions/Benefits to Staff</b>				
<ul style="list-style-type: none"> <li>•Capita does not envisage a large headcount reduction as a result of efficiency savings on their core services. The intention is to redeploy people into roles on growth activity.</li> <li>•They will adopt a fair and reasonable selection process, which will be consulted upon and applied consistently. Further potential redeployment opportunities throughout the partnership and in the wider Capita Group will be explored.</li> <li>•Capita have stated the operation to be Barnet-based</li> <li>•Offer of opportunities to work on innovative and new projects if appropriate</li> <li>•Provide continuous professional development and skills enhancement</li> <li>•Provide staff with the right tools so they can excel in their roles</li> <li>•Succession planning and talent management</li> <li>•Career progression</li> <li>•Skills mapping to identify training needs</li> </ul>				
5	<b>Trade Unions</b>	<b>Staff concern over potential loss of TU representation</b>	<b>Negative</b>	<b>All</b>
<b>Proposed Mitigating Actions/Benefits to Staff</b>				
<ul style="list-style-type: none"> <li>•A series of fortnightly tri-partite meetings will be held between the Council, Capita Symonds and recognised TU's where equalities issues can be raised</li> <li>•Capita Symonds acknowledges that the London Borough of Barnet is committed to promoting and maintaining good industrial relations and acknowledges the commitments contained with the Trade Union and Employee Engagement Framework.</li> <li>•Capita has a great deal of experience of engaging trade unions regarding the transfer of staff under the TUPE Regulations and have in place a number of key strategic partnerships with trade unions</li> <li>•Capita has committed to engage with trade unions as part of consultation on any restructures post-transfer</li> </ul>				
6	<b>Working practices</b>	<b>Staff concern regarding flexible working formal and informal</b>	<b>Negative</b>	<b>All</b>
<b>Proposed Mitigating Actions/Benefits to Staff</b>				
<ul style="list-style-type: none"> <li>•Capita have committed to honour 100% of existing flexible working arrangements for transferring staff. However, should business needs dictate that some local arrangements no longer work for the business, they reserve the right to discuss this with the employee</li> </ul>				
7	<b>Equalities</b>	<b>Concern about moving to a new culture</b>	<b>Negative</b>	<b>All</b>
<b>Proposed Mitigating Actions/Benefits to Staff</b>				
<ul style="list-style-type: none"> <li>•Capita have committed to adding commercial skills and acumen to the services to enable growth</li> <li>•Developing existing staff and managers with new skills to maximise flexibility</li> </ul>				

- Investing in new ICT to enhance customer service and maximise efficiency
- Investing in additional capacity to optimise service quality and enable growth
- Introducing best practice to improve productivity for further savings and capacity
- The PeopleCare programme comprises a series of communication and consultation activities and has proven to be a vital tool in supporting the transferring of staff and managers into the organisation
- A key element of the ManagerCare programme will be a half day cultural integration workshop

## 6. Briefing, Sharing and Learning

This table summarises the briefing activities. This EIA forms the primary briefing tool and has been shared as detailed below.

<b>Table 2 Milestone Description</b>	<b>CDG</b>	<b>Cabinet / CRC</b>	<b>GFC</b>	<b>PFC</b>
<b>Identification of services in scope</b>		28/03/11		
<b>End of dialogue one</b>		14/12/11		
<b>End of evaluation/ recommendation of preferred bidder</b>		TBC		
<b>Transfer Date</b>			TBC	TBC



## Equalities Impact Assessment of Capita Symonds' Final Tender – DRS

Introduction .....	4
Characteristics of Barnet's population .....	6
Summary EIA Statement .....	9
Equalities Impact Assessment of Capita Symonds' Final Tender for Environmental Health .....	20
1. Introduction .....	20
2. The diversity profile of the service's customers (people from groups with protected characteristics) .....	22
3. The experience of customers from groups with protected characteristics .....	25
4. The existing arrangements for monitoring and promoting equality and diversity .....	29
5. Existing known equalities issues in the service .....	37
Equalities Impact Assessment of Capita Symonds' Final Tender on Strategic Planning .....	40
1. Introduction .....	40
2. The diversity profile of the service's customers (people from groups with protected characteristics) .....	42
3. The experience of customers from groups with protected characteristics .....	45
4. The existing arrangements for monitoring and promoting equality and diversity .....	49
5. Existing known equalities issues in the service .....	53
Equalities Impact Assessment of Capita Symonds' Final Tender on Highways Network Management .....	55
1. Introduction .....	55
2. The diversity profile of the service's customers (people from groups with protected characteristics) .....	57
3. The experience of customers from groups with protected characteristics .....	62
4. The existing arrangements for monitoring and promoting equality and diversity .....	67
5. Existing known equalities issues in the service .....	70
Equalities Impact Assessment of Capita Symonds' Final Tender on Trading Standards and Licensing .....	72
1. Introduction .....	72
2. The diversity profile of the service's customers (people from groups with protected characteristics) .....	75
3. The experience of customers from groups with protected characteristics .....	78
4. The existing arrangements for monitoring and promoting equality and diversity .....	81
5. Existing known equalities issues in the service .....	84
Equalities Impact Assessment of Capita Symonds' Final Tender on Traffic & Development, and Highways Strategy .....	85
1. Introduction .....	85

2. The diversity profile of the service’s customers (people from groups with protected characteristics)	87
3. The experience of customers from groups with protected characteristics	90
4. The existing arrangements for monitoring and promoting equality and diversity	95
5. Existing known equalities issues in the service	99
Equalities Impact Assessment of Capita Symonds’ Final Tender on Planning	101
1. Introduction	101
2. The diversity profile of the service’s customers (people from groups with protected characteristics)	104
3. The experience of customers from groups with protected characteristics	106
4. The existing arrangements for monitoring and promoting equality and diversity	112
5. Existing known equalities issues in the service	114
Equalities Impact Assessment of Capita Symonds’ Final Tender on Transport & Regeneration	116
1. Introduction	116
2. The diversity profile of the service’s customers (people from groups with protected characteristics)	116
3. The experience of customers from groups with protected characteristics	120
4. The existing arrangements for monitoring and promoting equality and diversity	124
5. Existing known equalities issues in the service	127
Equalities Impact Assessment of Capita Symonds’ Final Tender on Hendon Cemetery and Crematorium	128
1. Introduction	128
A summary of the impact on groups with protected characteristics	129
2. The diversity profile of the service’s customers (people from groups with protected characteristics)	130
3. The experience of customers from groups with protected characteristics	131
4. The existing arrangements for monitoring and promoting equality and diversity	134
5. Existing known equalities issues in the service	136
Equalities Impact Assessment of Capita Symonds’ Final Tender on Land Charges	140
1. Introduction	140
2. The diversity profile of the service’s customers (people from groups with protected characteristics)	142
3. The experience of customers from groups with protected characteristics	143
4. The existing arrangements for monitoring and promoting equality and diversity	145
5. Existing known equalities issues in the service	146
Equalities Impact Assessment of Capita Symonds’ Final Tender on Building Control	147
1. Introduction	147
2. The diversity profile of the service’s customers (people from groups with protected characteristics)	149
3. The experience of customers from groups with protected characteristics	151
4. The existing arrangements for monitoring and promoting equality and diversity	152

5. Existing known equalities issues in the service ..... 154  
 Equalities Impact Assessment of Capita Symonds’ Final Tender on DRS Regeneration..... 155  
 1. Introduction ..... 155  
 2. The diversity profile of the service’s customers (people from groups with protected characteristics) ..... 157  
 3. The experience of customers from groups with protected characteristics ..... 159  
 4. The existing arrangements for monitoring and promoting equality and diversity ..... 162  
 5. Existing known equalities issues in the service ..... 164  
 Methodology..... 166

## Introduction

Equality and diversity issues are a mandatory consideration in decision making by the council pursuant to section 149 of the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function.

The three elements of the public sector equality duty (**PSED**) involve the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act;
- advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging under-represented groups to participate in public life; and
- foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

The duty is a continuing one, and equality considerations are required to be integrated into all stages of the procurement, commissioning and decision making process. The duty extends to the council's procurement of goods, works and services from external providers, and equality considerations must be embedded in the council's relationship with its suppliers.

The PSED is non-delegable. The council remains the decision-making authority and must ultimately discharge the PSED.

The contract, which will be entered into between the Council and Capita Symonds Ltd (**Capita Symonds**), will contain obligations on Capita Symonds to fulfil the requirements of the PSED in respect of the public functions that it is performing.

The protected characteristics under Equalities legislation are:

- age,
- disability,
- gender reassignment,
- marriage and civil partnership,
- pregnancy and maternity (including teenage parents),
- race,
- religion or belief,
- sex and
- sexual orientation

The purpose of this Equalities Impact Assessment (EIA) is to understand the impact of the proposed externalisation of the 11 Development and Regulatory Services (DRS) outlined below on the way services are being delivered to the diverse customer profile of the council.

1. Environmental Health
2. Strategic Planning
3. Highways Network Management
4. Trading Standards and Licensing
5. Traffic and Development / Highways Strategy
6. Planning
7. Transport and Regeneration
8. Hendon Cemetery and Crematorium
9. Land Charges
10. Building Control
11. Regeneration

This EIA provides a detailed examination and analysis of the proposals against existing arrangements promoting equality, and how the proposals address current equality issues and customer feedback. It also offers an approach and mechanism to monitor the implementation of the key equality-related commitments (explicit or implicit) within Capita Symonds' proposals.

During the earlier stages of the procurement process, the council developed output specifications for each service. The output specifications are designed to ensure that the provider meets and exceeds minimum service levels and is fully compliant with statutory and non-statutory service standards including provisions to meet equality and diversity legislation and policies. Those output specifications will be contractually binding on the winning bidder. This EIA assesses the impact of the proposals on current service delivery models from the point of view of groups with protected characteristics.

Undertaking this EIA is consistent with the council's Equalities Policy which states as two of its principles, among others, the following:

- "Supporting employees in increasing their understanding of equalities issues through regular development programmes" and,
- "Building on policies to ensure inequality and discriminatory practice does not occur."

## Characteristics of Barnet's population

The council has rich data from the 2011 Census about the demographics of the population of Barnet, and also has Office for National Statistics and the Greater London Authority forecasts about how the age and ethnicity is likely to change in the future. Barnet's population was recorded as at 356,400 in the 2011 Census (one of the largest London boroughs), and is very diverse in terms of age, ethnicity and religion. For example, 36% of residents are from a black or minority ethnic group. Of the 76% of residents that describe themselves as having a religion, 41% are Christian, with the next largest groups being Jewish (15%) followed by Muslim (10%) and Hindu (6%). The table below provides a snapshot of the population in Barnet, based on the 2011 Census (except where indicated otherwise), broken down by protected characteristics where data is available.

Protected characteristics under Equalities legislation	Number	% of Borough Population
<b>Age</b>	356,386	100%
1yr - 19yr	90,464	25%
20yr – 29yr	55,338	16%
30yr- 44yr	83,864	24%
45yr – 59yr	62,376	18%
60yr – 74yr	40,635	11%
75yr and above	23,709	7%
<b>Gender</b>	356,386	
Male	172,676	48%
Female	183,710	52%
<b>Marital Status</b>	282,152	100
Single	105,064	37.2%
Married	132,002	46.8%
Civil Partnership	587	0.2%
Widowed	16,458	5.8%
Separated	7,944	2.8%
Divorced	20,097	7.1%
<b>Pregnancy and Maternity</b>		
2011 data based on <a href="http://data.london.gov.uk/datastore/package/births-and-fertility-rates-borough">http://data.london.gov.uk/datastore/package/births-and-fertility-rates-borough</a> 5,506 total pregnancies in 2011. Note: 131 pregnancies under 18 yrs old in 2010 (based on <a href="http://data.london.gov.uk/datastore/package/teenage-conceptions-borough">http://data.london.gov.uk/datastore/package/teenage-conceptions-borough</a> )	5,506	
<b>Race</b>	356,386	
White: English/Welsh/Scottish/Northern Irish/British	162,117	45%

White: Other White	66,436	19%
Mixed/multiple ethnic group	17,169	5%
Asian/Asian British: Indian	27,920	8%
Asian/Asian British: Pakistani	5,344	1%
Asian/Asian British: Bangladeshi	2,215	1%
Asian/Asian British: Chinese	8,259	2%
Asian/Asian British: Other Asian	22,180	6%
Black/African/Caribbean/Black British: African	19,392	5%
Black/African/Caribbean/Black British: Caribbean	4,468	1%
Black/African/Caribbean/Black British: Other Black	3,571	1%
Other ethnic group: Arab	5,210	1%
Other ethnic group: Any other ethnic group	12,105	3%
<b>Religion or Belief</b>	356,386	
Christian	146,866	41.2%
Buddhist	4,521	1.3%
Hindu	21,924	6.2%
Jewish	54084	15.2%
Muslim	36744	10.3%
Sikh	1,269	0.4%
Other religions	3,764	1.1%
No Religion	57,297	16.1%
Not stated	29,917	8.4%
<b>Disabilities</b>		
Data based on "Barnet Joint Strategic Needs Assessment, 2011" found in <a href="http://www.barnet.gov.uk/download/downloads/id/1755/jsna_navigation_summary">http://www.barnet.gov.uk/download/downloads/id/1755/jsna_navigation_summary</a>		
With serious physical disability	12,600	3.5%
With a moderate physical disability	29,500	8.3%
Neurological conditions		
Stroke	1,729	0.5%
Epilepsy	1,729	0.5%
ME	1,037-1,729	0.1%
Brain injury	788	0.2%
Parkinson's disease	692	0.2%
Cerebral palsy	643	0.2%

Post polio	346-1,037	0.2%
Multiple sclerosis	498	0.1%
Muscular dystrophy	173	0.05%
Spina bifida	83	0.02%
Motor neurone disease	24	0.01%
Traumatic spinal injury	7	0.002%
Visual impairment	1,884	0.5%
Hearing impairment	1,390	0.4%
Learning disability	6,336	1.8%
Autism	2,600	0.7%
Dementia	3,778	1.1%

On census night 2011 the population of Barnet was 356,400; the second largest population in Greater London. Barnet's population has increased by 41,800 (+11.5%) since the 2001 census. London as a whole grew by 11.6%. The most growth was among younger age groups, particularly 0-4 year-olds which grew from 20,200 to 26,200 in the intermediary ten years, a growth of nearly 30%; far above the growth of the population as a whole. In the adult populations, the number of older people in the borough has remained much the same since 2001. There has been negligible change among people of retirement age. Younger adult age groups have grown since 2001. The 25 to 44 year-old cohort has grown by 13,300 people since 2001; a 13% increase. Population growth in children and younger adult age groups indicates that Barnet's population is getting younger on average.

Barnet's population has become more ethnically diverse since 2001. As with the England and London, Barnet saw the White British population decrease while the percentage of people identifying themselves in Black and Ethnic Minority groups increase. 45.5 % of people in the borough identified themselves as White British down from 58.6% in 2001. The figure is slightly higher than London. The percentage of residents identifying themselves as non-British White increased from 44,500 in 2001 to 66,400 in 2011; an increase of nearly 50%. Asian ethnicities are the fastest growing ethnic group in Barnet. Since 2001 the Asian cohort has grown by 27,000 people due to increases in the Iran, Philippine, Sri Lankan and Chinese populations.

With increased ethnic diversity comes increased religious diversity. Christianity was once again the most popular religion in Barnet with 41.2% (146,866 people) of the population identifying themselves as Christian, though this is down from 47.3% of the population in 2001. The next most common religions are Judaism (15.2% up from 14.8% in 2001), Islam (10.3% up from 6.2% in 2001) and Hinduism (6.2% down from 6.7% in 2001). Barnet continues to have the largest Jewish population in the country. 16.2% of the population said that they have no religion up from 12.8% in 2001.



Future population change will also produce changes in the age profile of the population, with above average growth in some age groups (1-19 year olds, 75 and above), a decline in the proportion of 30-44 and 45-59 year olds, and slower than average growth in 20-29 and 60-74 year olds.

In preparing this EIA, the DRS grouping of services utilised borough-wide demographic data as a primary source of intelligence and information about customers. The DRS services provide a range of universal services to all residents, from maintaining roads and pavements across the borough to providing regulatory services for the benefit of all residents, such as Environmental Health, Trading Standards, and Development Control. For some specific services within the overall DRS grouping, additional sample demographic data is used to inform policies, procedures and plans. Specifically, this relates to Regeneration Services and Strategic Planning. As a result, further demographic information relevant to DRS services is included in this EIA and used to assess the equalities impact of the Capita Symonds' Final Tender proposal. We recognise it is possible to generate additional customer intelligence and insight for specific services within the DRS grouping – and for the services as a whole – and the council will use this to assess future service needs and meet equalities and diversity duties.

In view of the size and diversity of the borough and the fact that every group with protected characteristics is present in the borough, all groups with protected characteristics have been taken into account in the preparation of this EIA.

### **Summary EIA Statement**

The council has assessed the service changes being proposed by Capita Symonds as part of its Final Tender, and considering whether it will have an impact on customers with any of the protected characteristics in terms of the three elements of the PSED – discrimination, equality of opportunity, and good relations.

Eleven equalities impact assessments (EIA) have been completed by the council:

- Environmental Health
- Strategic Planning
- Highways Network Management
- Trading Standards and Licensing
- Traffic and Development / Highways Strategy
- Planning

- Transport and Regeneration
- Hendon Cemetery and Crematorium
- Land Charges
- Building Control
- Regeneration

A summary of these EIAs is contained below, followed by each EIA in full.

Having considered these issues in detail, it is the council's view that the overall impact on all groups with protected characteristics in the borough in terms of their access to and use of these services, the council's ability to tackle discrimination and advance equality of opportunity, is likely to be neutral with the potential to be positive over time. There is also likely to be a neutral impact on good relations between those sharing and those not sharing protected characteristics. However, these assessments will be kept under review throughout the mobilisation and contract period.

The reasons for the current assessments are as follows:

The neutral assessments are based on the following key points:

- Capita Symonds will retain activities or measures currently undertaken by the services which promote the PSED.
- No service reductions are proposed in Capita Symonds' Final Tender and they have committed to fully delivering output specifications.
- Capita Symonds will be required to fully comply with the council's Equal Opportunities Policy and the PSED.
- -Capita Symonds will undertake EIAs as appropriate when certain changes to services are being considered prior to their approval and implementation.

The potential positive impact over time is based on the following key points:

- Capita Symonds will be introducing a number of service improvements that will enable better data about customers to be collected, analysed, and shared so that services can be better designed and targeted. These service improvements include the use of the following: Community Liaison Officers, user satisfaction surveys, annual client satisfaction surveys, service

improvement groups, formal customer feedback, outbound telephone surveys, outbound automated surveys, use of MORI and mystery shopping.

- Capita Symonds will enable multi-channelled delivery and the ability to bundle services in ways that relate to customer need and put that at the heart of service delivery.
- Capita Symonds will train staff on the PSED which will help support more appropriate service delivery methods.
- There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision.

The potential negative assessments are based on the following key points:

- Capita Symonds' proposal for a greater use of automated and web self-service channels and social media may negatively affect certain groups with protected characteristics as there is a risk that they may not directly benefit from these improvements. These groups would include older people who might not be IT literate, disabled people who cannot use a computer/phone, and people whose first language is not English.

Where there could be negative impacts, such as in terms of service structures and new technology, Capita Symonds has committed to a range of measures that will prevent changes from adversely impacting the quality of service provision on any customer, and introducing equalities training for staff and dedicated customer services support functions to make a positive contribution to equalities.

The proposals that are assessed to have a negative impact, along with their proposed mitigating actions, are discussed further in the table below and in each individual service EIA.

Throughout the mobilisation period and life of the contract, all service change proposals from Capita Symonds will be properly considered to ensure that due regard has been given to the PSED, including appropriate publicity, consultation and equalities impact assessments, with the results informing council approval and any subsequent decision whether to put them into effect or not. The council will ensure that this happens.

The council will keep this EIA under review through the mobilisation and contract period to:

- identify any changes;
- ensure that mitigating actions identified are implemented; and
- ensure that any necessary consultation and communication activities are taken with regard to specific change proposals, prior to any implementation decisions being taken.

When conducting this EIA, the council is assessing the service changes being proposed by Capita Symonds as part of its Final Tender, and considering whether it will have an impact on customers with any of the protected characteristics in terms of the three elements of the PSED – discrimination, equality of opportunity, and good relations.

**Does the Final Tender indicate the potential for differing outcomes for different communities?**

Services standards have been clearly defined through output specifications and Capita Symonds has committed to delivering services in accordance with these output specifications. This will ensure that existing services standards are maintained – with the potential for service improvement – and that the provider will comply with existing policies.

There is a risk that some service users, particularly older residents and some people with disabilities may find it more difficult than others to make use of new access channels using web based technology and existing means of accessing services will be maintained. The council will work proactively with Capita Symonds and other partners in helping less able residents to access services via the new channels and the benefits associated with this. [Access levels via the new channels will be monitored by protected characteristics.]

**How does the Capita Symonds Final Tender impact on satisfaction ratings amongst groups of residents?**

As existing service levels will be maintained and improved upon, it is anticipated that satisfaction will increase amongst all groups of residents. Proposals from Capita Symonds to improve the quality and scope of customer data collected will enable services to be aligned more closely to the needs of residents including those with protected characteristics. The council is setting up robust contract management and commissioning arrangements to ensure that Capita Symonds delivers against the bid and requirements of the output specifications. Capita Symonds has included a super KPI to increase customer satisfaction levels.

Introducing new technology for staff to use, and potentially changing service structures could temporarily disrupt service performance and the experience of customers and residents. This risk is mitigated through requiring Capita Symonds to design and deliver detailed and effective plans to try and ensure that change activities are seamless.

**Does the proposal enhance Barnet's reputation as a good place to work and live?**

The proposal is expected to maintain the reputation of the borough as a good place to live and work by ensuring that services are maintained and improved during a time of budget constraint.

The proposals will also help to deliver the council's ambitions to improve more deprived areas (which correlate with more ethnically diverse areas) of the borough through regeneration and growth, which will enhance the reputation of the borough. Capita Symonds plans to use Barnet as a base for public sector operations in the South East which will enhance the council's reputation as a base for services.

Capita Symonds has committed to providing a higher standard of regulation which will enhance the wellbeing of the borough's population.

**Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The proposal includes a commitment to improve satisfaction levels across the full range of DRS services, and will provide analysis of satisfaction by protected groups so that differential levels of satisfactions can be identified and measures taken to address these.

Service improvements include; a dedicated customer services team, a stronger approach to engagement with residents and business, including community liaison officers, and improved dissemination of information through a range of new channels.

There could be a tension created through the involvement of a commercial organisation in regulation, this is mitigated through the clear output specifications, a performance mechanism and set KPIs, requiring adherence to prescribed Barnet and national policies and use of a joint venture model in which the council retains a direct interest.

**Does the Final Tender encourage the promotion of good relations between different communities?**

The proposal provides a foundation to promote and foster good relations between different communities. Firstly, by providing improved access to services for all residents and customers and offering an extended choice of contact channels and dedicated support function. Secondly, by holding user forums to engage with communities and neighbourhoods, supported by the appointment of Community Liaison Officers to improve engagement with different communities. In addition, Capita Symonds has committed to using technology – and customer engagement – to generate richer data on resident needs and customer demographics. This intelligence can be used to identify any areas of under-performance or opportunities to improve services in specific parts of the borough or to specific groups.

**Summary Customer Equalities Impact Assessment**

The 'Summary Customer Equalities Impact Assessment' of Capita Symonds Final Tender below, provides an overarching assessment of the impact of the Final Tender on the DRS group of services as a whole. The evaluation of Capita Symonds' Final Tender indicates there are a number of anticipated positive impacts for all customers and residents, including those with protected characteristics:

- Current service performance and standards maintained via the service provider (Capita Symonds) delivering a comprehensive Output Specification for each service, with clear mechanisms in place to encourage performance improvement
- Providing a modern and accessible customer interface, giving the customer more control over how they choose to access services using a wider variety of channels

- Developing additional customer insight and using new and more comprehensive customer engagement methods to generate additional data and insight, which can be used to design or improve services.

The summary below focuses on the potentially negative impacts or neutral impacts arising from Capita Symonds Final Tender across the 11 DRS services.

<b>Relevant or significant changes being proposed by Capita Symonds</b>	<b>Groups with protected characteristics that this might impact on</b>	<b>Action needed to ensure no negative impact on citizens with protected characteristics</b>	<b>Relevant Capita Symonds commitments</b>
<ul style="list-style-type: none"> <li>• Greater use of automated and web self-service channels and social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Age (particularly older customers)</li> <li>• Disability</li> <li>• Race (specifically, those who are non-English speakers)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that self-service channels are designed to be accessible and user friendly, and that they are complemented by other sufficient options for supporting people not able to interact in those ways.</li> <li>• Ensure that those non-IT users (including those with protected characteristics) are able to access services as at present</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and implementing a detailed Customer Access Strategy to increase and monitor resident and customer satisfaction</li> <li>• Committed to addressing customer satisfaction comparing profile of users to Barnet demographic profile, and creating &amp; implementing service plans to address deviations from Barnet profile.</li> </ul>
<ul style="list-style-type: none"> <li>• Use of new community liaison roles, resident engagement activities, and use of co-design methods when considering changes to services</li> </ul>	<p>Specific groups with protected characteristics may find it difficult to access and engage in co-design or community engagement activities (e.g. Parents may find it more difficult to find time to participate, older adults may find it more difficult to access venues for</p>	<ul style="list-style-type: none"> <li>• That citizens with protected characteristics are sufficiently involved in co-design initiatives and engagement plans and activities include sufficient representation of different demographic groups in the borough, including those with protected characteristics.</li> </ul>	<p>Developing a Stakeholder Management Plan and customer access strategy, to promote service delivery and better community engagement and co-design.</p> <p>Provision of community liaison officers and a member liaison service and the creation of a dedicated DRS Customer Service Team, which will be trained to understand and respond effectively to equalities and diversity issues</p>

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
	engagement events, speakers of other languages may find it more difficult to participate in events).		
<ul style="list-style-type: none"> <li>• Reorganisation of changes in structures so that they are structured differently.</li> </ul>	<p>It is difficult to foresee any differential impact on protected groups however it could feasibly impact on all</p> <ul style="list-style-type: none"> <li>- Age</li> <li>- e; Disability;</li> </ul> <p>Sex; Gender                      Reassignment;                      Marital status;                      Pregnancy and maternity (including teenage parents); Race;                      Religion or belief; Sexual</p>	<ul style="list-style-type: none"> <li>• That there is an effective process of transferring and formalising aspects of service that promote equalities but which rely on the knowledge and experience of individuals</li> <li>• That staff experiencing change are effectively supported so that service standards do not slip</li> <li>• That new post holders and posts are supported to acquire sufficient understanding of their equalities and diversity obligations, and equipped to provide effective services to all customers and residents</li> <li>• An effective change management programme including effective staff support and training to ensure that any disruption caused by the introduction of new technology is mitigated so that</li> </ul>	<ul style="list-style-type: none"> <li>• Capita Symonds will operate a comprehensive change programme governance approach including a full communication and engagement plan to integrate staff into the new organisation quickly and effectively. A People Care programme will cover welcome presentation, induction, staff bulletins, confidential email helpline, staff drop in sessions, one-to-one meetings, regular Q&amp;As, amongst other things.</li> <li>• Capita Symonds has committed to minimising the impact of redundancy through growth into other partner organisations, redeployment throughout other - Capita businesses, managing vacancies and temporary staff and natural shrinkage.</li> <li>• Commitment to comply with the council's policies when delivering services</li> </ul>
<ul style="list-style-type: none"> <li>• Introduction of new technology for staff to use.</li> </ul>	<p>It is difficult to foresee any differential impact on protected groups however it could feasibly impact on all</p> <ul style="list-style-type: none"> <li>- Age; Disability;</li> </ul>		<ul style="list-style-type: none"> <li>• A comprehensive improvement in IT and training for staff. This will enable staff to process service requests more quickly, update cases on site and to collate more detailed data relating to the type of service requests and the service users. This data will be used to ensure that the service provided meets customers' needs and</li> </ul>

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
<ul style="list-style-type: none"> <li>Collecting better quality data about customers, including satisfaction and complaints data, developing customer profiles, analysing and using it to improve services and provide information to decision-makers</li> </ul>	<p>Sex; Gender Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual</p> <ul style="list-style-type: none"> <li>It is impossible to foresee any differential impact on protected groups however it could feasibly impact on all – Age; Disability; Sex; Gender reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual Orientation</li> </ul>	<p>it does not affect the quality of service provided</p> <p>That this data covers protected characteristics, where appropriate, and that findings about under-representation and dissatisfaction are acted upon</p>	<p>the demographic make-up of the borough</p> <ul style="list-style-type: none"> <li>Provision of systems and a dedicated team of staff (Insight Team), to collate social, economic and demographic data and monitor the change in service usage and trends in Barnet's demographic make-up. This will include the extent to which service delivery and access to services reflects population growth and increasing diversity. They will ensure equality and diversity data informs ongoing service improvements.</li> <li>CSL will initially fund £250,000 in a Barnet Observatory to understand social and economic trends and use this to best meet local needs. The total investment in the Barnet Observatory will be £1.04m over ten years.</li> </ul>



<p><b>Relevant or significant changes being proposed by Capita Symonds</b></p>	<p><b>Groups with protected characteristics that this might impact on</b></p>	<p><b>Action needed to ensure no negative impact on citizens with protected characteristics</b></p>	<p><b>Relevant Capita Symonds commitments</b></p>
<ul style="list-style-type: none"> <li>● Providing more effective and efficient regulation and regulatory services in accordance with council policies</li> </ul>	<ul style="list-style-type: none"> <li>● Age</li> <li>● Disability</li> <li>● Gender reassignment</li> <li>● Marital status</li> <li>● Pregnancy and maternity (including teenage parents)</li> <li>● Race</li> <li>● Religion or belief</li> <li>● Sex</li> <li>● Sexual orientation</li> </ul>	<p>Robust contract management and commissioning arrangements to ensure that Capita Symonds delivers against the bid and requirements, key performance indicators and council policies and equalities duties.</p>	<ul style="list-style-type: none"> <li>● Delivery of comprehensive output specifications for each service, with clear key performance indicators and mechanisms in place to encourage performance improvement and secure positive outcomes for customer service experience, residents welfare and business activities.</li> </ul>
<ul style="list-style-type: none"> <li>● Encouraging and enabling sustainable development, growth and regeneration in accordance with council policies</li> </ul>	<ul style="list-style-type: none"> <li>● Age</li> <li>● Disability</li> <li>● Gender reassignment</li> <li>● Marital status</li> <li>● Pregnancy and maternity (including teenage parents)</li> <li>● Race</li> <li>● Religion or belief</li> <li>● Sex</li> <li>● Sexual orientation</li> </ul>	<p>Robust contract management and commissioning arrangements to ensure that Capita Symonds delivers against the bid and requirements, key performance indicators and council policies and equalities duties</p>	<ul style="list-style-type: none"> <li>● Offering new business support and advisory services to help local traders, give support to local town centre forums, reduce the number of vacant high street properties compared to other comparable boroughs.</li> <li>● Finding new ways to secure funding, including setting an overarching performance measure to increase the success of Barnet in winning Central Government funding to invest into the borough</li> <li>● Maximising the financial and economic benefits of new developments including increased receipts of New Homes Bonus, Community Infrastructure Levy, Business Rate report to fuel re-investment and deliver key infrastructure to</li> </ul>

<p><b>Relevant or significant changes being proposed by Capita Symonds</b></p>	<p><b>Groups with protected characteristics that this might impact on</b></p>	<p><b>Action needed to ensure no negative impact on citizens with protected characteristics</b></p>	<p><b>Relevant Capita Symonds commitments</b></p> <p>secure sustainable growth in the borough</p> <ul style="list-style-type: none"> <li>• Providing new capacity to accelerate regeneration project delivery and unlock stalled projects</li> </ul>
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The table below summarises aspects which demonstrate how the council will monitor the service provider to delivery services and meet equalities duties. These aspects are considered to have no impact (neutral) across the 11 DRS services.

<p><b>Relevant area</b></p> <ul style="list-style-type: none"> <li>•Activities or measures undertaken by the services which promote the PSED.</li> </ul>	<p><b>Groups with protected characteristics that this might impact on</b></p> <ul style="list-style-type: none"> <li>•Age</li> <li>•Disability</li> <li>•Gender reassignment</li> <li>•Marital status</li> <li>•Pregnancy and maternity (including teenage parents)</li> <li>•Race</li> <li>•Religion or belief</li> <li>•Sex</li> <li>•Sexual orientation</li> </ul>	<p><b>Action needed to ensure no impact groups with protected characteristics</b></p> <ul style="list-style-type: none"> <li>•Client team to ensure that all activities and measures currently undertaken in the baseline are retained by Capita Symonds.</li> </ul>	<p><b>Relevant Capita Symonds commitments</b></p> <ul style="list-style-type: none"> <li>•Capita Symonds will retain activities or measures currently undertaken by the services which promote the PSED.</li> </ul>
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Relevant area	Groups with protected characteristics that this might impact on	Action needed to ensure no impact groups with protected characteristics	Relevant Capita Symonds commitments
<ul style="list-style-type: none"> <li>• Compliance with the council's Equal Opportunities Policy and adhering to equalities legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender reassignment</li> <li>• Marital status</li> <li>• Pregnancy and maternity (including teenage parents)</li> <li>• Race</li> <li>• Religion or belief</li> <li>• Sex</li> <li>• Sexual orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Client to monitor that Capita Symonds complies with the council's Equal Opportunities Policy and equalities legislation including the PSED.</li> </ul>	<ul style="list-style-type: none"> <li>• Capita Symonds will fully comply with the council's Equal Opportunities Policy and adhering to equalities legislation.</li> </ul>
<ul style="list-style-type: none"> <li>• Conducting EIAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender reassignment</li> <li>• Marital status</li> <li>• Pregnancy and maternity (including teenage parents)</li> <li>• Race</li> <li>• Religion or belief</li> <li>• Sex</li> <li>• Sexual orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Client team to ensure and monitor that EIAs are undertaken as appropriate prior to certain policy changes and/or service redesign.</li> </ul>	<ul style="list-style-type: none"> <li>• Capita Symonds will undertake EIAs as appropriate where changes to services are being considered prior to their approval and implementation and in order that the PSED is satisfied.</li> </ul>
<ul style="list-style-type: none"> <li>• Language and translation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Race</li> <li>• Disability</li> </ul>	<ul style="list-style-type: none"> <li>• Client team and Capita Symonds service teams to monitor translation requirements of customers and recommend utilisation of necessary language services as required and in accordance with the council's translation and interpretation policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Capita Symonds have not committed to any activities that will improve accessibility for those customers that do not have English as their first language but the council's existing policies in this regard, by which Capita Symonds will be required to comply, are comprehensive.</li> </ul>

## Equalities Impact Assessment of Capita Symonds' Final Tender for Environmental Health

### 1. Introduction

#### Current Situation

Environmental Health (EH) is a complex and highly regulated service, and fulfils a number of statutory requirements for the council. The Environmental Health Service is split into two divisions; Residential and Commercial. The work involves provision of education, support and advice as well as regulation, which involves a range of either reactive or proactive inspections.

**The Environmental Health Residential Division:** encompasses the functions of Private Sector Housing (including surveys, inspections and licensing), Public Health & Nuisance (including noise, drainage, smoke and odours, pest control) and Care & Repair (including provision of Disabled Facilities Grants and other interventions to enable vulnerable older people to live independently in their own homes).

**The Environmental Health Commercial Division:** covers the functions of Food Safety, Health & Safety, and Scientific Services. The Food Safety Team carry out proactive and reactive inspections of food businesses for compliance with food hygiene and standards requirements and infectious disease control. Health & Safety carry out proactive and reactive inspections of both food and non-food premises, investigate workplace accidents and incidents and license premises such as pet shops and those providing special treatments, such as massage and sun beds. Scientific Services investigate nuisance complaints, monitor air quality, authorise certain industrial processes and provide specialist advice, including consultations on planning applications.

There are approximately 2,300 food premises in Barnet, which are subject to a risk based inspection programme. There are estimated to be a further 10,000 non-food workplaces in the borough, which fall to the council for enforcement of the Health & Safety at Work Act. The range and types of premises and businesses in the borough reflect the diversity of the population of Barnet. Customer groups are split into those who approach EH directly for a service and businesses which are identified by EH for proactive inspection. Housing interventions are often focussed on supporting the most vulnerable residents.

The end users of the Environmental Health service are Barnet residents, and those working or spending time using facilities in the borough. Therefore, the most relevant data set is the borough-wide demographic data. Currently, whilst customer satisfaction data is collected for some areas and equalities monitoring forms are distributed to some customers, there is no comprehensive monitoring of the profile of EH service users to establish if they match the demographic makeup of the borough

#### Summary of the Final Tender

Capita Symonds' solution to carry out work currently undertaken by the council's in-house Environmental Health team will include the following commitments that are directly related to the PSED:

- A comprehensive improvement in IT for staff. This will enable staff to process service requests more quickly, update cases on site and to collate more detailed data relating to the type of service requests and the service users. This data will be used to ensure that the service provided meets customers' needs and the demographic make-up of the borough.
- Services tailored to meet customer needs and priorities through analysis of data provided via a single and comprehensive view of customers from DRS and NSCSO information, which will be shared securely.
- Customer satisfaction measurement surveys, which will capture demographic information from respondents for comparison with the Barnet profile, which will then inform actions to improve service delivery.
- Promote change in the method of accessing the service from non IT to web-based services (channel shift).
- Provision of a dedicated team of staff (Insight Team), to monitor the change in service usage and trends in Barnet's demographic make-up. This will include the extent to which service delivery and access to services reflects population growth and increasing diversity. They will ensure equality and diversity data informs ongoing service improvements.
- Compliance with the council's Equal Opportunities Policy.
- Training for all staff in customer care and awareness of equalities and diversity issues.
- Creation of a dedicated DRS Customer Service Team, which will be trained to understand and respond effectively to equalities and diversity issues.
- A flexible service delivery model which will cater for anticipated increases in diversity and the growing population of Barnet. This means that staff could be transferred from one area of EH to another area, depending on the specific needs, or a specific concern (e.g. if there is food poisoning outbreak).
- The proposal indicates that annual reports of service usage and demographic profiling will be conducted at ward level which will be made available to members.
- To increase the availability of disabled facilities grants by reducing the average cost of works, monitored through a KPI.

A summary of the impact on groups with protected characteristics outlined within Equalities legislation is presented below:

Capita Symonds will ensure equality and diversity monitoring will inform ongoing service improvements. This will impact all groups equally.

- Age – There is likely to be a positive impact for older people, in that particular monitoring is to be undertaken of the age profile of the borough’s population to ensure that service delivery and access is reflective of the profile.
- Disability – There is likely to be a positive impact through reduced cost of adaptations which will enable more of these to be delivered
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact on.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

**2. The diversity profile of the service’s customers (people from groups with protected characteristics)**

**Current situation**

DRS grouping of services utilise borough-wide demographic data as a primary source of intelligence and information about customers. The Environmental Health services provide a range of universal services to all residents. We recognise it is possible to generate additional customer intelligence and insight for EH and use this to assess future service needs and meet equalities and diversity duties. The data currently gathered on the service data management system, ACOLAID, is focused on the detail of the case and not on the specific demographic details of the customer.

As an aside, there is anecdotal evidence that Black Minority Ethnic (BME) customers are proportionately over-represented in the catering industry.

**Changes relating to customer information**

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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<p><b>Single customer view, insight engine and customer profiling</b></p>	<p>Positive Capita Symonds has committed to ensuring that the customer is referred to all the relevant services for their needs. This includes staff training on other services available that may be relevant to DRS customers (sign posting). This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within equalities legislation.</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on profile and redesign service provision accordingly.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
<p><b>Single customer view, insight engine and customer profiling</b></p>	<p>Positive Capita Symonds will provide a web-based service that will help customers have access to all services linked to their specific enquiry e.g. a noise complaint concerning a faulty alarm ringing. A customer can check on progress of case without having to ring in. This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within equalities legislation who are IT literate.  There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>



APPENDIX B

	<p>with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>					
<p><b>Single customer view, insight engine and customer profiling</b></p>	<p>Positive Capita Symonds to provide a team to monitor the service usage by customer type based on the protected characteristics and assess if this is representative of demographic change in Barnet (Insight Team). This will better inform the service delivery teams in ongoing service redesign. This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Based on the data gathered on the demographic profile, regularly redesign service provision e.g. the increasing population over the age of 80 are less likely to be regular IT users.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
<p><b>Single customer view, insight engine and customer profiling</b></p>	<p>Positive Capita Symonds will ensure that the services are designed to meet the needs of the customer through data analysis. This will be done through data sharing between DRS and NSCSO. This will help to ensure that DRS customers are provided with all the services that will help them meet their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Regularly review data on customer profile and service requirements, and ensure that the redesigned service appropriately meets those requirements. e.g. staff suitably trained to meet the needs of all groups with protected characteristics outlined within Equalities legislation.</p>	<p>Capita Symonds / Council</p>	<p>3 months from introduction and then quarterly.</p>
<p><b>Single customer view, insight</b></p>	<p>Positive Capita Symonds will improve</p>	<p>High</p>	<p>High</p>	<p>Ensure regular surveys are undertaken and that these are undertaken in</p>	<p>Capita Symonds / NSCSO</p>	<p>Within the first 3</p>



<p><b>engine and customer profiling</b></p>	<p>measurement of customer satisfaction through regular surveys that capture demographic and geographical information as well as undertaking the survey through a variety of methods to ensure engagement with a variety of clients.</p> <p>This will provide a much clearer picture of customer satisfaction with the services and through the variety of methods should ensure that all client groups get to give feedback.</p> <p>This will impact on all groups with protected characteristics.</p>			<p>a variety of methods.</p>	<p>months.</p>
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**3. The experience of customers from groups with protected characteristics**

**Current situation**

Based on the 2011 Residents' Perception Survey (NB this question was not included in 2012/13 RPS), users are much more likely to rate the service as 'good to excellent' (62%) compared to all respondents (28%). A quarter of users (24%) rated the service as 'average' and 8% rated is as 'poor to extremely poor'. Residents as whole are more likely to say they did not know.

Based on the Disabled Facilities Grant (DFG) Systems Thinking Pilot (December 2010-present), 147 out of 173 (85%) gave the DFG pilot a score of nine or ten out of ten, while eight out of 173 (c. 5%) gave it a score of seven or below out of ten. This is a targeted statutory service – the adult clients must be both disabled and financially vulnerable to qualify for assistance. Note that the DFG is a grant available to help pay for necessary adaptations to remove the physical barriers that prevent the applicant living safely and independently in their own home. Disabled people can get a grant if they are owner-occupiers or tenants of privately owned and housing association properties. The parents or guardians of a disabled child under the age of 19 are also eligible. Any works must be specified by an Occupational Therapist (OT). In general they should improve freedom of movement around the house and use of the facilities for the disabled person.

## APPENDIX B

The recorded results for the sample survey of Pest Treatments indicated that out of 19 responses, 16 (84%) gave the service a score of a nine or ten out of ten (two gave a score of eight, while one wasn't able to respond).

Based on the Food and Health & Safety Survey (2011) where 26 randomly selected businesses which had received an inspection within the previous 6 months, 97% found the inspection 'helpful or very helpful'. 100% of the respondents thought that the written information provided was 'clear or very clear'; and, 100% found the subsequent revisits 'useful or very useful'.

Results of monitoring data on National Indicator 182 (Satisfaction of business with local authority regulation services) for 2010/11 (this was the last year that this indicator was collected) showed that 89% of surveyed businesses were satisfied with Regulatory Services (Environmental Health, Trading Standards and Licensing). Specifically, it showed that:

- 87% of non-compliant businesses thought their business was treated fairly.
- 92% of non-compliant businesses thought the contact was helpful.
- 90% of compliant businesses thought their business was treated fairly.
- 87% of compliant businesses thought the contact was helpful.

Finally, based on the GovMetric data (November 2012), respondents reported there was a lack of information on how to report (and the length of time it takes to resolve) incidents of noise pollution. Those who provided this feedback came from the 25-54 age groups.

### Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Access Strategy</b>	Positive Capita Symonds will enable greater use of web based access e.g. logging service requests, monitoring case progress, applying for licences online (Channel shift). Improved web facilities will enable IT literate customers to have improved electronic service provision. It will	Low	Low	Regularly review customer feedback data, and ensure that the redesigned service appropriately meets those requirements accordingly. Ensure that service	Capita Symonds	3 months from introduction and then quarterly.

	<p>provide increased opportunity to access the service without assistance from council officers (self-serve).                  This will equally affect groups with protected characteristics outlined within Equalities legislation who are IT literate.                  There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>				<p>provision for non-IT literate customers is improved e.g. comprehensive call handling and outreach work, and alternative opportunities to self-service developed, development of user groups, availability of comprehensive literature, use of community champions.</p>	
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<p><b>Customer Satisfaction</b></p>	<p>Positive                  Capita Symonds' proposals (Community Liaison Officers, end user satisfaction surveys, annual customer satisfaction surveys, service improvement groups, formal customer feedback, telephone surveys after a service has been provided, web based surveys after a service has been provided, use of MORI and mystery shopping) are significantly more comprehensive than the systems currently in place for measuring customer satisfaction and equalities.                  This will help to ensure that customers will have the best chance to access a high quality of service that is most appropriate for their needs.                  This will equally affect groups with protected characteristics outlined within Equalities legislation.                  There is also potential for negative effects, requiring mitigation. There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions.</p>	<p>High</p>	<p>Medium</p>	<p>Ensure that customer feedback is reviewed and the service improved in line with feedback.                  Ensure that feedback is received in a proportionally representative number from IT and non-IT literate groups and groups with protected characteristics.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.                  Systems in place prior go live. To be monitored 3 months from introduction and then quarterly.</p>
<p><b>Training</b></p>	<p>Positive</p>	<p>High</p>	<p>Medium</p>	<p>Customer Services Staff to be "Mystery</p>	<p>Capita Symonds</p>	<p>Prior to go live and ongoing</p>

	<p>Capita Symonds will train Customer Service Staff in equalities. This will help ensure a comprehensive service is provided to all customers.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>			Shopped” to ensure that they are dealing appropriately with all customers/service requests regardless of diversity profile.	throughout the contract
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**4. The existing arrangements for monitoring and promoting equality and diversity**

**Current situation**

Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.

- Services are delivered face-to-face through site visits and by telephone, written correspondence and reports. Information is also left at business premises during routine inspections or visits in response to complaints.
- Correspondence can be provided in translated format in community languages and interpreters can be arranged where required, either face-to-face or by telephone.
- Information for residents seeking assistance is on the council’s website and advice is provided to callers. The layout of and information contained in the website was reviewed and updated in 2011/12.
- In the future, being able to understand the ethnic background of people requesting services would enable the team to know if there are any groups in Barnet that were not accessing services.

Care and Repair

- Fees are charged by Care and Repair for any works organised or supervised and these are funded through the DFG, where applicants are eligible. There is no charge for an initial assessment and there is no means test or upper savings limit applied to receive information.

Private Sector Housing

- Environmental Health Enforcement, Private Sector Housing and Financial Assistance Policy – staff actions are audited at 1:1s to ensure decisions are in accordance with the policy.

Public Health and Nuisance

- Environmental Health Enforcement Policy – staff actions are audited at 1:1s to ensure decisions are in accordance with the policy.

Pest Treatment

- Fees are charged for pest control treatments. Owner occupiers on means tested benefits are charged 35% of the full pest treatment fee.

Food and Health & Safety

- Environmental Health Enforcement Policy – staff actions are audited at 1:1s to ensure decisions are in accordance with the policy.

DRS grouping of services utilise borough-wide demographic data as a primary source of intelligence and information about customers. The Environmental Health services provide a range of universal services to all residents. Currently, whilst customer satisfaction data is collected for some areas and equalities monitoring forms are distributed to some customers, there are no standing, comprehensive equalities monitoring mechanisms for the profile of EH service users to establish if they match the demographic makeup of the borough.

**Changes relating to monitoring and promotion of equality and diversity**

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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APPENDIX B

<p><b>Services tailored to customer needs through consideration of data from DRS and NSCSO.</b></p>	<p>Positive            An increased understanding by Capita Symonds of the needs of customers assisted by the service will help improve the service provided (analysis via a single view of data from DRS and NSCSO).            This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Regularly review customer feedback data, and ensure that the redesigned service appropriately meets those requirements accordingly.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
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<p><b>Capita Symonds will promote a Channel Shift</b></p>	<p>Positive</p> <p>Capita Symonds will enable greater use of web based access e.g. some customers will log service requests, monitor case progress, and apply for licences on line (channel shift).</p> <p>Improved web facilities will enable IT literate customers to have improved electronic service provision. It will provide increased opportunity to access the service without assistance from council officers (self-serve).</p> <p>This will equally affect groups with protected characteristics outlined within equalities legislation who are IT literate.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>Ensure that the systems set up by Capita Symonds are user friendly, that feedback is appropriately monitored and used to assist in service redesign.</p> <p>Ensure that service provision for non-IT literate customers is improved e.g. comprehensive call handling and alternative opportunities to self-service developed e.g. availability of comprehensive literature.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
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APPENDIX B

<p><b>Use of extensive Customer Satisfaction monitoring tools by Capita Symonds</b></p>	<p>Positive</p> <p>The proposals made by Capita Symonds to measure customer satisfaction (Community Liaison Officers, end user satisfaction surveys, annual customer satisfaction surveys, service improvement groups, formal customer feedback, telephone surveys after a service has been provided, web based surveys after a service has been provided, use of MORI and mystery shopping) are extensively more comprehensive than the systems currently in place and so should result in a greater understanding of customers and their needs.</p> <p>There is also potential for negative effects, requiring mitigation. There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions.</p>	<p>High</p>	<p>High</p>	<p>Ensure that the customer satisfaction monitoring tools used by Capita Symonds are effective and that feedback is appropriately monitored and used to assist in service redesign.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
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APPENDIX B

<p><b>Capture demographic information from respondents for comparison with Barnet profile</b></p>	<p>Positive Through dedicated Insight posts Capita Symonds will consider the extent to which service delivery and access to services reflects the growth in population and increasing diversity. Based on this data Capita Symonds will ensure equality and diversity informs on going service improvements. This will equally affect groups with protected characteristics outlined within equalities legislation.</p>	<p>High</p>	<p>High</p>	<p>Ensure that the data on which assumptions are being made is statistically representative.</p>	<p>Capita Symonds / Council</p>	<p>3 months from introduction and then quarterly.</p>
<p><b>Annual reports of service usage and demographic profiling at ward level).</b></p>	<p>Positive EH does not currently carry out regular monitoring of service usage and how it compares with the demographic profile. Access to this information will enable an informed approach to equality and diversity. This will equally affect groups with protected characteristics outlined within equalities legislation.</p>	<p>High</p>	<p>High</p>	<p>Ensure that the data on which assumptions are being made is statistically representative.</p>	<p>Capita Symonds / Council</p>	<p>3 months from introduction and then quarterly.</p>

APPENDIX B

<p><b>Capita Symonds is fully committed to compliance with the council's Equal Opportunities Policy.</b></p>	<p>Positive Continued use of the current policy will bring confidence from customers that Capita Symonds is working in line with council requirements. However the additional data being collected on service usage and demographic profiling at ward level will assist with compliance.  This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>Low</p>	<p>Low</p>	<p>All new staff are to be trained on the Equal Opportunities policy and compliance with it. Refresher training is to be provided to existing staff annually or more often if issues are highlighted. Cases to be monitored to ensure compliance with the policy.</p>	<p>Capita Symonds / Council</p>	<p>From go live and then quarterly.</p>
<p><b>Capita Symonds will train all DRS staff in customer care and awareness of equalities and diversity issues.</b></p>	<p>Positive This will improve the awareness of staff to the specific needs of their customers. This should help improve the service provided to customers.  This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>Medium</p>	<p>High</p>	<p>New members of staff are to be trained in customer care and awareness of equalities, and diversity issues. Refresher training is to be provided to existing staff annually or more often if issues are highlighted. Cases to be monitored to ensure service being provided in line with the training completed.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>

APPENDIX B

<p><b>A flexible service delivery to cater for anticipated increases in diversity and the growing population of Barnet.</b></p>	<p>Positive</p> <p>Currently there is no flexibility in service delivery in response to the diversity and growing population of Barnet. This initiative will allow for a more effective and more easily adaptable service.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Service provision is to be streamlined and significant improvements delivered in IT infrastructure to enable increased service flexibility with the existing number of staff whilst delivering business as usual. This will ensure that service delivery can be appropriately targeted depending on the needs of the borough's population.</p>	<p>Capita Symonds</p>	<p>3 months from go live.</p>
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<b>Benchmarking</b>	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.  Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.	Council	Within 3 months and on-going thereafter.
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**5. Existing known equalities issues in the service**

**Current situation**

Currently, whilst customer satisfaction data is collected for some areas and equalities monitoring forms distributed to some customers there is no comprehensive monitoring of the profile of service users and if they match the demographic makeup of the borough. Equally there is no service redesign to ensure that groups with protected characteristics outlined within Equalities legislation are catered for. There is also no proactive surveying of non-service users to understand why they do not access the service e.g. lack of knowledge or lack of need.

Overall, service demand generally exceeds capacity. Whilst there are a number of targeted projects that are desirable, for example crime reduction and anti-social behaviour there is currently little capacity to make a significant impact.

Anecdotally, it is stated that providing information in other languages is often ineffective, as the recipient is often illiterate in their own language as well as being unable to read English.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Lack of comprehensive equalities data.</b></p>	<p>This issue will be addressed through Capita Symonds providing:                      Dedicated officers to capture demographic information from respondents for comparison with Barnet profile (Insight Analysts).                      Annual reports to be provided of service usage and demographic profiling at ward level (by Insight Team).                      A commitment to compliance with the council's Equal Opportunities Policy.                      Training of all DRS staff in customer care and awareness of equalities and diversity issues.                      A flexible service delivery to cater for anticipated increases in diversity and the growing population of Barnet.                      These service improvements will ensure that the quality of service provision to all groups can be measured and targeted appropriately to the boroughs demographic profile.                      These service developments will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>High</p>	<p>All data is to be monitored to ensure it is comprehensive.                       Ensure data is utilised to inform service improvements.</p>	<p>Capita Symonds                       Capita Symonds</p>	<p>3 months from go live and then quarterly.                       3 months from go live and then quarterly.</p>

APPENDIX B

<p><b>Staff training in equalities and diversity issues is not current.</b></p>	<p>Capita Symonds has provided a full commitment to compliance with the council's Equal Opportunities Policy.</p> <p>All DRS staff will be trained in customer care and awareness of equalities and diversity issues, including the PSED. This will improve the awareness of staff to the specific needs of their customers. This should help improve the service provided to customers.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Cases to be monitored to ensure compliance with the council's Equal Opportunities Policy, and constantly review data to identify potential service improvements.</p>	<p>Capita Symonds</p>	<p>Training completed 1 month from go live and then service monitored quarterly.</p>
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## Equalities Impact Assessment of Capita Symonds' Final Tender on Strategic Planning

### 1. Introduction

#### Current Situation

The service works very closely with Planning (Development Management) and is currently comprised of the following five teams:

**The Major Development Team:** leads on major strategic projects such as regeneration and town centre strategies. The team is responsible for the submission and processing of major and strategic applications, and the development of the Area Action Plans and planning briefs.

**The Design & Heritage Team:** responsible for planning applications on listed buildings, and those within conservation areas (there are currently eighteen of these within the borough). Performing both strategic and delivery roles, the team provides a statutory function as an advisory to other organisations, is responsible for processing Conservation Area applications, undertakes character appraisals and creates advice notes, and offers a wider advice function for urban design elements of all schemes across planning services.

**The Planning Policy Team:** leads on defining and interpreting statutory requirements, providing views on land use, and monitoring changes in building usage. In addition to liaising with the Greater London Authority (GLA) for the adoption of new guidelines, the team are currently developing the Local Plan.

**The Housing Strategy Team:** responsible for service development and policy – housing strategy and policy is reviewed every year with a full update every 3 to 5 years. This involves engagement with the private landlord sector, older people's housing, and responding to national and regional initiatives. The team also acts as the management information and performance reporting function for the directorate, and in carrying out their work they have to perform consultations, conduct surveys and make use of focus groups. Externally the team liaises with the North London Housing sub-region, local housing associations, other housing agencies, homelessness organisations and Citizens' Advice Bureau, whilst internally they have strong links to the Regeneration service.

**The Infrastructure & Section 106 Team:** leads on the development and delivery of the borough's Infrastructure Delivery Plan, and coordinates Section 106 funded initiatives.

#### Summary of the Final Tender

Capita Symonds' proposals for Strategic Planning include the following:

#### Key commitments:

- Investment in upgrading the ICT system and mobile technology.



- Improved stakeholder engagement with residents and businesses, and to conduct regular customer surveys.
- Retention of the existing structure of a Strategic Planning and additional capacity and specialist capability.
- Creation of a new 'Barnet Fund' and 'Barnet Observatory' to support infrastructure and policy development.
- Growth of the Strategic Planning service through consultancy.

**Main equalities commitments:**

The proposals in the bid will help the Strategic Planning service to fulfil its PSED to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

**By:**

- Providing analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Investing in an Insight capability to record and analyse customer engagement, including Customer Liaison Officers and new ICT function.
- Creating a Stakeholder Development Plan to identify key stakeholders, evaluate importance to service delivery and address any shortcomings.
- Setting up social media user groups for close engagement with customers.
- Providing support to the council to manage its relationship with Barnet Homes to ensure efficient and effective management of housing stock and relationships with tenants and leaseholders.
- Minimising areas of private sector housing where there are high concentrations of single elderly occupiers.

**Impact on groups with protected characteristics:**

- Age – There is likely to be an impact on older people from focus on use of social media to obtain customer feedback.
  - Older people less likely to use social media. Can be mitigated by offering range of channels including phone or face-to-face contact for providing customer feedback, see below on customer satisfaction.

- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact.
- Pregnancy and maternity – There is unlikely to be any impact.
- Race – There is likely to be an impact on people whose first language is not English from focus on use of social media.
  - Can be mitigated by offering range of channels including phone or face-to-face contact for providing customer feedback, see below on customer satisfaction, and by drawing attention to the council's translation policy.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

**2. The diversity profile of the service's customers (people from groups with protected characteristics)**  
**Current situation**

Strategic Planning does not provide services directly to residents, but is responsible for key strategic documents that set out the council's ambitions and policies for the physical environment, including the planning policies, the housing strategy and engagement with developers on major developments. As with the rest of the DRS grouping of services, borough wide demographic data is utilised as a primary source of intelligence and information about residents, as the impact of planning and housing policy affects the whole borough. This information is supplemented by additional data available at a more local level, such as equalities monitoring data held in respect of council tenants, and specific pieces of work such as consultation exercises on planning and housing policy.

The latest census information shows how diversity has increased during the last decade:

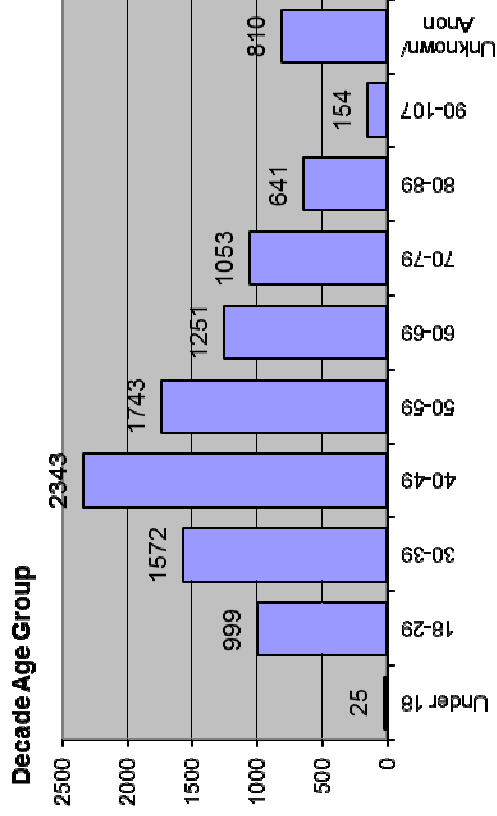
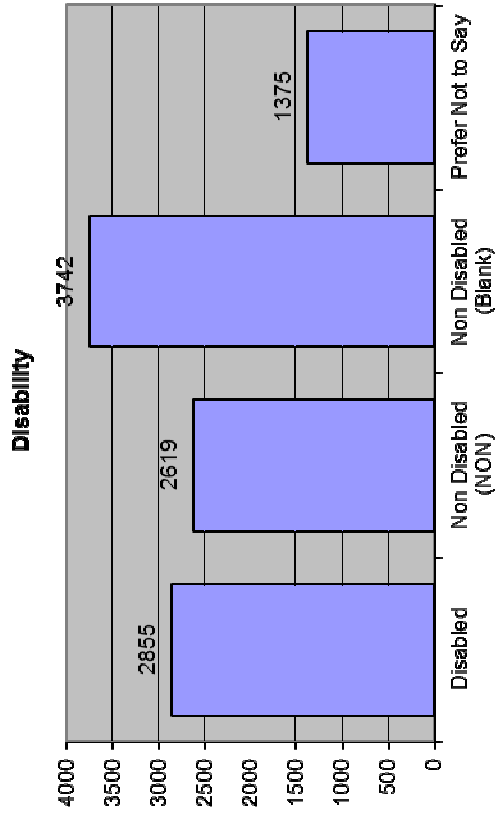
% of population by ethnicity					
Census Date	White	Mixed	Asian	Black	Other
2001	74%	3%	12%	6%	5%

2011	64%	4.9%	18.4%	7.7%	4.9%
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The Housing Policy team is involved in policy development which has a particular impact on those in Housing Need and Council Tenants. Data for these groups show a greater level of diversity than for the population as a whole:

Major Ethnic Group (Alphabetical)	NON Regen Tenants Total (Nov12)	NON Regen Tenants Total %	NON Regen Tenants Total % Known	Regen Tenants Total (Nov12)	Regen Tenants Total %	Regen Tenants Total % Known
BME	2551	30.8%	37.1%	1065	46.4%	58.0%
NON BME	4323	52.1%	62.9%	770	33.5%	42.0%
Prefer Not to Say	647	7.8%	-	127	5.5%	-
Unknown/ Anon	773	9.3%	-	334	14.5%	-
<b>Grand Total</b>	<b>8294</b>	<b>100.0%</b>	<b>100.0%</b>	<b>2296</b>	<b>100.0%</b>	<b>100.0%</b>

The graphs below illustrate a summary of the disability profile of all tenants as well as the age group breakdown. Based on the data, there are 2,855 disabled tenants (c. 27%). The bulk of tenants (slightly over 50%) come from the 30-59 age groups.



The overall impact of proposals for Strategic Planning are positive, as improved customer analysis, insight and engagement will ensure that a proper account is taken of the diverse needs of residents in bringing forward planning and housing policy and strategy documents.

Changes relating to customer information

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Single Customer View</b>	<p>Positive</p> <p>Enhanced Citizen Engagement in Strategic Planning.</p> <p>Capita Symonds will review the council's approach to community engagement in plan-making and extend the range of skills available for engagement with residents and businesses in Barnet</p> <p>Improvements by Capita Symonds to community engagement methods will help Strategic Planning reach a wider audience, including groups with protected characteristics, in producing strategic planning documents</p> <p>Negative</p> <p>Community engagement may not reach all groups, particularly those with disabilities, non-English speakers or parents.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	Medium	Medium	<p>Regularly conduct citizen engagement and gather key inputs to inform service plans.</p> <p>Monitoring of levels of customer engagement on documents forming part of the Local Plan against the diversity profile.</p>	Capita Symonds	Within 12 months and ongoing.
<b>Insight Engine</b>	<p>Positive</p> <p>Capita Symonds will provide an Insight</p>	Medium	Medium	Develop Stakeholder Management Plan to ensure range of	Capita Symonds	Within 12 months and ongoing.

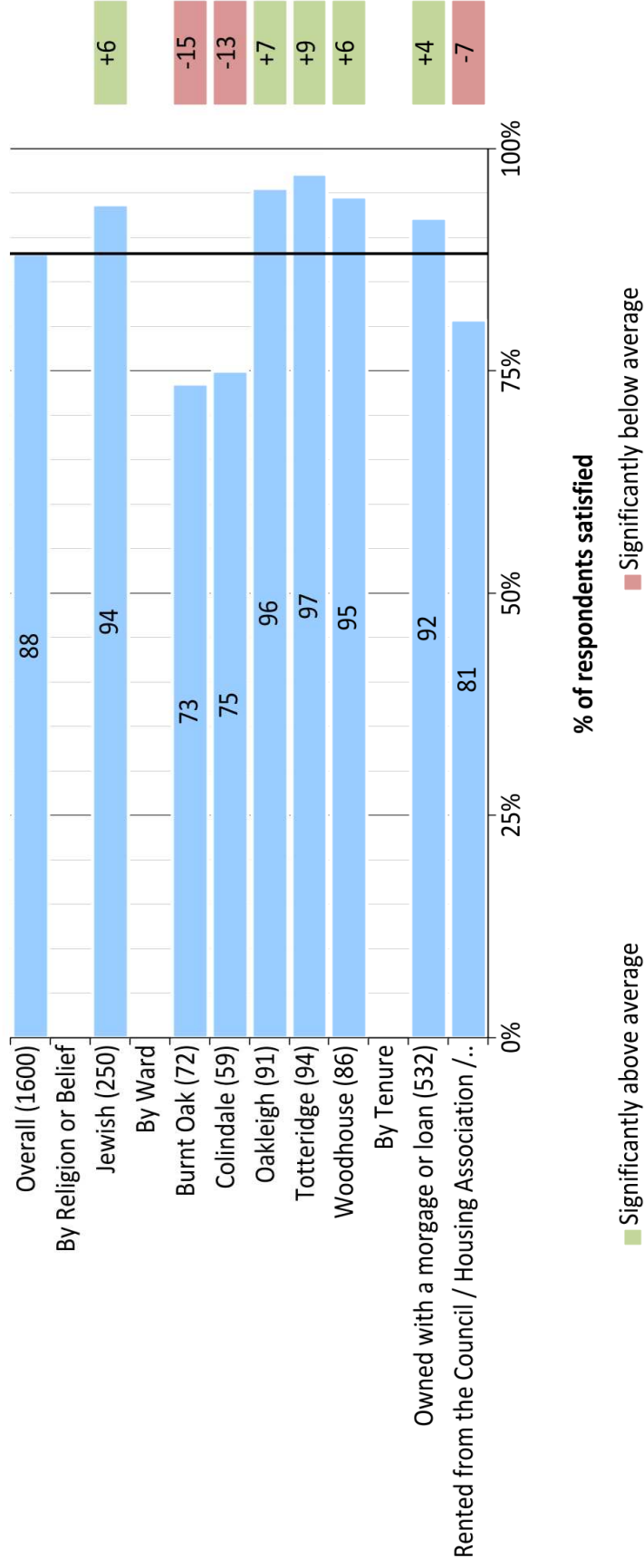
<p><b>Customer Profiling</b></p>	<p>capability and system to record and analyse customer engagement, making services more accessible and enabling users to contribute ideas for the redesign of service provision</p> <p>Improvements by Capita Symonds to customer engagement methods will help Strategic Planning reach a wider audience, including groups with protected characteristics, in shaping service delivery.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	<p>Medium</p>	<p>Medium</p>	<p>customer and stakeholder groups reflects diversity profile of customers.</p>	<p>Capita Symonds</p>	<p>Within 12 months and ongoing.</p>
	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan to identify key stakeholders for Strategic Planning and evaluate their importance in terms of service delivery and current relationship</p> <p>Improvements by Capita Symonds to identifying and analysing key stakeholders will help Strategic Planning to shape service delivery to the needs of its customers as prioritised.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	<p>Medium</p>	<p>Develop Stakeholder Management Plan and ensure that it reflects the diversity profile of customers.</p>	<p>Capita Symonds</p>	<p>Within 12 months and ongoing.</p>	

**3. The experience of customers from groups with protected characteristics**

**Current situation**

As the Strategic Planning service is focused on Barnet as a place, the experience of customers is best reflected through the residents' survey.

The resident's survey 2012 showed that 88% of residents are satisfied with Barnet as a place to live, an improvement of 2% from the 2010/11 survey. Whilst there were no significant differences in satisfaction between different ethnic groups, residents living in Colindale or Burnt Oak, renting from the council or a housing association, are significantly less likely to be satisfied with their local area. The following table shows where there were significant variances in satisfaction:



The service also plays a role in managing the council's relationship with Barnet Homes, the council's ALMO, and satisfaction levels of council tenants by ethnicity are presented in the table below.

Major Ethnic Group (Alphabetical)	Very Satisfied	Fairly Satisfied	Neither Satisfied nor Dissatisfied	Fairly Dissatisfied	Very Dissatisfied	Total	% Known Ethnicity satisfied	% Known Ethnicity Neither	% Known Ethnicity Dissatisfied
Asian or Asian British	46	84	19	8	6	163	79.8%	11.7%	8.6%
Black or Black British	63	143	28	13	11	258	79.8%	10.9%	9.3%
Mixed	11	16	5	2	0	34	79.4%	14.7%	5.9%
White	236	382	88	44	39	789	78.3%	11.2%	10.5%
Other	59	107	36	11	11	224	74.1%	16.1%	9.8%
Prefer Not to Say	70	116	20	10	6	222	83.8%	9.0%	7.2%
Unknown/ Anon	58	97	32	15	16	218	71.1%	14.7%	14.2%
<b>Grand Total</b>	<b>543</b>	<b>945</b>	<b>228</b>	<b>103</b>	<b>89</b>	<b>1908</b>	<b>78.0%</b>	<b>11.9%</b>	<b>10.1%</b>

Generally similar levels of satisfaction amongst different ethnic groups

**Changes relating to customer experience**

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Access Strategy</b>	Positive Statement of Community Involvement (SCI). Capita Symonds will review the SCI to create an accessible planning document that includes suitable techniques to address concerns of 'hard to reach' groups of residents and businesses	Medium	Medium	Need to identify 'hard to reach' groups amongst those with protected characteristics setting out how these can be reached through specific	Capita Symonds	Within 12 months and ongoing.



<p><b>Access Strategy: Customer Enabling ICT</b></p>	<p>Improvements by Capita Symonds to community engagement methods will help Strategic Planning reach a wider audience of residents and businesses, including groups with protected characteristics.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	<p>High</p>	<p>Medium</p>	<p>measures.</p>	<p>Capita Symonds</p>	<p>Within 12 months and ongoing.</p>
<p><b>Positive</b>                  Capita Symonds' commitment to enhanced on-line information and providing an on-line mechanism for engagement and reporting breaches                  Capita Symonds will also encourage on-line self-service, but direct access to officers will still be retained for those who prefer, together with an extended Duty Officer service.                  Capita Symonds commits to provide (retain) a choice of access channels allowing the most convenient access for customers                  These services will enhance the on-line planning service and improve the possibility of 'self-help' functionality, ensuring an improved overall customer experience by enabling them to control their access to it. This will positively affect all groups under the protected characteristics, but it will likely result in a negative impact on those who are not IT or English literate, most notably</p>	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer engagement approach accordingly.                  Ensure an equality of information is available through all mediums and support is present at Planning Reception to assist.</p>					



<b>Customer Satisfaction</b>	amongst the Age or Race groups. Positive Capita Symonds will be committed to addressing customer satisfaction across Strategic Planning service comparing profile of users to Barnet demographic profile. Capita Symonds will create and implement service plans to address deviations from Barnet profile. Capita Symonds will create social media user groups to help review service delivery). Improvements by Capita Symonds to measuring customer satisfaction will help Strategic Planning service delivery reach a wider audience of residents and businesses, including groups with protected characteristics. This proposal will impact on all groups with protected characteristics.	Medium	Medium	Need to ensure that service plan also addresses groups with protected characteristics and that reliance on social media to gauge customer feedback does not exclude non users such as older people from providing customer feedback. Other accessible channels for groups with protected characteristics to provide feedback need to be identified.	Capita Symonds	Within 12 months and ongoing.
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**4. The existing arrangements for monitoring and promoting equality and diversity**

**Current situation**

The team currently conduct the following:

- Regular consultations include actions to reach all parts of community through for example using different formats (e.g. estate event days, web surveys, citizen panel and focus groups).
- Equalities impact assessments are in place for our key strategies and policies, including housing strategy, LDF Core Strategy, housing allocations scheme, tenancy strategy.
- Planning applications have to confirm that proposals do not conflict with either Barnet Council's Equalities Policy or the commitments set in the Equality Scheme and support the council in meeting its statutory equality responsibilities.

In the future, there would also be value in keeping up-to-date information on the housing needs of different groups as the housing needs survey is out of date and the council no longer has an open housing register.

**Changes relating to monitoring and promotion of equality and diversity**

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Regular consultations</b>	<p>Positive</p> <p>Capita Symonds commits to conduct regular surveys of Strategic Planning service users</p> <p>Improvements by Capita Symonds to analysing customer feedback will help Strategic Planning to shape service delivery to the needs of its customers.</p> <p>Negative</p> <p>Consultations may not reach some groups</p> <p>This proposal will impact on all groups with protected characteristics.</p>	Medium	Medium	<p>Surveys must collect equalities information to measure performance across all customer types</p> <p>Implement specific plans to address any significant or trending deviations from baseline data. Test any new service designs with representative customer groups.</p>	Capita Symonds	Within year one.
<b>Regular consultations</b>	<p>Positive</p> <p>Capita Symonds commit to review SCI to set out who should be involved in planning consultations, when, and for what purposes as well as considering range of approaches and methods that might be appropriate. Capita Symonds</p>	Medium	Medium	<p>Regularly review the SCI to ensure that it targets the relevant audience and to ensure multiple channels for regular communication</p>	Capita Symonds	Within year one.

APPENDIX B

	<p>commits to engage with NSCSO to explore direct links to different groups of stakeholders</p> <p>Improvements by Capita Symonds to community engagement methods will help Strategic Planning reach a wider audience of residents and businesses, including groups with protected characteristics.</p> <p>This proposal will impact on all groups with protected characteristics.</p>			outside the formal consultation process.		
<b>EIA</b>	<p>Neutral</p> <p>Customer Service &amp; Engagement</p> <p>Capita Symonds makes no specific reference to EIAs but will be required to comply with the PSED and fully supports the council's commitment to equality</p>	Low	Low	Need to ensure that Capita Symonds undertakes EIAs as appropriate to consider impacts of service redesign or policy proposal made to the council.	Capita Symonds	Within year one.
<b>Planning Applications</b>	<p>Neutral</p> <p>Planning applications not specifically referenced but Capita Symonds has committed to compliance with existing practices and the PSED.</p>	Low	Low	The council will ensure that Capita Symonds has a robust and consistent monitoring system in place to monitor planning applications against the PSED.	Capita Symonds	Within year one.
<b>Housing Needs</b>	<p>Neutral</p> <p>Capita Symonds makes no specific references to assessing housing needs but will establish Barnet Observatory</p>	Low	Low	Capita Symonds to establish Barnet Observatory and ensure a clear remit	Capita Symonds	Within year one.

	<p>within SPR to provide forward looking intelligence service to inform housing policy.</p> <p>This will help to ensure that the most up to date customer feedback and information is utilised to inform housing policy.</p>					
<p><b>Housing Needs</b></p>	<p>Positive</p> <p>Capita Symonds will combine information from planning, building control, public health and other sources to identify hot spots in private sector housing where there are high concentrations of single elderly occupiers requiring targeted support</p> <p>This will help to ensure elderly single occupiers receive targeted support.</p> <p>This proposal will impact on the elderly.</p>	<p>Medium</p>	<p>Medium</p>	<p>Need to ensure that Capita Symonds sets out in Service Plan how support will be targeted at reducing vulnerability of single elderly occupiers.</p>	<p>Capita Symonds and Barnet Homes</p>	<p>Within year one.</p>
<p><b>Benchmarking</b></p>	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	<p>High</p>	<p>Medium</p>	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are</p>	<p>Council</p>	<p>Within 3 months and on-going thereafter.</p>

					being considered and prior to their approval and implementation.	
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**5. Existing known equalities issues in the service**

**Current situation**

The Strategic Planning service has completed EIAs in relation to changes to the council’s housing policies and identified issues as summarised below

**Tenancy Strategy EIA** (April 2012) the following have been identified as issues:

- Young people who are care leavers may be less likely able to fulfil the requirements for tenancies to be renewed. This may put them at a more serious disadvantage than any other young person. Different criteria have been developed for care leavers to help mitigate.
- Income and Capital thresholds could disadvantage some tenants.
- Failure of communication with those tenants on flexible tenancies regarding expectations and timetables particularly where residents have poor literacy or where English is not their first language. Barnet Homes has developed a communications strategy, including information on the website.
- Failure to maximise use of social housing through planned use of flexible tenancies would be likely to disadvantage all applicants. Making better use if social housing stock will advantage those on low incomes and benefits.

**Housing Allocations Scheme EIA** (February 2012), it was identified that some groups may be adversely affected by the introduction of the criteria covering connections with Barnet. The initial data analysis shows from the current bands that some groups are more likely to fail the local connection criteria and not be considered for assistance under the allocations scheme. These equalities risks are being monitored and mitigating actions being developed.

The council’s Housing Strategy will require the completion of an EIA each time that it is renewed.

The policies in the Core Strategy EIA (2011) seek to ensure that all new homes are built to Lifetime Homes Standards and that through extending the inclusive design principles embedded in Lifetime Homes we can create Lifetime Neighbourhoods that are welcoming, accessible, and inviting for everyone, regardless of age, health or disability.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p>Tenancy Strategy</p>	<p>Positive                      Capita Symonds makes no specific references to assessing implementation by Barnet Homes of Tenancy Strategy but will establish Barnet Observatory within SPR to provide forward looking intelligence service to inform housing policy                      This will help to ensure that the most up to date customer feedback and information is utilised to the Tenancy Strategy.                      This proposal will impact on all groups (residents, businesses and customers) with protected characteristics.</p>	<p>Low</p>	<p>Low</p>	<p>Establish Barnet Observatory and ensure it has a clear remit.                      Housing Policy staff to carry out reviews of the implementation of Tenancy Strategy by Barnet Homes and its impact on highlighted sub-groups.</p>	<p>Capita Symonds</p>	<p>Within year one.</p>
<p>Lifetime Homes</p>	<p>Neutral                      Capita Symonds will enforce the use of Lifetimes Homes Standards. This should mean that all new homes delivered will be suitable for elderly, infirm and disabled people to remain in their own homes for longer. Failure to create inclusive neighbourhoods could impact on the elderly. Capita Symonds also recognises negative issues of concentrating elderly people in one area.                      This should ensure that the quality of life</p>	<p>Low</p>	<p>High</p>	<p>Capita Symonds will rigorously enforce planning conditions and share good practice on Lifetime Homes.</p>	<p>Capita Symonds</p>	<p>From day one and then continuously.</p>

<p>Housing Allocations Scheme</p>	<p>for elderly people is improved. Lifetime Homes is a common standard that is obligatory in all new developments in London and Barnet.</p>	<p>Positive</p>	<p>Improved customer insight and analysis will ensure that customer feedback and intelligence is taken on board and is reflected in the Housing Allocations Scheme.  This proposal will impact on all groups (residents) with protected characteristics.</p>	<p>Medium</p>	<p>Medium</p>	<p>Regularly conduct customer engagement to help inform the Allocation Scheme.  Need to monitor implementation of Allocations Scheme by Barnet Homes and its impact on highlighted sub-groups.</p>	<p>Capita Symonds</p>	<p>Annually.</p>
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## Equalities Impact Assessment of Capita Symonds’ Final Tender on Highways Network Management

### 1. Introduction

#### Current Situation

Led by a Highways Network Manager, the service is currently comprised of the following two teams: Network Management and the Implementation Team.

The Network Management team is responsible for the management of the highway network in relation to works carried out by the council and utility companies. These functions are managed via the New Roads & Street Works Act (NRSWA) legislation which sets out the



requirements for advance notification of works, monitoring and inspection, and allows for co-ordination so as to minimise the impact of the works on the road network and hence minimise as far as possible disruption for road users.

The team also manage the issuing of licenses to allow various operations to take place on the highway network including the placing of skips, scaffolding, hoardings, and builders' materials.

Network management also includes the cyclic inspection of the highway network in order to identify the general condition, and in particular, identify and deal with any safety hazards on the highway network thereby maintaining the network in a safe condition for highway users, whilst at the same time reducing insurance liabilities.

Network management also manages the Drainage Service which includes ensuring that the highway drainage network is operating efficiently. In order to achieve this, a cyclic gully cleaning programme is implemented annually, where defects and identified improvements in relation to the drainage network are instigated in accordance with available budgets. All actions serve to minimise the risk of flooding of the highway network and the potential dangers this may cause to neighbouring properties.

The Implementation Team manages the various term contracts which are in place to allow new and maintenance works to be implemented throughout the borough. The works include maintenance of the carriageway and footway network. This ensures that the highway assets are maintained such that the condition and operation of the network is at maximum efficiency, thereby ensuring the safety of road network users.

The implementation team are also responsible for implementing highway network improvement schemes which ensures that the network is fit for purpose and serves the local community in an appropriate fashion.

The end users of the Highways Network Management service are Barnet residents, and those working or travelling in the borough. Therefore, the most relevant data set is the borough-wide demographic data.

### **Summary of the Final Tender**

Capita Symonds' key commitments are as follows:

- Capita Symonds commits to delivery of all requirements contained within the output specifications with some proposed enhancements focussed on:
  - o Investment in ICT and enabling software and processes to enhance service delivery.
  - o Undertaking stakeholder engagement to understand how to provide improved access to services and raise satisfaction levels.
- Capita Symonds has committed to complying with the council's Equalities Policy and equalities legislation.



It is considered that the groups with protected characteristics under equalities legislation, including age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex and sexual orientation are all unlikely to be negatively affected by the Capita Symonds' proposals, and it is likely that there will be positive outcomes for these groups in time.

**2. The diversity profile of the service's customers (people from groups with protected characteristics)**

**Current situation**

A diversity profile of external customers has not been gathered and analysed routinely by the team due to the lack of resources. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document).

**Changes relating to customer information**

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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<p><b>Single Customer View</b></p>	<p>Positive</p> <p>Capita Symonds will invest in ICT, Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service, increased contact, methodology choice and information exchange (Service SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symond's commitments can be fulfilled.</p> <p>For residents and customers with protected characteristics, engagement will need to be available through other channels, such as by telephone.</p>	<p>Council</p>	<p>Within 3 months of commencement and on-going thereafter.</p>
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<p>Positive</p> <p>Capita Symonds will implement a new customer access strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution.</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symonds' commitments can be fulfilled.</p>	<p>Council</p>	<p>Within 6 months of commencement and on-going thereafter.</p>
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<p><b>Customer Profiling</b></p>	<p>Positive</p> <p>Capita Symonds will utilise a life events based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in line with customer access strategy.</p> <p>Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and coordinated experience.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>Client Team to ensure that desired outcomes are monitored ensuring those with multiple and/or specific needs are catered for.</p> <p>For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	<p>Council</p>	<p>Within 3 months of commencement and on-going thereafter.</p>
	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to</p>	<p>High</p>	<p>Medium</p>	<p>Client Team to monitor and to ensure all sections of the community including those with protected</p>	<p>Council</p>	<p>Within 6 months of commencement and on-going</p>

APPENDIX B

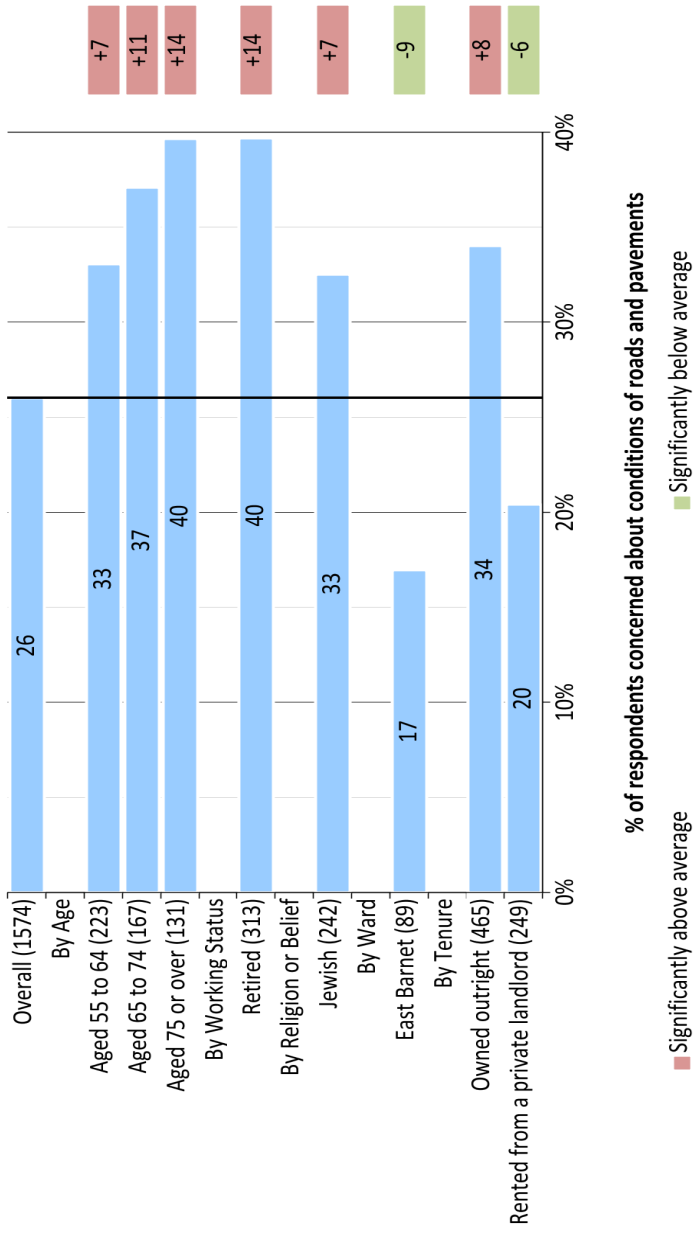
	<p>identify their specific needs for service and communications, including stakeholder mapping.</p> <p>This will help to ensure that better customer feedback will inform improvements in service delivery.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p> <p>Positive</p> <p>Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for.</p> <p>This will help to ensure that customers are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p> <p>Positive</p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with</p>	<p>High</p>	<p>High</p>	<p>characteristics are captured within the proposals contained within the Stakeholder Management Plan.</p> <p>Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that intelligence gathered informs Service Development Plans and funding priorities.</p> <p>Client Team to ensure that intelligence gathered is used to inform service improvements and that</p>	<p>Council</p> <p>Council</p>	<p>thereafter.</p> <p>On commencement and on-going thereafter.</p> <p>Within 12 months of commencement and on-going</p>
		<p>High</p>	<p>High</p>			

	<p>Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants.</p> <p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p>			<p>desired outcomes are monitored to ensure there are positive benefits for all.</p> <p>Data will need to be proactively gathered to ensure that all members of the community and their particular needs are profiled.</p>	thereafter.
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### 3. The experience of customers from groups with protected characteristics

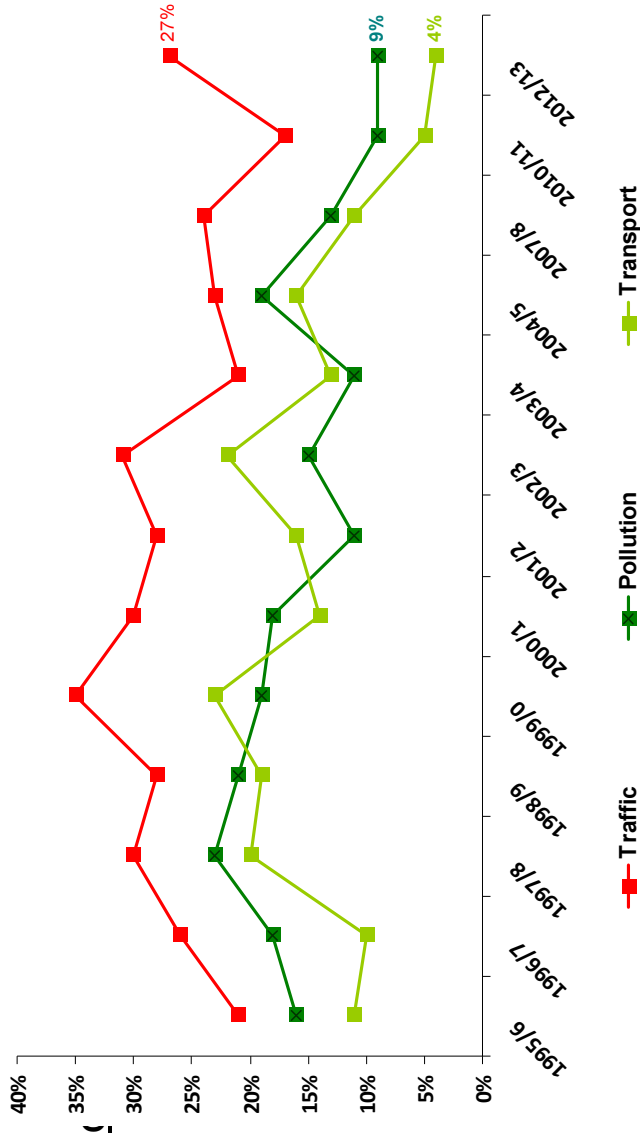
#### Current situation

Based on the 2012 Resident's Perception Survey, the condition of Roads and Pavements was the second issue that concerns residents in Barnet. As shown in the table below, residents who are aged over 55, retired, Jewish and own their home outright are significantly more likely to be concerned about roads and pavements. Residents living in East Barnet, renting from a private landlord are significantly less likely to be concerned about roads and pavements. There were no significant differences between ethnic groups.



Personal concern for traffic, pollution and transport have all declined since 2004/05. Traffic in Barnet has been the largest cause for concern since 1995/96. In 2010/11 nearly twice as many residents were concerned about traffic than pollution, and over three times as many were concerned about transport.

Concern for traffic congestion has seen a sharp increase in concern whilst pollution and public transport continues to be much less of a concern. Residents living in Mill Hill or who are Jewish are significantly more likely to be concerned about traffic congestion. The overall trends for concern about traffic congestion, pollution and transport are shown in the chart below:



Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Access Strategy</b>	Positive Capita Symonds intends to enhance service provision and options for engagement/request for these services including improved information exchange which will avoid the need in some instances for requests for	High	High	Client Team to monitor delivery and ensure enhanced service provision benefits all service users equally by provision of a full range of contact and	Council	Within 3 months of commencement and on-going thereafter.



<p><b>Customer Satisfaction</b></p>	<p>service. Where contact is made or is necessary the engagement is proposed to be enhanced and inclusive and hence will benefit customers through an improved service. This will positively impact on all groups with protected characteristics in particular who are IT enabled.</p>	<p>High</p>	<p>High</p>	<p>information exchange methodologies.</p>	<p>Council</p>	<p>On commencement and monthly thereafter and yearly via (SiDPs).</p>
	<p>Positive Capita Symonds commit to a Super KPI for monitoring customer satisfaction levels with a view to improving incremental improvements on customer satisfaction rates. This will help to ensure a greater focus on achieving increased customer satisfaction levels. This will positively impact on all groups with protected characteristics There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>			<p>Client Team to monitor and ensure that questions are tailored to be service relevant and user group specific to ensure the views of those with protected characteristics are gathered to ensure all needs and experiences are acknowledged and improvements made accordingly; and that feedback received is analysed and positive changes are instigated as appropriate including via Service Delivery Plans. Ensure that service provision for non-IT</p>		

	<p>Neutral</p> <p>Capita Symonds commits to achieving improvements which result in 70%+ of users reporting (via surveys) that the changes implemented have been successful in making services more directly relevant to their needs.</p> <p>Although the proposed satisfaction rates would be a positive this does not allow for the other 30% dissatisfaction which could typically have a disproportionate rate of satisfaction / dissatisfaction of those with protected characteristics. Therefore the proposed measure does not indicate acknowledgement of the need to ensure this group is positively engaged. This will impact on all service users including those with protected</p>	High	High	<p>literate customers is improved e.g. comprehensive call handling and outreach work, and alternative opportunities to self-service developed, development of user groups, availability of comprehensive literature, use of community champions.</p> <p>Client Team to monitor that fully inclusive surveys are conducted and the outcomes lead to positive changes for all, including those with protected characteristics.</p>	Council	<p>Within 24 months of commencement and annually thereafter.</p>
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<p><b>Key Areas From Baseline</b></p>	<p>characteristics. This will have a neutral impact as the Council does not do this currently.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor that all inclusive and appropriately tailored surveys are conducted and the outcomes lead to positive changes for all.</p>	<p>Council</p>	<p>Within 12 months of commencement and annually thereafter.</p>
<p>Positive Capita Symonds' focus on understanding the baseline customer feedback is dependent on the Residents' Perception Survey responses which are currently not sufficient in depth to fully evaluate service users' opinions and their concerns to action appropriately. This will positively impact on all groups with protected characteristics as the proposals, in being formulated to be output and service relevant, will provide greater intelligence on particular service users' needs and concerns, including understanding of why certain locations, religious groups or ages have particular concerns enabling a tailored response to the community. This will impact on all groups with protected characteristics.</p>						

**4. The existing arrangements for monitoring and promoting equality and diversity**  
**Current situation**

The team strives to promote equality through the following means:

## APPENDIX B

- Analysis and response to findings of surveys such as The Residents' Perception Survey (RPS). In 2011, the team along with each directorate was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify Equalities related issues that need to be addressed.
- Events with specific communities when and where relevant to discuss issues such as Controlled Parking Zone proposals. Note that Controlled Parking Zones cover disabled parking bays.
- Subscription to external survey monitoring such as the National Highways and Public Transport Satisfaction Survey with results localised to borough level.

### Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Residents Perception</b>	Positive Capita Symonds' proposal on utilising super KPIs will collectively supersede and improve on the current methodology of data gathering. The introduction of SKPI No. 5 is intended to improve customer perception in relation to service improvements. This will positively impact on all groups with protected characteristics.	High	High	Client Team to monitor that the surveys are conducted, are inclusive and the outcomes lead to positive changes.	Council	On commencement and monthly thereafter.
<b>EIA</b>	Neutral The proposals of Capita Symonds'	High	High	Client Team to monitor and ensure	Council	On commencement

APPENDIX B

<b>Complaints</b>	indicate compliance with the council's EIA requirements.	High	High	any service redesigns will proactively lead to positive impact.	Council	nt and on-going.
<b>Event Specific</b>	<p>Positive</p> <p>Capita Symonds' proposed insight function is designed to analyse and advise on requirements for action which will inform service development plans to result in greater degree of satisfaction.</p> <p>Neutral</p> <p>Capita Symonds has committed to the delivery of output specifications which allows for consultation which is determined through agreement with the council as part of its agreed work programme. The recommendations that ensue from any such engagement will automatically include demographic analysis.</p> <p>The impact is neutral as the council already delivers the requirements of the output specifications.</p>	Medium	Medium	<p>Client Team to monitor and delivery will lead to positive impact.</p> <p>Client Team to monitor its implementation and performance of the output specification requirements.</p>	Council	On commencement subject to agreed work programme and on-going
<b>Benchmarking</b>	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.	Council	Within 3 months and on-going thereafter.

				Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.		
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**5. Existing known equalities issues in the service**

**Current situation**

**Two initial issues were identified as follows:**

- A specific programme of regular engagement and interaction with the customer base for feedback was designed but has yet to be implemented. This would provide that essential intelligence required shaping and delivering services in a responsive manner to different sections of the community.
- Staff residents' panel set up by the Strategy and Performance function aimed at tapping into local community issues and perceptions of the service via staff resident in the borough. This could be restarted and used to ensure intelligence is utilised to improve our service and respond to customers.

**Subsequent issues identified and requested to be highlighted include examples such as:**

- Tactile paving – By catering for a particular sector of the protected group (visually impaired) through facilitating improved road safety and pedestrian experience, the measures have been highlighted to be of inconvenience and concern to other groups (i.e. elderly, physically impaired).
- Poorly maintained pedestrian provision – Due to limited resource being available to sustain the entire borough’s pedestrian network to a preferred standard and to ensure safety, and/or failure to respond to service requests or identified defects within appropriate timescales, leading to increased levels of complaints and claims for personal injury.
- Potholes – Poorly maintained road network. Due to limited resource being available to sustain all of the borough’s road network to a preferred standard and to ensure safety, and/or failure to respond to service requests or identified defects within appropriate timescales leading to increased levels of complaints and claims for material damage and personal injury.

- Customer Perception Surveys – Recent surveys show that residents’ perception of roads and pavements are one of their highest concerns. However, the structure of generic questions in the survey does not allow analysis and to understand the specific reasons for the views.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Customer Satisfaction and service specific engagement</b></p>	<p>Positive</p> <p>The directorate’s proposal to capture services users’ opinions and needs of specific delivery units was not implemented as intended but is captured within Capita Symonds’ proposal.</p> <p>If Capita Symonds acts to gather customer feedback then this will positively impact on all groups with protected characteristic by better understanding their needs and wants.</p>	<p>High</p>	<p>High</p>	<p>Client team to monitor and participate in formulating appropriate all inclusive engagement strategy.</p>	<p>Council</p>	<p>Within 6 months and on-going thereafter.</p>
<p><b>Additional highlighted issues</b></p>	<p>Negative</p> <p>Capita Symonds’ proposed service enhancements assume that improvements can be achieved with the introduction of customer-focused measures through redesign of services but do not adequately allow for subsequent negative impact on other service users. This may lead to some customers, particularly among those with protected characteristics, not being able</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure service design and provision of those services takes into account unintended consequences through robust application of EIA procedures when agreeing delivery of service measures.</p>	<p>Council</p>	<p>On commencement and on-going.</p>



	<p>to receive proper services.</p> <p><b>Neutral</b></p> <p>Capita Symonds' proposals indicate an assumption that there will be adequate budget available to deliver improvements in service. Due to limited resource this is not the case. However the impact is neutral as the Council already has a limited resource for these works.</p>	High	High	Client Team to work to obtain maximum budget allocation to be able to deliver a maximum output and to keep Capita Symonds fully appraised of the available budget and priorities.	Council	On commencement and on-going.
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**Equalities Impact Assessment of Capita Symonds' Final Tender on Trading Standards and Licensing**

**1. Introduction  
Current Situation**



Barnet's Trading Standards team focus investigation resources on criminal rather than civil cases. Inspections are limited to the highest risk businesses. Preventative activity is limited.

The key functions are as follows:

#### Trading Standards

- Age-related sales inspections and complaints.
- Consumer credit inspections and complaints.
- Leading on, and co-ordinating of, Consumer Support Network.
- Counterfeit and pornographic sales, inspections and complaints.
- Home Authority and Business Support.
- Licensing and registrations.
- Maintenance of Metrology Standards.
- Pricing inspections and complaints.
- Product safety inspections and complaints.
- Trade descriptions inspections and complaints.
- Trading standards inspection and enforcement.

#### Licensing

- Processing premises and personal licence applications.
- Processing temporary event notices.
- Processing representations and requests for review of premises licences.
- Checking and enforcing compliance with licence conditions.
- Processing gambling premises licenses and permits.
- Co-ordination of responsible authorities.
- Investigating complaints about licensed premises and activities.
- Dealing with businesses operating without a required licence.
- Taking the lead in drafting licensing policy.
- Co-ordinating safety at sports grounds.

#### **Summary of the Final Tender**

Capita Symonds' solution to carry out work currently undertaken by the council's in-house Trading Standards & Licensing team will include the following commitments that are directly related to Equalities duties and responsibilities:

- A comprehensive improvement in IT for staff. This will enable staff to process service requests more quickly, update cases on site and to collate more detailed data relating to the type of service requests and the service users. This data will be used to ensure that the service provided meets customers' needs and the demographic make-up of the borough.
- Services tailored to meet customer needs and priorities through analysis of data provided via a single and comprehensive view of customers from DRS and NSCSO information, which will be shared securely.
- Customer satisfaction measurement surveys, which will capture demographic information from respondents for comparison with the Barnet profile, which will then inform actions to improve service delivery.
- Promote change in the method of accessing the service from non IT to web-based services (channel shift).
- Provision of a dedicated team of staff (Insight Team), to monitor the change in service usage and trends in Barnet's demographic make-up. This will include the extent to which service delivery and access to services reflects population growth and increasing diversity. They will ensure equality and diversity data informs ongoing service improvements.
- Compliance with the council's Equal Opportunities Policy.
- Training for all staff in customer care and awareness of equalities and diversity issues.
- Creation of a dedicated DRS Customer Service Team, which will be trained to understand and respond effectively to equalities and diversity issues.
- A flexible service delivery model which will cater for anticipated increases in diversity and the growing population of Barnet. This means that staff could be transferred from one area of EH or Trading Standards & Licensing to another area, depending on the specific needs, or a specific concern (e.g. if there is food poisoning outbreak).
- The proposal indicates that annual reports of service usage and demographic profiling will be conducted at ward level which will be made available to members.
- Capita Symonds will join and participate in local Chamber of Commerce and other local societies and organisations as appropriate and will create user groups utilising social media

A summary of the impact on groups with protected characteristics outlined within the Equalities legislation is presented below:

Capita Symonds will ensure equality and diversity monitoring will inform ongoing service improvements. This will impact all groups equally.

- Age – There is unlikely to be any impact.
- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

## **2. The diversity profile of the service's customers (people from groups with protected characteristics)**

### **Current situation**

The end users of the Trading Standards and Licensing services are Barnet residents, and those working or spending time using facilities in the borough. Therefore, the most relevant data set is the borough-wide demographic data. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). A diversity profile of external customers has not been gathered routinely by the service.

However, in 2009 the service conducted a small survey (sent out 100 surveys and received 16 back). Although this is likely not to be an accurate representation of their customers, the findings suggested that over 60% of their customers were between 35-54 years old, and only 18% were female. A quarter was non-white with Indians and Sri Lankans making up almost 20%. Almost half were Christians, while 25% were Jewish. 13% were Hindu and 6% Muslim. This data is from a very small sample.

### **Changes relating to customer information**

APPENDIX B

<p><b>Single customer view, insight engine and customer profiling</b></p>	<p>Positive Capita Symonds have committed to ensuring that the customer is referred to all the relevant services for their needs. This includes staff training on other services available that may be relevant to DRS customers (sign posting). This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on profile and redesign service provision accordingly.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
<p><b>Single customer view, insight engine and customer profiling</b></p>	<p>Positive Capita Symonds will provide a web based service that will help customers have access to all services linked to their specific enquiry e.g. a noise complaint concerning a faulty alarm ringing. A customer can check on progress of case without having to ring in. (Life event based customer contact). This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation who are IT literate. There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>

APPENDIX B

	with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.					
<b>Single customer view, insight engine and customer profiling</b>	<p>Positive</p> <p>Capita Symonds to provide a team to monitor the service usage by customer type based on the protected characteristics and assess if this is representative of demographic change in Barnet (Insight Team). This will better inform the service delivery teams in ongoing service redesign. This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	High	Medium	Based on the data gathered on the demographic profile, regularly redesign service provision e.g. the increasing population over the age of 80 are less likely to be regular IT users.	Capita Symonds	3 months from introduction and then quarterly.
<b>Single customer view, insight engine and customer profiling</b>	<p>Positive</p> <p>Capita Symonds will ensure that the services are designed to meet the needs of the customer through data analysis. This will be done through data sharing between DRS and NSCSO. This will help to ensure that DRS customers are provided with all the services that will help them meet their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	High	Medium	Regularly review data on customer profile and service requirements, and ensure that the redesigned service appropriately meets those requirements. e.g. staff suitably trained to meet the needs of all groups with protected characteristics outlined within Equalities legislation.	Capita Symonds / Council	3 months from introduction and then quarterly.
<b>Single customer view, insight</b>	<p>Positive</p> <p>Capita Symonds will improve</p>	High	High	Ensure regular surveys are undertaken and that these are	Capita Symonds / NSCSO	Within the first 3

<p><b>engine and customer profiling</b></p>	<p>measurement of customer satisfaction through regular surveys that capture demographic and geographical information as well as undertaking the survey through a variety of methods to ensure engagement with a variety of clients.</p> <p>This will provide a much clearer picture of customer satisfaction with the services and through the variety of methods should ensure that all client groups get to give feedback.</p> <p>This will impact on all groups with protected characteristics.</p>			<p>undertaken in a variety of methods.</p>	<p>months.</p>
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**3. The experience of customers from groups with protected characteristics**

**Current situation**

Based on the 2011 Residents' Perception Survey (NB specific questions related to TSL were not asked in 2012/13 RPS), 52% of users say that the trading standards service is 'good' or 'excellent', while just over a quarter of users say that it is 'poor' or 'extremely poor'. The majority of residents that don't use the trading standards service don't have an opinion on the service.

Results of monitoring data on National Indicator 182 (Satisfaction of Business with Local Authority Regulation Services) for 2010/11 showed that 89% of surveyed businesses were satisfied with Regulatory Services (Environmental Health, Trading Standards and Licensing). Specifically, it showed that:

- 87% of non-compliant businesses thought their business was treated fairly.
- 92% of non-compliant businesses thought the contact was helpful.
- 90% of compliant businesses thought their business was treated fairly.
- 87% of compliant businesses thought the contact was helpful

**Changes relating to customer experience**

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Public awareness</b>	<p>Neutral</p> <p>Capita Symonds will create a Communications Manager role who will utilise new channels of communication, shape communication matter and adapt frequency for what users actually require.</p> <p>This should raise public awareness of the services and what they do.</p> <p>This will impact on all groups with protected characteristics.</p> <p>Any communication made by Capita Symonds needs to be made through a variety of channels to raise awareness and engagement.</p> <p>Increased publicity could increase demand for the service which the service may be unable to sustain furthermore could increase demand for a service which is low risk therefore resource could be diverted away from high risk serious issues to deal with this demand.</p>	High	High	<p>Ensure that publicity is targeted correctly to engage with the full potential client base and uses a variety of methods to engage with all of Barnet population (not just new channels of communication).</p> <p>Ensure the message is clear on when the service can help and when customer should self-serve – help manage the customer expectations prior to interaction to increase service satisfaction.</p>	Capita Symonds	From Day 1 of contract and ongoing.
<b>Channel shift</b>	<p>Positive</p> <p>Capita Symonds will invest in</p>	High	High	<p>Undertake investment in on line technology.</p>		From Day 1 of contract and

	<p>technology to provide better and more on line delivery as well as retaining more traditional methods</p> <p>This should ensure that the service can serve and engage with customers 24/7 through the internet and also frees up valuable resources to be used elsewhere.</p> <p>This will impact on all groups with protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>			<p>Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>		ongoing.
<b>Customer satisfaction KPI</b>	<p>Positive</p> <p>Capita Symonds will meet all KPIs</p> <p>Trading Standards and Licensing have a KPI in relation to raising levels of customer satisfaction. This impacts on all groups with protected characteristics.</p>	Medium	Low	<p>Ensure that the targets in the KPIs are met.</p>		From Day 1 of contract and ongoing.
<b>On going review</b>	<p>Positive</p> <p>Capita Symonds will proactively monitor demographic profile through insight service to ensure equality and diversity are key consideration in on-</p>	Medium	Medium	<p>Ensure that this profile is monitored and acted upon in relation to a continuous</p>		From Day 1 of contract and ongoing.



	going continuous improvement review Continuous review which monitors the changing demographic profile will ensure a service which responds to the changing needs of the community. This impacts on all groups with protected characteristics.			improvement review.	
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#### 4. The existing arrangements for monitoring and promoting equality and diversity

##### Current situation

Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.

Informally, the service monitors the issues that they receive and tries to resolve it themselves. This is done by monitoring customer feedback in relation to interactions with the department

Formally, the service has set up the use of an interpreter. This is offered to all persons from businesses in the borough that are being formally investigated and are being interviewed under caution. It is also available ad hoc for other circumstances.

##### Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Staff training</b>	Positive Capita Symonds will train staff to respond in a way to encourage	Medium	Low	Ensure that this training takes place.	Capita Symonds	Within the first 3 months and ongoing throughout the

APPENDIX B

	<p>customers to let them know if they have any special requirements.</p> <p>If any particular requirements are identified at first point of contact it will make the customer journey easier for the customer.</p> <p>This impacts on all groups with protected characteristics.</p>						contract.
<b>Channel Shift</b>	<p>Positive</p> <p>Capita Symonds will implement a customer access strategy at the start of the contract which aligns with the council's wider strategy for a channel shift.</p> <p>This should ensure that the service can serve and engage with customers 24/7 through the internet and also frees up valuable resources to be used</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities</p>	High	High	Implementation of this policy Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.	Capita Symonds	From day 1 of contact and ongoing	
<b>Targeted interventions and systems</b>	<p>Positive</p> <p>Capita Symonds will introduce data analysis for TS&amp;L to better target</p>	Medium	Medium	Implement this data analysis. Ensure that looks at whether early	Capita Symonds	From day 1 of contact and ongoing.	

<p><b>24/7 service</b></p>	<p>interventions. Capita Symonds will improve tailoring of systems to customer needs and priorities through data analysis Continuous review which monitors the changing demographic profile will ensure a service which responds to the changing needs of the community. This impacts on all groups with protected characteristics.</p>	<p>Medium</p>	<p>Low</p>	<p>proactive interventions or redesign are needed in relation to language cultural barriers to prevent offending.</p>	<p>Capita Symonds</p>	<p>Within the first 3 months.</p>
<p><b>Measure of accessibility</b></p>	<p>Positive Capita Symonds will improve customer access through convenient extended service hours and electronic service. This should ensure that the service can serve and engage with customers 24/7 through the internet and also frees up valuable resources to be used elsewhere. This impacts on all groups with protected characteristics.</p>	<p>High</p>	<p>Medium</p>	<p>Implement these extended service hours and online services.  Implement these measures. Ensure that a plan of action to rectify issues with accessibility results from this data analysis.</p>	<p>Capita Symonds</p>	<p>From day 1 of contact and ongoing.</p>

<p><b>Benchmarking</b></p>	<p>groups get to give feedback. This impacts on all groups with protected characteristics.</p>	<p>High</p>	<p>Medium</p>	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	<p>Council</p>	<p>Within 3 months and on-going thereafter.</p>
	<p>Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>					

**5. Existing known equalities issues in the service**

**Current situation**

The main issue is the language barrier for customers whose first language is not English. It is not so much in the day-to-day conversations but rather in relation to the requirements when filling in forms and providing documentation.

In 2009, this issue was actively addressed within the Street Trading Team. Many of the applicants' first language was not English and, although they could speak good conversational English, they found the forms and terminology confusing. The service undertook a survey to see if there was a particular ethnic group that were applying for these licences and to see whether the service could provide translation. The response rate was low and showed a wide range of languages present. Therefore, instead the service chose to simplify

the application form and guidance notes. The service also started making more visits to the premises to speak directly to the applicants to resolve any language/terminology issues, both of which helped resolve the issues.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Language Barrier</b>	<p>Positive</p> <p>Capita Symonds will measure customer service through a number of methods including a measure of the accessibility of the service.</p> <p>This should identify any issues with accessibility with the service and allow these to be rectified.</p> <p>This impacts on all groups with protected characteristics.</p>	Medium	Medium	Review of all documentation and processes in relation particularly to licensing to enable clear and understandable information being provided to all clients to enable a smoother process.	Capita Symonds	Within 12 months of contact date.

## Equalities Impact Assessment of Capita Symonds’ Final Tender on Traffic & Development, and Highways Strategy

### 1. Introduction

#### Current Situation

The structure of the Traffic & Development service reflects the need to address a range of statutory functions; the delivery of national and strategic performance indicators, as well as meeting identified council priorities. The service is currently comprised of the following three teams: Design Team, Development Team and the Planning & Safety Team. Primary functions for the service are as follows:

- parking amendments;
- traffic schemes;

- planning of highways maintenance programmes;
- road safety; and
- development control.

The key function of the Highways Strategy Team is to develop highways and transport strategy, and in particular, the borough's Local Implementation Plan (LIP) for transport and associated funding submissions. It provides advice on a range of transport policy issues and is the main point of contact for liaison with Transport for London (TfL) across a range of activities. It leads on public transport issues affecting the borough, the promotion of highway improvements for the benefit of bus passengers, and initiates and arranges funding of transport schemes which are then moved over to the planning team. Some of the main functions for the service are as follows:

- Transportation policy / transport planning.
- Responding to enquires on the service such as related to walking and cycling rights of way, questions from the council itself and residents' forums.
- Local Implementation Plan (LIP) development for the next 3 years.
- LIP funding applications.
- Road safety monitoring (via the injury accidents database).
- Main point of contact for TfL related to traffic management and works proposals, funding activities and regional planning.

### **Summary of the Final Tender**

Capita Symonds' key commitments are as follows:

- Capita Symonds commits to delivery of all requirements contained within the output specifications with some proposed enhancements focussed on:
  - o Investment in ICT and enabling software and processes to enhance service delivery.
  - o Committing to undertake stakeholder engagement to understand how to provide improved access to services and raise satisfaction levels.

Capita Symonds has committed to complying with the council's Equalities Policy and equalities legislation.

It is considered that the groups with protected characteristics under equalities legislation, including age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex and sexual orientation are all unlikely to be negatively affected by Capita Symonds' proposals, and it is likely that there will be positive outcomes for these groups in time.

**2. The diversity profile of the service’s customers (people from groups with protected characteristics)**

**Current situation**

A diversity profile of external customers has not been gathered and analysed routinely by the team due to the lack of resources. Furthermore, there is evidence that suggests that adding diversity-related questions within general customer questionnaires result in lower response rates to the overall questionnaires. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document).

**Changes relating to customer information**

	<b>Description of potential impact</b>	<b>Likelihood of impact</b>	<b>Degree of impact</b>	<b>Actions that need to be taken to mitigate negative/ensure positive impact</b>	<b>Action owner</b>	<b>Action deadline</b>
<b>Single Customer View</b>	<p>Positive/Negative</p> <p>Capita Symonds will invest in ICT, Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service, increased contact methodology choice and information exchange (Service SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled. There will however be a negative impact on all those within the groups of protected characteristics who are non-IT literate or do not have IT</p>	High	High	Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be fulfilled.	Council	Within 3 months of commencement and on-going thereafter.



	<p>access.</p> <p><b>Positive</b>                  Capita Symonds will implement a new customer access strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution (Transformation SIDP).                  This will help to ensure that IT enabled customers will be able to access the service more efficiently.                  This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p> <p><b>Positive</b>                  Capita Symonds will utilise a life events based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in line with customer access strategy (CS&amp;E SIDP).</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symonds' commitments can be fulfilled.</p> <p>Client Team to ensure that desired outcomes are monitored ensuring those with multiple and/or specific needs are catered for.</p>	<p>Council</p> <p>Council</p>	<p>Within 6 months of commencement and on-going thereafter.</p> <p>Within 3 months of commencement and on-going thereafter.</p>
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	<p>Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and co-ordinated experience.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p>					
<p><b>Customer Profiling</b></p>	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to identify their specific needs for service and communications, including stakeholder mapping – Service SIDP</p> <p>This will help to ensure that better customer feedback will inform improvements in service delivery.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p> <p>Positive</p> <p>Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for (Service SIDP).</p> <p>This will help to ensure that customers</p>	<p>High</p> <p>High</p>	<p>Medium</p> <p>High</p>	<p>Client Team to monitor and to ensure all sections of the community including those with protected characteristics are captured within the proposals contained within the Stakeholder Management Plan.</p> <p>Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that intelligence gathered informs Service</p>	<p>Council</p> <p>Council</p>	<p>Within 6 months of commencement and on-going thereafter.</p> <p>On commencement and on-going thereafter.</p>

	<p>are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p> <p><b>Positive/Negative</b></p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants (Service SIDP).</p> <p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p>	<p>High</p>	<p>High</p>	<p>Development Plans and funding priorities</p> <p>Client Team to ensure that intelligence gathered is used to inform service improvements and that desired outcomes are monitored to ensure there are positive benefits for all</p>	<p>Council</p>	<p>Within 12 months of commencement and ongoing thereafter.</p>
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**3. The experience of customers from groups with protected characteristics**

**Current situation**

Similar to Highways Network Management 2011 Residents' Perception Survey, the condition of roads and pavements is the top concern of some key portions of the population. Residents who are aged 25-34, 65+, white, Jewish and with a disability are more likely to indicate

## APPENDIX B

that conditions of roads and pavements is one of their top concerns. Residents who own their property outright and living in West Hendon and Colindale are more likely to say this is one of their top three concerns.

Personal concern for traffic, pollution and transport have all declined since 2004/05. Traffic in Barnet has been the largest cause for concern since 1995/96. In 2010/11 nearly twice as many residents were concerned about traffic than pollution, and over three times as many were concerned about transport.

The number of people concerned about litter or dirt on the streets has dropped by 9% since the 2007/08 survey and is at the lowest level of concern since data was available. The same percentages of people are concerned about Barnet's leisure centres at 10%, which is not significantly different from any figures seen since 2002/03.

21% of residents said that parking services in Barnet were good or excellent which is 9% lower than the London average. This is 5% fewer residents than 2007/08.

### Changes relating to customer experience

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Single Customer View</b>	<p>Positive/Negative</p> <p>Capita Symonds will invest in ICT, Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service increased contact methodology choice and information exchange (Service SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled. There will, however, be a</p>	High	High	Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symonds' commitments can be fulfilled.	Council	Within 3 months of commencement and ongoing thereafter.

	<p>negative impact on all those within the groups of protected characteristics who are non-IT literate or do not have IT access.</p> <p>Positive</p> <p>Capita Symonds will implement a new Customer Access Strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution .</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p> <p>Positive</p> <p>Capita Symonds will utilise a life events based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be fulfilled.</p> <p>Client Team to ensure that desired outcomes are monitored ensuring those with multiple and/or specific needs are catered for.</p>	<p>Council</p> <p>Council</p>	<p>Within 6 months of commencement and on-going thereafter.</p> <p>Within 3 months of commencement and on-going thereafter.</p>
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<p><b>Customer Profiling</b></p>	<p>line with customer access strategy (CS&amp;E SIDP). Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and coordinated experience. This will positively impact on all groups including those with protected characteristics who have this need.</p>	<p>High</p>	<p>Medium</p>	<p>Client Team to monitor and to ensure all sections of the community including those with protected characteristics are captured within the proposals contained within the Stakeholder Management Plan.</p>	<p>Council</p>	<p>Within 6 months of commencement and on-going thereafter.</p>
<p>Positive Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to identify their specific needs for service and communications, including stakeholder mapping (Service SIDP). This will help to ensure that better customer feedback will inform improvements in service delivery. This will positively impact on all groups including those with protected characteristics who have this need.</p> <p>Positive Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that</p>	<p>Council</p>	<p>On commencement and on-going thereafter.</p>	

	<p>catered for (Service SIDP).</p> <p>This will help to ensure that customers are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p> <p>Positive</p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants (Service SIDP).</p> <p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p> <p>Additionally, profiling claim demographics may be seen as prejudicial towards certain sections of the community by implication.</p>	<p>High</p>	<p>High</p>	<p>intelligence gathered informs Service Development Plans and funding priorities.</p> <p>Client Team to ensure that intelligence gathered is used to inform service improvements and that desired outcomes are monitored to ensure there are positive benefits for all.</p>	<p>Council</p>	<p>Within 12 months of commencement and on-going thereafter.</p>
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#### 4. The existing arrangements for monitoring and promoting equality and diversity

##### Current situation

The team strives to promote equality through the following means:

- Analysis and response to findings to surveys such as The Residents' Perception Survey (RPS). In 2011, the team along with each directorate was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify Equalities related issues that need to be addressed.
- Events with specific communities when and where relevant to discuss issues such as Controlled Parking Zone proposals. Note that Controlled Parking Zones cover disabled parking bays.
- Subscription to external survey monitoring such as the National Highways and Public Transport Satisfaction Survey with results localised to borough level.

##### Changes relating to monitoring and promotion of equality and diversity

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	Positive/Negative Capita Symonds will invest in ICT Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service increased contact methodology choice and information exchange (Service SIDP).	High	High	Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be	Council	Within 3 months of commencement and on-going thereafter.



	<p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled. There will however be a negative impact on all those within the groups of protected characteristics who are non-IT literate or do not have IT access.</p> <p>Positive</p> <p>Capita Symonds will implement a new customer access strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution (Transformation SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p> <p>Positive</p> <p>Capita Symonds will utilise a life events</p>	<p>High</p>	<p>High</p>	<p>fulfilled.</p> <p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be fulfilled.</p> <p>Client Team to ensure that desired outcomes</p>	<p>Council</p> <p>Council</p>	<p>Within 6 months of commencement and on-going thereafter.</p> <p>Within 3 months of</p>
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APPENDIX B

	<p>based customer contact management to enable groups of related services likely to be required by a type of event to be associated with a single point of contact delivered through a single point of contact enabling end to end support for all of those needs for key groupings in line with Customer Access Strategy (Customer Service &amp; Engagement SIDP).</p> <p>Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and co-ordinated experience.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p>			<p>are monitored ensuring those with multiple and/or specific needs are catered for.</p>		<p>commencement and ongoing thereafter.</p>
<p><b>Customer Profiling</b></p>	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to identify their specific needs for service and communications, including stakeholder mapping (Service SIDP).</p> <p>This will help to ensure that better customer feedback will inform improvements in service delivery.</p> <p>This will positively impact on all groups including those with protected</p>	<p>High</p>	<p>Medium</p>	<p>Client Team to monitor and to ensure all sections of the community including those with protected characteristics are captured within the proposals contained within the Stakeholder Management Plan.</p>	<p>Council</p>	<p>Within 6 months of commencement and ongoing thereafter.</p>

	<p>characteristics who have this need.</p> <p>Positive Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for (Service SIDP).</p> <p>This will help to ensure that customers are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p> <p>Positive Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that intelligence gathered informs Service Improvement &amp; Development Plans and funding priorities.</p> <p>Client Team to ensure that intelligence gathered is used to inform service improvements and that desired outcomes are monitored to ensure there are positive benefits for all.</p>	<p>Council</p> <p>Council</p>	<p>On commencement and on-going thereafter.</p> <p>Within 12 months of commencement and on-going thereafter.</p>
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<p><b>Benchmarking</b></p>	<p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide. Additionally, profiling claim demographics may be seen as prejudicial towards certain sections of the community by implication.</p>	<p>High</p>	<p>Medium</p>	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	<p>Council</p>	<p>Within 3 months and on-going thereafter.</p>
	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	<p>High</p>	<p>Medium</p>	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	<p>Council</p>	<p>Within 3 months and on-going thereafter.</p>

**5. Existing known equalities issues in the service**

**Current situation**

Two issues have been identified as follows:

## APPENDIX B

- A specific and deliberate programme of regular engagement and interaction with the customer base for feedback was designed but not implemented. This would provide that essential intelligence required shaping and delivering services in a responsive manner to different sections of the community.
- Staff residents' panel set up by the Strategy and Performance function aimed at tapping into local community issues and perceptions of the service via staff resident in the borough. This needs to be resurrected to ensure intelligence is utilised to improve our service and respond to customers.

Subsequent issues identified and requested to be highlighted include examples such as:

- Tactile paving – By catering for a particular sector of the protected group (visually impaired) by facilitating improved road safety and pedestrian experience, the measures have been highlighted to be of inconvenience and concern to other groups (i.e. elderly, physically impaired).
- Customer Perception Surveys – Recent surveys show that residents' perception of roads and pavements are one of their highest concerns. However structure of generic questions do not allow analysis as to specific reasons.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Customer Satisfaction and service specific engagement</b>	Positive The directorate's proposal to capture service users' opinions and needs of specific delivery units was not implemented as intended but is captured within Capita Symonds' proposal. If Capita Symonds act to gather customer feedback then this will positively impact on all groups with protected characteristics by better understanding their needs and wants.	High	High	Client team to monitor and participate in formulating appropriate all inclusive engagement strategy.	Council	Within 6 months and on-going thereafter.
	Negative				Council	

<p><b>Additional highlighted issues</b></p>	<p>Capita Symonds' proposed service enhancements assume that improvements can be achieved with the introduction of customer-focused measures through redesign of services but do not adequately allow for subsequent negative impact on other service users. This may lead to some customers, particularly among those with protected characteristics, not being able to receive proper services.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure service design and provision of those services takes into account unintended consequences through robust application of EIA procedures when agreeing delivery of service measures.</p>	<p>On commencement and on-going.</p>
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## Equalities Impact Assessment of Capita Symonds' Final Tender on Planning

### 1. Introduction

#### Current Situation

Planning & Development covers statutory planning processes, enforcements, and major projects (Building Control and Land Charges are treated as stand-alone services for the purposes of this project). Planning & Development, as a whole, generates significant income although this does not cover all of its costs. Volumes, and therefore income, have decreased in recent years due to less building activity, currently at around 4,500 per annum down from a peak of 5,500. Planning fees are set nationally but the council are able to set charges for planning advice. Key functions for the service are as follows:

- Processing planning and other applications and associated appeals, including works to trees.
- Dealing with alleged breaches of planning control, including the service of notices, enforcement appeals and prosecutions.
- Reviewing processes and legislation.

#### Summary of the Final Tender

Capita Symonds' overall key commitments for the Planning service are outlined below:

- Capita Symonds will improve and integrate the ICT solution by replacing the ACOLAID system with the UNIFORM system to enable easier access to information, joined up working, and improving flexibility. They will also introduce complementary Idox systems that will make the service more joined up and more seamless.
- Capita Symonds will improve the quality of the Planning service for applicants by introducing new processes such as facilitating developer engagement with the community at pre-application stage through holding regular forums.
- Capita Symonds will provide professional training opportunities for staff.

Capita Symonds' specific equality commitments are outlined below:

The proposals in the bid will help the Planning service to fulfil its equalities duties to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life; and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Providing analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
  - Investing in an Insight capability to record and analyse customer engagement, including Customer Liaison Officers and new ICT function.
  - Creating a Stakeholder Development Plan to identify key stakeholders, evaluate importance to service delivery and address any shortcomings.
  - Setting up social media user groups for close engagement with customers.
  - Providing support to the council to manage it's relationship with Barnet Homes to ensure efficient and effective management of housing stock and relationships with tenants and leaseholders.
  - Minimising areas of private sector housing where there are high concentrations of single elderly occupiers.
- Capita Symonds will develop new services to meet the needs of current and all potential future users by:
- Testing ideas and policies before implementation.

- Working to track overall resident and user satisfaction over time (enhancing intelligence and understanding – ‘Insight’) and a commitment to improve customer satisfaction
- Enabling customers to look at a problem from different perspectives and develop solutions together.
- Promoting the democratic process and the basic right to control over their own lives.
- Complying with statutory duties to consult – e.g. those duties in respect of Planning Regulations, those contained in the Statement of Community Involvement, and any other statutory requirements.
- Support the council’s existing channels of communication with local people and businesses (e.g. surveys, focus groups and statutory duties to consult).
- Capita Symonds commit to fully supporting the council’s commitment to equality by:
  - Ensuring staff deal with customers’ needs accordingly.
  - Delivering services that reflect and respond to the diverse population.
  - Changing service delivery to cater for demand and increases in diversity over the life of the partnership.
- Capita Symonds commit to manage interactions with customers in a way which is fully compliant with the council’s equality responsibilities, objectives and policies and provide resources and systems that ensure we are able to cater for the growing and increasing diversity of the population in the borough.
- Capita Symonds will ensure that the Service Director is responsible for ensuring that employment practices comply with required standards in respect of equality and diversity
- Capita Symonds will proactively monitor the demographic profile of the borough at ward level using the ‘Insight’ software function, including the extent to which service delivery and access reflects population growth and increasing diversity, thereby ensuring it is a priority in the continuous improvement review process.

Other equalities related commitments for the Planning service:

- Capita Symonds will utilise the analytics function to enhance engagement with service users and tailoring of services to their needs and priorities, thereby enhancing the engagement and acknowledged relevance and value of DRS to the users of the service and increase the amount and reactivity of engagement together with enabling users to contribute ideas.
- Capita Symonds will ensure that the aspirations of the community are properly addressed through the Statement of Community Involvement.

- Capita Symonds will use the 'Insight' capability to tailor communication channels for different audiences.
- The 'Insight' function will be supported by specialist research, analysis and scenario planning undertaken by staff drawn from Middlesex University.
- Capita Symonds will make integrated social and demographic data and trend analyses available to the public in support of the provision of statistical information and demographic data so as to enable the development of a 'Barnet Observatory' to measure and assess the implications for service delivery of social change and economic activity.

A summary of the impact on groups with protected characteristics is presented below;

- Age – There is likely to be some compromise of information provided by older people from focus on use of online resources to obtain customer feedback. Older people less likely to use online resources. This can be mitigated by retaining a range of channels (including phone or face-to-face contact) and ensuring appropriate weighting.
- Disability – There is the possibility of impact on sub-groups of this protected characteristic from any relocation of the Planning Reception.
- Gender reassignment – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Marital status – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Pregnancy and maternity – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Race – There is likely to be some compromise of information provided by people whose first language is not English from focus on use of online resources. Can be mitigated by retaining a range of channels (including phone or face-to-face contact) for providing customer feedback and ensuring appropriate weighting.
- Religion or belief – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sex – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sexual orientation – There is unlikely to be any impact on sub-groups of this protected characteristic.

The council and Capita Symonds will continue to review the Equality impacts on Planning Services on an on-going basis.

## **2. The diversity profile of the service's customers (people from groups with protected characteristics)**

### **Current situation**



A diversity profile of external customers has not been gathered routinely by the team since the function of the service is close to universal. Information is collected in respect of the applications which are made, but not in regards to the applicants themselves and their equalities profiling. Hence, for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). The team provides a service to anyone who applies for planning & tree consents or make an enforcement type complaint and consult those who may be affected by the proposals in line with our consultation policy.

**Changes relating to customer information**

	<b>Description of potential impact</b>	<b>Likelihood of impact</b>	<b>Degree of impact</b>	<b>Actions that need to be taken to mitigate negative/ensure positive impact</b>	<b>Action owner</b>	<b>Action deadline</b>
<b>Single Customer View: 'Insight' Engine</b>	Positive Capita Symonds will provide an 'Insight' software function which allows for tailoring of service delivery through analysis of mapped data from consultations, surveys, complaints, transaction history and personal profiles. This will allow specific customer needs and priorities to be highlighted and addressed in a systematic and efficient way. This will affect all groups under the protected characteristics	Medium	Medium	Regularly utilise the Insight software and redesign the service model based on the findings and conclusions. Ensure compliance with Data Protection Act, informing customers how their data will be used. Test any new service designs with representative customer groups before large scale roll out.	Capita Symonds  Capita Symonds  Capita Symonds	Within 12 months and on-going.  Within 12 months and on-going.  Within 12 months and on-going.
<b>Single Customer</b>	Positive Capita Symonds has committed to	Medium	Low	Ensure that market analysis is conducted	Capita Symonds	Within 12 months and

<p><b>View: Customer Profiling</b></p>	<p>undertake market analysis for planning applicants to understand customer segments and neighbourhoods (demand, market price and approaches to communication). This will allow the service to engage more effectively with their customers which will lead to an improved customer experience. This will affect all groups under the protected characteristics.</p>			<p>regularly and that the service further tailors its customer engagement approach accordingly. Ensure in seeking to reduce costs through targeting communications that protected groups continue to be included.</p>	<p>Capita Symonds and Commissioning Group</p>	<p>on-going.  Within 12 months and on-going.</p>
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### 3. The experience of customers from groups with protected characteristics

#### Current situation

Based on the 2011 Residents' Perception Survey, users are much more likely to rate the Planning and Building Control services as 'good to excellent' (45%) compared to all respondents (42%). However, users are also much more likely to say the service is 'average' or 'poor to extremely poor' compared to all respondents with almost of all respondents (49%) saying they did not know.

Based on the Planning Customer Satisfaction Survey (August 2012), 58% were either 'very satisfied' or 'fairly satisfied' with the service that was received. However, almost 32% said that they were 'fairly dissatisfied' or 'very dissatisfied' with the service.

The GovMetric data (November 2012) has indicated that the Planning Permission section of the council website is very poor (e.g. planning application not available online).

#### Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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<p><b>Access Strategy: Customer Enabling ICT</b></p>	<p>Positive</p> <p>Capita Symonds commit to enhanced on-line information and providing an on-line mechanism for engagement and reporting breaches</p> <p>Capita Symonds will also encourage on-line self-service, but direct access to officers will still be retained for those who prefer, together with an extended Duty Officer service</p> <p>Capita Symonds commit to provide (retain) a choice of access channels allowing the most convenient access for customers.</p> <p>These services will enhance the on-line planning service and improve the possibility of 'self-help' functionality, ensuring an improved overall customer experience by enabling them to control their access to it. This will positively affect all groups under the protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>Medium</p>	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer engagement approach accordingly.</p> <p>Ensure an equality of information is available through all mediums and support is present at Planning Reception to assist.</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	<p>Within 12 months and ongoing.</p>
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<p><b>Access Strategy: Enhanced Engagement</b></p>	<p>Neutral                  Capita Symonds commits to facilitate developer engagement in line with Statement of Community Involvement, where early engagement between the developer and the community is encouraged                  This will ensure that such forums are responsive to its customers, consistent in approach and provide clarity of service information. This will affect all groups under the protected characteristics.</p>	<p>Medium</p>	<p>Low</p>	<p>Ensure the possibility for meaningful feedback from attendees as opposed to presentation of a fait accompli.                  Ensure facility present to enable all attendees to access and participate.</p>	<p>Capita Symonds                  Capita Symonds</p>	<p>Not Specified.                  Ideally from day 1 and on-going.</p>
<p><b>Access Strategy: Idox Online Payments &amp; Cloud Consultee</b></p>	<p>Positive/Neutral                  Capita Symonds will introduce Idox systems to provide flexible payment options and integrate with public access module (PDM SIDP p15).                  This will enable easier access to information, joined-up working and improving flexibility for future service improvements. This will affect all groups under the protected characteristics, but may have a neutral impact on those who are not IT or English literate, most notably amongst the Age or Race groups.</p>	<p>High</p>	<p>High</p>	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer engagement approach accordingly.                  Ensure other traditional methods of payment remain available (telephone, in person, cheque-via-post).</p>	<p>Capita Symonds                  Capita Symonds</p>	<p>Within 6 months and on-going.</p>
<p><b>Customer Satisfaction: Dedicated Customer</b></p>	<p>Positive                  Capita Symonds commit to forming a consolidated team to focus on providing excellent customer service,</p>	<p>High</p>	<p>Medium</p>	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer</p>	<p>Capita Symonds</p>	<p>Within 12 months and on-going</p>

<p><b>Service Team</b></p>	<p>equipped with new and enhanced systems. This will enable them to provide a high-level of first touch resolution across DRS. This will affect all groups under the protected characteristics.</p>			<p>engagement approach accordingly. Triage customers to identify their needs and ensure all information is passed on to those dealing with responses and follow up.</p>	<p>Capita Symonds</p>	
<p><b>Customer Satisfaction: Regular User Forums</b></p>	<p>Positive Capita Symonds commit to undertaking quarterly forums to brief and consult regular users on service changes, technical issues and service issues. This will enable aspects of the service to be tailored to facilitate those who use it most. This will affect all groups under the protected characteristics.  There is also potential for negative effects, requiring mitigation. There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions</p>	<p>Medium</p>	<p>Medium</p>	<p>Ensure that regular reviews are conducted and that the service further tailors its approach accordingly.  Ensure that this limited user group doesn't become the leading influence on service design and review overall profile of user groups to ensure representation of those with protected characteristics.</p>	<p>Capita Symonds  Capita Symonds</p>	<p>Within 6 months and on-going.</p>
<p><b>Customer Satisfaction:</b></p>	<p>Neutral Capita Symonds will continue to seek</p>	<p>Medium</p>	<p>Medium</p>	<p>Retain traditional survey mediums and</p>	<p>Capita Symonds</p>	<p>Within 6 months and on-going.</p>

<p><b>Continuing Online Surveys</b></p>	<p>(on-line) feedback on customer experience of the service</p> <p>This will enable aspects of the service to be tailored to respond to concerns or suggestions raised. This will affect all groups under the protected characteristics.</p> <p>There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions</p>			<p>ensure responses through all mediums are given equal weight. Explore persistent gaps in responses highlighted by the Insight function.</p> <p>Ensure representation of those with protected characteristics.</p>		
<p><b>Customer Satisfaction: Post Planning Committee Survey</b></p>	<p>Positive</p> <p>Capita Symonds will seek feedback from attendees of the planning committee. This will enable an understanding of their experience of the service</p> <p>This will enable aspects of the service to be tailored to respond to concerns or suggestions raised. This will affect all groups under the protected characteristics.</p>	<p>Low</p>	<p>Low</p>	<p>Ensure that any responses are appropriately weighted as likely to be unfairly biased in direct response to the outcome which they have just witnessed in respect of the matter which they have a particular vested interest in.</p>	<p>Capita Symonds</p>	<p>Within 6 months and on-going.</p>
<p><b>Customer Satisfaction: Monitoring</b></p>	<p>Positive</p> <p>Capita Symonds commits to monitor customer service and satisfaction with regular assessment against relevant service KPI's and Customer Service Super KPI's through:</p>	<p>High</p>	<p>Medium</p>	<p>Ensure responses through all mediums are given equal weight. Explore persistent gaps in responses highlighted by the Insight</p>	<p>Capita Symonds</p>	<p>Within 12 months and on-going.</p>

	<ul style="list-style-type: none"> <li>• Telephone monitoring.</li> <li>• Complaint monitoring.</li> <li>• Quality checks on correspondence.</li> <li>• General observations.</li> <li>• Feedback from customers.</li> <li>• Focus groups with staff and customers.</li> </ul> <p>This will enable there to be measurable standards in place for them to monitor and to periodically check with customers whether those standards are the right ones. This will affect all groups under the protected characteristics.</p>			function. Review the integrity of the responses to satisfy KPI and SKPI targets.	Commissioning Group	
<b>Other: Insight Function</b>	<p>Positive</p> <p>Capita Symonds commits to utilising the 'Insight' function to tailor service delivery through analysis of data from consultations, surveys, complaints, transaction history and personal profiles</p> <p>This will allow specific customer needs and priorities to be highlighted and addressed in a systematic and efficient way. This will affect all groups under the protected characteristics.</p>	Medium	Medium	Regularly utilise the Insight software and redesign the service model based on the findings and conclusions.  Ensure compliance with Data Protection Act (e.g. informing customers how their data will be used).	Capita Symonds  Capita Symonds	Within 12 months and on-going.
<b>Other: Life events</b>	<p>Positive</p> <p>Capita Symonds propose to use 'life</p>	High	High	Ensure that regular reviews are conducted and that	Capita Symonds	Day 1 and on-going.



	<p>events' as the stimulus for assisting the customer with other services</p> <p>This is likely to increase customer satisfaction by guiding customers through all of their potential obligations (i.e. where a customer is making a planning application they can also be put in contact with Building Control and Street Naming &amp; Numbering). This will affect all groups under the protected characteristics.</p>			<p>the service further tailors approach accordingly.</p> <p>Should consider particular needs of protected groups when designing the life events approach, to ensure life events relating to all groups are considered.</p> <p>Ensure systems are in place to guard against a conflict of interest.</p>	<p>Capita Symonds</p> <p>Commissioning Group</p>
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#### 4. The existing arrangements for monitoring and promoting equality and diversity

##### Current situation

All business units in Planning and Building Control are demand led and applications are processed in the same way for all applicants. Advice on planning applications and Land Charge searches are provided at the customer reception at Barnet House. Barnet House Reception and the customer services centres comply with the requirements of the relevant legislation including accessibility for people with visual and hearing impairments as well as physical disabilities. Telephone advice is provided by all teams.

The arrangements in place are as follows:

- Analysis and response to findings to surveys such as The Residents' Perception Survey (RPS). Similar to all services, in 2011 this service was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify Equalities related issues amongst others.



- Where applications affect certain communities, additional equalities data may be sought, a recent example being the Eruv application in Barnet.

**Changes relating to monitoring and promotion of equality and diversity**

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Equalities Training</b>	<p>Positive</p> <p>Capita Symonds commits to undertake formal equalities training to support staff</p> <p>This will help to ensure that staff deal with customers' needs accordingly and treat them with respect and understanding and make any necessary arrangements to do so. This will affect all groups under the protected characteristics.</p>	High	High	<p>Ensure all staff (including those considered to be back office/contact centre staff) are included in the training.</p> <p>Ensure that regular reviews of the training and of training requirements are conducted and that it is updated accordingly.</p>	Capita Symonds	Day 1 and on-going.
<b>Customer Satisfaction</b>	<p>Positive</p> <p>Capita Symonds commit to undertaking regular surveys, forums and monitoring processes of service users</p> <p>This will enable aspects of the service to be tailored in response to any concerns or suggestions raised. This</p>	Low - Medium	Low - Medium	<p>Surveys and forums must collect equalities information to measure performance across all customer types. Implement specific plans to address any</p>	Capita Symonds	Within 12 months of start of contract.

	will affect all groups under the protected characteristics.				significant or trending deviations from baseline data. Test any new service designs with representative customer groups.		
<b>Benchmarking</b>	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium		Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.  Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.	Council	Within 3 months and on-going thereafter.

**5. Existing known equalities issues in the service**

**Current situation**

The only issue occasionally faced which are dealt with informally are when residents are unable to access the internet or attend Planning Reception. In these circumstances, a planner or technician will visit the person's home with a copy of the plans and explain the proposal. It should be noted that these circumstances occur on a very infrequent basis.

Issues	Description of potential impact	Likelihood	Degree of	Actions that need to be	Action
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		of impact	impact	taken to mitigate negative/ensure positive impact	owner	deadline
<b>Language Barrier (on-site)</b>	<p>Neutral</p> <p>This issue relates to the ability of customers to access or understand the service and their obligations.</p> <p>Capita Symonds intends to comply with existing council policies</p> <p>This will affect all groups under the protected characteristics, but without consideration it will likely result in a negative impact on those for whom English is not a first language, most notably amongst the race group.</p>	Medium	Low	<p>Service to continue to follow council policies</p> <p>If Enforcement action is to be taken consider employing a translator (i.e. for interviews under caution).</p>	Planning Officers	Day 1 and on-going.
<b>Sensitive Applications</b>	<p>Positive</p> <p>This is a potential issue regarding the types of consultation data amassed and the manner in which it is considered in determining sensitive applications (i.e. occasionally seeking additional consultation regarding or highlighting equalities data).</p> <p>Not referred to by Capita Symonds and so no specific solution offered for dealing with sensitive applications (e.g. mosque, synagogue, religious/'free' school, eruv).</p> <p>This will affect all groups under the protected characteristics, but without consideration it will likely result in a negative impact, most notably amongst</p>	High	High	<p>Ensure additional equalities data or consultations are sought where necessary to demonstrate robust consideration.</p>	Capita Symonds and Commissioning Group	Day 1 and on-going.

	the religion or race groups.			
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## Equalities Impact Assessment of Capita Symonds' Final Tender on Transport & Regeneration

### 1. Introduction

#### Current Situation

This service oversees Highways and Transport Planning input to Barnet's Local Plan (LP), regeneration projects, major planning applications and town centre strategies, including leading directly on the transport elements of the Brent Cross Cricklewood regeneration scheme. The service also provides a lead Highways Officer at Planning & Environment and Finchley Golders Green (FGG) Area Sub Committees, and FGG Forum, undertakes work on specialist transport policy studies, and strategic transport studies and high level transport planning and transportation development control liaison with other boroughs, TfL and sub-regional partnerships.

#### Summary of the Final Tender

Capita Symonds commits to delivery of all requirements contained within the output specifications with some proposed enhancements focussed on investment in Information Technology (IT) and enabling software and processes to enhance service delivery, customer knowledge, customer engagement, improved access to services and raised satisfaction levels. Thus there will be tailored communications for different user groups, such as via social media or face-to-face meetings. In particular a Stakeholder Management Plan is proposed to ensure that there are regular and appropriate communications and consultations with all relevant T&R stakeholders, including members and developers.

It is considered that the groups with protected characteristics under equalities legislation, including age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex and sexual orientation are all unlikely to be negatively affected by Capita Symonds' proposals, and it is likely that there will be positive outcomes for these groups in time, particularly those related to age and disability as and when the Brent Cross Cricklewood Regeneration scheme public transport improvements are delivered.

### 2. The diversity profile of the service's customers (people from groups with protected characteristics)

#### Current situation

A diversity profile of external customers has not been gathered routinely by the team. The function of the service is that it is a strategic service that has daily contact with various organisations/stakeholders, such as Transport for London, but limited contact with the public (other than at council meetings) and so is close to universal. For the purposes of day-to-day decision making it assumes its customer

composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document), although improvements for certain groups, such as better accessibility for disabled people, are considered in appropriate circumstances as part of Regeneration schemes.

**Changes relating to customer information**

Single Customer View	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
	<p>Positive</p> <p>Across Highways, Capita Symonds will undertake investment in IT (Exor, GIS and real time data), web-enabled to allow enhanced engagement methods through increased potential for online self-service and so increased contact methods for dealing with highways enquiries, choice and information exchange (T&amp;R SIDP p47).</p> <p>There will be a positive impact for all groups with protected characteristics who have IT access but neutral to those without IT access (young, old, those who cannot read English).</p>	High	High	Council Client Team to monitor and ensure linkages are made with other Barnet contract dealing with customer service cluster (NSCSO).	Council	Within 6 months of commencement and on-going thereafter.
	<p>Positive</p> <p>Customer access strategy – Capita Symonds will develop a new relationship with customers to improve interaction between this contract (DRS) and the</p>	High	High	Council Client Team to monitor and ensure linkages are made with other Barnet contract dealing with customer	Council	Within 6 months of commencement and on-going

	<p>customer contract (NSCSO) to provide a seamless customer service with increased first point of contact resolution for highways enquiries (Transformation SIDP).</p> <p>There will be a positive impact for all groups with protected characteristics who have IT access but neutral to those without IT access (young, old, those who cannot read English).</p> <p>Positive</p> <p>Capita Symonds will implement a life event based customer contact management to enable groups of related services, including Highways, likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end-to-end support for all of those needs for key groupings in line with Customer Access Strategy (CS&amp;E SIDP p22).</p> <p>This will impact positively on all groups with protected characteristics.</p> <p>All the above will provide more and better options for customers and stakeholders to access the service, including real-time information. This will mean a more efficient service, and give the council a better understanding of its</p>	<p>High</p>	<p>High</p>	<p>service cluster (NSCSO).</p> <p>Client Team to devise methodology and subsequent monitoring.</p>	<p>Council</p>	<p>thereafter.</p> <p>Within 3 months of commencement and ongoing thereafter.</p>
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<p><b>Insight Engine and Customer Profiling</b></p>	<p>customers.</p>	<p>High</p>	<p>Medium</p>	<p>Client Team to monitor delivery and progress with SMP.</p>	<p>Council</p>	<p>Within 6 months of commencement and ongoing thereafter.</p>
	<p>Positive Capita Symonds will develop Stakeholder Management Plan (SMP) which will involve comprehensive review of all Barnet Stakeholders, including developers and other authorities, such as Transport for London, to identify their specific needs for service and communications, including type of communications, format and frequency (T&amp;R SIDP p11, 50, 74). This will impact positively on all groups with protected characteristics.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and to ensure all sections of the community are captured within the proposed groupings.</p>	<p>Council</p>	<p>On commencement and ongoing thereafter.</p>
	<p>Positive Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for, and quality control introduced (T&amp;R SIDP p51). This will impact positively on all groups with protected characteristics.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor delivery and ensure intelligence gathered informs SIDPs,</p>	<p>Council</p>	<p>Within 12 months of commencement and on-</p>



	<p>monitoring and reporting of equalities data. This will also allow the proactive monitoring of the demographic profile of particular customer groups (T&amp;R SIDP p49; CS&amp;E p31).</p> <p>This will impact positively on all groups with protected characteristics.</p> <p>All the above will provide more and better options for customers and stakeholders to access the service, including real-time information. This will mean a more efficient service, and give the council a better understanding of its customers.</p>			delivery of Regeneration schemes and funding priorities.	going thereafter.
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### 3. The experience of customers from groups with protected characteristics

#### Current situation

Similar to the findings in other Highways teams, based on the 2011 Residents' Perception Survey, the condition of roads and pavements is the top concern of some key portions of the population. Residents who are aged 25-34, 65+, white, Jewish and with a disability are more likely to indicate that conditions of roads and pavements is one of their top concerns. Residents who own their property out right and living in West Hendon, and Colindale, are more likely to say this is one of their top three concerns.

Personal concern for traffic, pollution and transport have all declined since 2004/05. Traffic in Barnet has been the largest cause for concern since 1995/96. In 2010/11 nearly twice as many residents were concerned about traffic than pollution, and over three times as many were concerned about transport.

The number of people concerned about litter or dirt on the streets has dropped by 9% since the 2007/08 survey and is at the lowest level of concern since data was available. The same percentages of people are concerned about Barnet's leisure centres at 10%, which is not significantly different from any figures seen since 2002/03.

21% of residents said that parking services in Barnet were good or excellent which is 9% lower than the London average and marks a 5% reduction on the response from residents recorded in 2007/08.

#### Changes relating to customer experience



Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Access Strategy</b></p>	<p>Positive</p> <p>The Capita Symonds' proposals intend to enhance service provision and options for engagement/request for these services including improved information exchange which will avoid the need in some instance for requests for service.</p> <p>Capita Symonds proposals indicate that where contact is made or is necessary the engagement is proposed to be enhanced and more inclusive (CS&amp;E SIDP p22).</p> <p>For stakeholder management, Capita Symonds will ensure that communications are regular and appropriate for all stakeholders, including developers, with a clear understanding of progress on Regeneration schemes (T&amp;R SIDP p49).</p> <p>This will impact positively on all groups with protected characteristics.</p> <p>The above will provide more and better options for customers and stakeholders to access the service.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor delivery and ensure SIDPs and funding priorities include provision for the proposed enhancements.</p>	<p>Council</p>	<p>Within 3 months of commencement and on-going thereafter.</p>

<p><b>Customer Satisfaction</b></p>	<p>This will mean a more efficient service, and give the council a better understanding of its customers and stakeholders.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure that questions are tailored to be service relevant and that feedback received is analysed and positive changes are instigated via SIDPs.</p>	<p>Council</p>	<p>On commencement and monthly thereafter.</p>
<p>Positive Capita Symonds commit to a Super KPI for monitoring customer satisfaction levels with a view to improving incremental improvements on customer satisfaction rates (Super KPI No. 5, Commitments Log). Capita Symonds guarantees that customer satisfaction measures take account of equalities data (CS&amp;E SIDP p1). Capita Symonds proposes to enhance customer satisfaction by asking service specific questions to identify service specific satisfaction levels. This will impact positively on all groups with protected characteristics.</p> <p>Positive/Neutral Capita Symonds commits to achieving improvements which result in 70%+ of users reporting (via surveys) that the changes implemented have been successful in making services more directly relevant to their needs (SKPI</p>	<p>High</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor that the surveys are conducted and the outcomes lead to positive changes. Failure in this respect will result in the initiative having a</p>	<p>Council</p>	<p>Within day one of commencement and annually thereafter.</p>

	<p>No. 5, Commitments Log)</p> <p>This will impact positively on all groups with protected characteristics, but there is a possibility that this may result in the c.30% of customers who do not think the services are more directly relevant to their needs.</p> <p>All the above will provide more and better information on customers and stakeholders for the council, and higher levels of customer satisfaction.</p>			negative impact.		
<p><b>Key Areas From Baseline</b></p>	<p>Positive/Negative</p> <p>Capita Symonds' focus on understanding the baseline customer feedback is dependent on the residents' perception survey responses which are currently not sufficient in depth to fully evaluate service users' opinions and their concerns to action appropriately.</p> <p>This will positively impact on all groups with protected characteristics as the proposals, in being formulated to be output and service relevant, will provide greater intelligence on particular service users' needs and concerns, including understanding of why certain locations, religious groups or ages have particular concerns enabling a tailored response to the community.</p> <p>This should have a positive impact on</p>	High	High	<p>Client Team to monitor that the surveys are conducted and the outcomes lead to positive changes.</p> <p>Failure in this respect will result in the initiative having a negative impact.</p>	Council	<p>Within 12 months of commencement and annually thereafter.</p>

	<p>all sectors of the community including the protected characteristic groups provided that the methods used and access provided to allow feedback caters for the needs of all sectors of the community. However, this could also become negative if service users who participate do not see that their views are being taken on board and lead to improvements.</p>				
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**4. The existing arrangements for monitoring and promoting equality and diversity**

**Current situation**

The Highways service strives to promote equality through the following means:

- Analysis and response to findings to surveys such as The Residents' Perception Survey (RPS). In 2011, the team along with each directorate was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify equalities related issues that need to be addressed.
- Events with specific communities when and where relevant to discuss issues such as regeneration schemes or major planning applications.
- Subscription to external survey monitoring such as the National Highways and Public Transport Satisfaction Survey with results localised to borough level.

**Changes relating to monitoring and promotion of equality and diversity**

Arrangements	Description of potential impact	Likelihood	Degree of	Actions that need to	Action
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		of impact	Impact	be taken to mitigate negative/ensure positive impact	owner	deadline
<b>Residents Perception</b>	<p>Positive</p> <p>The Capita Symonds proposals will collectively supersede and improve on the current methodology of data gathering and the introduction of SKPI No. 5 is intended to improve customer perception in relation to service improvements.</p> <p>The above will give the council a better understanding of its customers' perceptions and improve performance and service efficiency by allowing resources to be directed to particular areas to improve perceptions.</p> <p>This will impact all groups with protected characteristics.</p>	High	High	Client Team to monitor that the surveys are conducted and the outcomes lead to positive changes. Failure in this respect will result in the initiative having a negative impact.	Council	On commencement and monthly thereafter.
<b>EIA</b>	<p>Neutral</p> <p>The proposals indicate compliance with the council's EIA requirements but lack detail in how this would proactively be achieved (CS&amp;E SIDP p31).</p>	High	High	Client Team to monitor and delivery will lead to positive impact.	Council	On commencement and on-going.
<b>Complaints</b>	<p>Positive</p> <p>The proposed Capita Symonds processes and systems designed to analyse complaints and advice on requirements for action will inform future SIDPs and result in greater degree of satisfaction (CS&amp;E SIDP</p>	High	High	Client Team to monitor and delivery will lead to positive impact.	Council	Within 9 months and annually thereafter.

<b>Event Specific</b>	<p>p14). This will impact all groups with protected characteristics.</p> <p>Neutral for all groups</p> <p>Capita Symonds has committed to delivery of output specifications which allows for such consultation which is determined through agreement with the council as part of its agreed work programme. The recommendations that ensue from any such engagement will automatically include demographic analysis.</p>	Medium	Medium	Client Team to ensure that consultation takes place as required to satisfy the PSED and will monitor implementation and consideration of matters raised during the consultation process.	Council	On commencement subject to agreed work programme and on-going.
<b>Benchmarking</b>	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	Council	Within 3 months and on-going thereafter.

## 5. Existing known equalities issues in the service

### Current situation

Three issues are identified as follows:

- In highways a specific and deliberate programme of regular engagement and interaction with the customer base for feedback was designed but not implemented. This would provide that essential intelligence required to shape and deliver services in a responsive manner to different sections of the community.
- A staff residents' panel was set up by the Strategy and Performance function aimed at tapping into local community issues and perceptions of the service via staff resident in the borough. This needs to be resurrected to ensure intelligence is utilised to improve our service and respond to customers.
- There are a number of schemes within Barnet Regeneration Schemes, particularly BXC, where particular user groups, such as young people, the elderly and disabled people will positively benefit. These include improvements to public transport facilities and services, such as step-free access improvements and new bus services and passenger facilities, some of the key elements of which are the responsibility of LB Barnet to deliver, and which are outside the current expertise of the service. The council is requiring Capita Symonds to assist in providing such expertise, as set out in the output specification.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Customer Satisfaction and service specific engagement</b>	Positive Capita Symonds' proposal with regard to regular engagement and interaction with the customer (CS&E SIDP). This will ensure that regular customer feedback is received to help inform future service design. This will impact all groups with protected characteristics.	High	High	Client team to monitor and participate.	Council	Within 6 months and on-going thereafter.
<b>Public</b>	Positive	High	High	Client team to oversee	Capita	On-going



<p><b>transport improvements at BXC</b></p>	<p>Capita Symonds have committed to help deliver these key public transport improvement elements of the BXC Regeneration Scheme (T&amp;R SIDP p10, 19). This impacts all groups with protected characteristics who use public transport.</p>			<p>and direct overall Regeneration Scheme.</p>	<p>Symonds</p>	<p>from day 1 for life of the contract (or until BXC is fully implemented).</p>
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## Equalities Impact Assessment of Capita Symonds’ Final Tender on Hendon Cemetery and Crematorium

### 1. Introduction

#### Current Situation

Hendon Cemetery and Crematorium (HCC) is the only council-owned facility of its type within the borough. The grounds comprise some 40 acres of well-tended gardens. The cemetery is multi-denominational, and part of the site is leased to the Greek Orthodox Church for burials. There is only potential for another 6 years burial income, although the council could implement a policy to reclaim graves in the future. The council has awarded a contract for the replacement of the current cremators and installation of mercury abatement equipment as required by statute. The primary functions for the service are as follows:

- Management and operation of Hendon Cemetery and Crematorium services.
- Burial services.
- Cremation services.
- Purchase and resale of funeral related items.
- Cemetery grounds maintenance.
- Memorial management.

#### Summary of the Final Tender



Capita Symonds' solution for Hendon Cemetery and Crematorium includes the following features:

- Commitment that all work will be completed on-site and this includes the storage of all machinery and equipment which will continue to enable maximised service flexibility and responsiveness to customer requests and needs.
- Assurance that the existing service team structure will remain unchanged from the current establishment providing continuity of service in the short term to medium term of the contract.
- Investment in the infrastructure, facilities, the built environment and in technology and these will be the main enablers to service improvement and efficiency and should ensure compliance of all relevant legislation and council policies.
- Introduction of BACAS (Burial and Cremation Administration System) into the bereavement service office, which will improve administration, customer responsiveness, reporting and service level/business monitoring.
- Undertaking customer and stakeholder consultation which will support business development and service improvements by assisting in the identification of customer feedback.
- Commitment of £30,000 to pursue 'benchmarking' activities and 'milestones' to achieve ISO 9001, Green Flag and Gold Standard for Charter for the bereaved which guarantees bereavement related customer rights.
- Commitment to developing online services and systems such as live streaming of the funeral/chapel service and remotely viewing the book of remembrance, which will provide options other than personal attendance.

#### **A summary of the impact on groups with protected characteristics**

- Age – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Disability – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Gender reassignment – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Marital status – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Race – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Religion or belief – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sex – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sexual orientation – There is unlikely to be any impact on sub-groups of this protected characteristic.

The council and Capita Symonds will continue to review the Equality impacts on HCC Services on an on-going basis.

**2. The diversity profile of the service’s customers (people from groups with protected characteristics)**

**Current situation**

No formal surveys have been conducted specifically for Hendon Cemetery and Crematorium in recent years. In addition, all management and office functions are paper-based and this is not conducive to information gathering or processing. A survey in early 2013 has been carried out with the intention of identifying feedback on current service provision from funeral directors and from other service users (the bereaved), the results of which are currently being collated.

However, as a result of feedback from comments and the low level of complaints received in the bereavement service office, Hendon Cemetery & Crematorium provides a good standard of service delivery. However the types of service offered are limited and often require work to be outsourced to a third party provider such as a memorial stone mason or funeral director, rather than provided in-house.

**Changes relating to customer information**

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Single customer view, ‘insight’ engine and customer profiling.</b></p>	<p>Positive Capita Symonds intends to complete regular surveys of users of the service including visitors and set-up a ‘User Forum’ and a ‘Friends Group’. This will ensure citizen, funeral director and customer views are taken into consideration when making strategic decisions. This will have a positive impact on all groups with protected characteristics.</p>	<p>High</p>	<p>Medium</p>	<p>Ensure there is a clear plan to implement surveys, including how often and how information will be used, decisions made, by whom and how action will be implemented with milestones of success criteria.</p>	<p>Capita Symonds</p>	<p>Prior to contract go live</p>

### 3. The experience of customers from groups with protected characteristics

#### Current situation

No formal surveys have been conducted specifically for Hendon Cemetery and Crematorium in recent years, and the borough-wide demographic data is relevant given the universal nature of the service offered. A survey in early 2013 has been carried out with the intention of identifying feedback on current service provision from funeral directors and from other service users (the bereaved), the results of which are currently being collated.

Anecdotally, from feedback, comments and low levels of complaints received in the bereavement service office, Hendon Cemetery & Crematorium provides a good standard of service delivery. However, the types of services offered are limited and often require work to be outsourced to a third-party provider such as a memorial stone mason or funeral director.

Comments are received from third parties such as funeral directors and the clergy and this feedback is used to design future service provision, therefore meeting their needs as key stakeholders and that of the bereaved as our primary stakeholder.

#### Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access strategy	Positive Capita Symonds will develop internet/web based technology to improve access to services and improve convenience for our stakeholders including the bereaved, customers and funeral directors. This will ensure citizen, funeral director and customer views are taken into consideration when making strategic	High	Low	Capita Symonds to maintain existing mediums of communication with the council and ensure EIA reviews prior to any changes.	Capita Symonds	From month one and on-going thereafter.

<p><b>Customer Satisfaction</b></p>	<p>decisions. This will have a positive impact on all groups with protected characteristics.  There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.  Positive Capita Symonds have committed to investing in improving facilities to ensure they comply with all relevant legislation.  This will ensure that citizens and customers will have access to standard facilities as required by legislation.  This will have a positive impact on all groups with protected characteristics, particularly for those with disabilities.</p>	<p>High</p>	<p>Medium</p>	<p>Capita Symonds to invest in the facilities within the first three years of the contract.</p>	<p>Capita Symonds and Council Commissioning Group.</p>	<p>Within the first three years of the contract.</p>	<p>Prior to contract go live.</p>
	<p>Positive The service provider intends to complete regular surveys of users of the service including visitors and set up a 'User Forum' and a 'Friends Group'.</p>	<p>High</p>	<p>Medium</p>	<p>Ensure there is a clear plan to implement surveys and how information will be used, decisions made and</p>	<p>Capita Symonds and Council Commissioning</p>		

<p><b>Service Improvements</b></p>	<p>This will ensure citizen, funeral director and customer satisfaction levels are taken in to consideration when making strategic decisions.</p> <p>This will have a positive impact on all groups with protected characteristics.</p> <p>Positive</p> <p>Capita Symonds will invest in an electronic management system such as BACAS (Burial and Cremation Administration System) within the bereavement service office.</p> <p>This will speed up response times to customer enquiries by reducing the need for visitors to attend the office in person as information can be provided more rapidly using the telephone or website. The system will also increase business and service efficiency.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	<p>High</p>	<p>High</p>	<p>None</p>	<p>Group.</p>	<p>Within twelve months of contract commencement.</p>
<p><b>Funeral provision for religious / faith groups</b></p>	<p>Positive</p> <p>Capita Symonds will ensure that arrangements are in place for close communication with funeral directors and clergy so that all aspects of the funeral service can proceed smoothly, in line with customer expectation and in a dignified manner.</p>	<p>High</p>	<p>Medium</p>	<p>None</p>		<p>From month one and on-going thereafter.</p>

	<p>This will ensure citizen, funeral director and religious customs are taken in to consideration when making strategic decisions concerning funeral provision.</p> <p>This will have a positive impact on all groups with protected characteristics, notably across different faith and ethnic groups.</p>				
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#### 4. The existing arrangements for monitoring and promoting equality and diversity

##### Current situation

Hendon Cemetery and Crematorium (HCC) provides funeral related services to all sections of the community as a paid for service. In addition to a multi-denominational grave area, Hendon provides a specific section of the cemetery for Muslim burials, which is set out to their own specific requirements; in particular, all graves are prepared facing South East (towards Mecca), the grave is prepared at very short notice and to a single grave depth. Hendon also has two sections designated for Greek Orthodox burials and a separate section for Japanese residents.

Furthermore, all chapels are non-secular permitting temporary religious symbols to be placed in each chapel and then removed if necessary after the funeral. Finally, chapels can be booked to support cultural custom and practices such as viewing and washing of the body pre-cremation, witnessing of the charging of the coffin (placing into the cremator), and back-filling of the grave (witness burial).

HCC team members are also required to be flexible in meeting the needs of the bereaved and to support the funeral director in all funeral related matters and this includes preparing chapels and grave areas to meet religious or cultural needs.

Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.

##### Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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<p><b>Training and Policy</b></p>	<p>Positive Capita Symonds state that all staff will have an individual training and development plan and health and safety and equalities training will be provided. This will improve staff and service understanding of their responsibilities in these areas and improve the customer experience. This will have a positive impact on all groups with protected characteristics.</p>	<p>High</p>	<p>Low</p>	<p>Capita Symonds should review this in respect of bereavement services and accredited training provided by the Institute of Cemetery and Crematorium Management (ICCM).</p>	<p>Capita Symonds</p>	<p>Within 12 month of commencement of contract.</p>
<p><b>Community Groups</b></p>	<p>Positive Capita Symonds has undertaken to set up a Friends of Hendon Cemetery Group and will consult with conservation, historical and heritage groups to conserve and enhance the facility and landscape, and to manage the natural wildlife and fauna, ensuring Hendon remains a central feature of the community. This will ensure that citizens will have input in to strategic plans and ensure Hendon Cemetery and Crematorium continue to be and be seen to be a valuable community resource, protecting the environment and linking with wider Council objectives. This will have a positive impact on all groups with protected characteristics.</p>	<p>High</p>	<p>Medium</p>	<p>Capita Symonds to consult with relevant groups, stakeholders and council officers to ensure effective consultation takes place.</p>	<p>Capita Symonds and Council Commissioning Group.</p>	<p>From month one and ongoing thereafter.</p>



<b>Benchmarking</b>	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.  Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.	Council	Within 3 months and on-going thereafter.
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**5. Existing known equalities issues in the service**

**Current situation**

The main equality issues include access to the bereavement service office as this currently requires step access. Large print and brail print literature for those with visual impairment and this includes hymn books in chapel. Although toilet facilities for wheel chair access are provided at the cemetery and crematorium chapels, due to their limited number (two public toilets only) toilet facilities are insufficient for the large numbers of users and this includes public toilets located at the main bereavement service office. Also, enhanced listening facilities for the hard of hearing needs to be improved as does staff training and awareness in the bereavement office and at the chapel.

In the future, it would also be beneficial to address the following:

- Permanent religious or cultural memorials to respect those sections of the community e.g. Lord Shiva for Hindu funerals.
- Burial and cremation plots for younger members of society such as children's graves.
- Although the council employs the service of a translation service, this is not widely known about and could be promoted including training provided where necessary.



- Training on equalities, customer service, and religious & cultural practices of various religions.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Physical Access to Bereavement Service Office</b></p>	<p>Positive</p> <p>Capita Symonds has committed to developing facilities to meet DDA requirements.</p> <p>This means that the Hendon Cemetery and Crematorium facility will be able to be accessed by all members of society without restriction.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	<p>High</p>	<p>Medium</p>	<p>Capita Symonds to liaise with Council Commissioning Group to ensure EIA review prior to any changes.</p>	<p>Capita Symonds and Council Commissioning Group</p>	<p>From month one and on-going thereafter.</p>
<p><b>Printed Documentation</b></p>	<p>Neutral</p> <p>Capita Symonds has not provided any comment on introducing printed text to meet the needs of the visually impaired such as hymn books, leaflets and brochures.</p> <p>This means that not all citizens or customers are able to have access to information contained in written documentation.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	<p>Low</p>	<p>Medium</p>	<p>Council Commissioning Group to highlight to Capita Symonds the need for a resolution.</p>	<p>Capita Symonds and the Council Commissioning Group</p>	<p>Prior to contract go live</p>

APPENDIX B

<p><b>Public Toilets</b></p>	<p>Neutral</p> <p>Although Capita Symonds have committed to investment in developing facilities to improve the customer experience, no formal statement has been provided to improve upon the limited number or location of toilets.</p> <p>This means that at times of high demand, facilities will be insufficient in number to meet needs.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	<p>Low</p>	<p>Low</p>	<p>Council Commissioning Group to highlight to Capita Symonds the need for a resolution.</p>	<p>Capita Symonds and the Council Commission Group</p>	<p>Prior to contract go live.</p>
<p><b>Facilities for the Hard of Hearing</b></p>	<p>Neutral</p> <p>Although Capita Symonds has committed to providing more digital media facilities, no commitments have been provided concerning how to improve accessibility and communication to the service for the hard of hearing.</p> <p>This means that not all citizens or customers are able to have access to information provided in an audible format where no other option is available e.g. printed text over the telephone.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	<p>Low</p>	<p>Low</p>	<p>Council Commissioning Group to highlight to Capita Symonds the need for a resolution.</p>	<p>Capita Symonds and the Council Commission Group</p>	<p>Prior to contract go live.</p>
<p><b>Diversity of Cemetery</b></p>	<p>Neutral</p>	<p>Low</p>	<p>Low</p>	<p>Council Commissioning Group to highlight to</p>	<p>Capita Symonds</p>	<p>Prior to contract go</p>

APPENDIX B

<p><b>plots</b></p>	<p>Although Capita Symonds have made an aspirational declaration to develop a new natural/woodland burial site, they have not made any comment on other forms of grave types/memorialisation such as a children’s burial section. This means that the bereaved will have reduced choice at Hendon as to the type and location of a final resting place. This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>			<p>Capita Symonds the need for a resolution.</p>	<p>and the Council Commission Group</p>	<p>live</p>
<p><b>Language/ Translation services</b></p>	<p>Neutral Although Capita Symonds has committed to providing more digital media facilities, no commitments have been provided concerning how to improve accessibility and communication to the service for those to who English is not their natural language. This means that not all citizens or customers are able to have access to information contained in written documentation or provided verbally. This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	<p>Low</p>	<p>Low</p>	<p>Council Commissioning Group to highlight to Capita Symonds the need for a resolution.</p>	<p>Capita Symonds and the Council Commission Group</p>	<p>Prior to contract go live</p>
<p><b>Staff training on Diversity and Equality</b></p>	<p>Positive Capita Symonds has committed to</p>	<p>High</p>	<p>Medium</p>	<p>Capita Symonds should review this in respect of bereavement services</p>	<p>Capita Symonds</p>	<p>Within 12 month of commencement</p>

	<p>provide staff training on Equalities. This will improve staff and service understanding of their responsibilities in this area and improve the customer experience. This will have a positive impact on all groups with protected characteristics.</p>			and accredited training provided by the Institute of Cemetery and Crematorium Management (ICCM).	ent of contract and on-going.
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## Equalities Impact Assessment of Capita Symonds' Final Tender on Land Charges

### 1. Introduction

#### Current Situation

This function currently forms part of the Planning (Development Management) service. The Land Charges team receives search requests either by post or electronically via National Land and Information Service (at a slightly discounted rate). The team undertake full (legal, land and property) searches or lighter personal searches which became far more prominent with the introduction of Home Information Packs (HIPs) together with commercial firms offering HIPs searches.

Since the recession and the abandonment of Home Information Packs the number of searches has dropped significantly for the team. Additionally, tighter EU regulation on the cost of searches may result in reduced income. There is also pressure from the private sector to be able to access land data free of charge. Performance is monitored through 'turnaround time', from receipt of a search request to completion of the request.

#### Summary of the Final Tender

The proposals in the bid from Capita Symonds will help the Land Charges team to fulfil its equalities duties to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Investing in upgrading ICT, improving bandwidth, introducing a web-portal for customers to log in to in order to access Land Charges.
- Conducting additional surveys to gather more customer feedback that will inform future service delivery models.
- Providing an analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Fully supporting the council's commitment to equality by ensuring staff deal with customers' needs accordingly; delivering services that reflect and respond to diverse population; flex service to cater for increases in diversity over the life of the service contract.
- Make use of 'Insight' capability and system (a tool to record and analyse customer profile) to tailor communication channels for different audiences.
- Investing in enhancing customer insight to tailor communication channels for different audiences.
- Conducting demographic profiling at ward level.
- Conducting specialist research, analysis and scenario planning, from Middlesex University.
- Implementing an integrated social and demographic data and trend analysis which will be made available in a public facing GIS for provision of statistical information and demographic data (CES p30).

A summary of the impact on sub -groups with protected characteristics is presented below;

- Age – There is unlikely to be any impact.
- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact.

- Pregnancy and maternity – There is unlikely to be any impact.
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

The council and Capita Symonds will continue to review the Equality impacts on Land Charges Services on an on-going basis.

## 2. The diversity profile of the service’s customers (people from groups with protected characteristics)

### Current situation

The majority of search requests are made by solicitors on behalf of clients, and as such information on the diversity of customers is not collected at source. As the service is universally available to all residents, the service relies on borough wide information available through sources such as the census, which shows that the borough has become more diverse during the last decade as set out in the introduction to this document.

### Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Single customer view</b>	Positive Capita Symonds will tailor services to customer through analysis of data from consultations, surveys, complaints, transaction history and personal profiles via single view data. This will help to ensure that customers will receive more bespoke services that	Medium	Medium	Ensure regular surveys, consultations, to draw out key recommendations to improve the service model. Ensure compliance with Data Protection Act (e.g. informing	Capita Symonds	Bi-annually.

	<p>meet their needs. If it is found some customers are from groups with protected characteristics, this will have an impact.</p> <p>There is potential for a negative impact, as community engagement or surveys may not reach all groups, particularly those with disabilities, non-English speakers or parents.</p>			<p>customers how their data will be used).</p> <p>Review to ensure representation of those with protected characteristics in surveys and events.</p>	
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### 3. The experience of customers from groups with protected characteristics

#### Current situation

Results from the Local Land Charges Customer Satisfaction Survey (November 2012), showed that 57% of customers were ‘very satisfied’ with the service while 43% were ‘fairly satisfied’.

#### Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Introduction of online search facility</b>	<p>Positive</p> <p>Capita Symonds will allow customers to access the service online. This will enable customers who are not solicitors to have access to Land Charges data more easily</p> <p>This will have a positive impact on</p>	High	Medium	<p>Ensure new service can be tailored to customers from groups with protected characteristics.</p> <p>Ensure provision on non-electronic service</p>	Capita Symonds	From introduction of electronic search provision and ongoing through life of the contract.

<p><b>Life events</b></p>	<p>groups with protected characteristics who wish to use the service. The existing paper-based channel are to be maintained for those customers who do not wish to transact in this way, and any future proposal to remove an access channel would be subject to an EIA prior to decision.</p> <p>This will potentially impact on all groups with protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>is maintained to allow accessibility from all customer groups. Council's Commissioning Group to review and ensure changes are subject to an EIA.</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>
<p>Positive</p> <p>Capita Symonds has proposed to use life events approach to assist the customer, and likely to increase customer satisfaction</p> <ul style="list-style-type: none"> <li>• A customer seeking a land charge search for a business will be informed about licensing, training.</li> <li>• A customer making a planning application will be put in contact with Building Control, Street Naming and Numbering.</li> </ul>	<p>High</p>	<p>High</p>	<p>Ensure regular surveys, consultations, to draw out key recommendations to improve the service model.</p> <p>Should consider particular needs of protected groups when designing the life events approach, to ensure life events relating to all groups</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>	



	This will benefit the end user based on the search requested which will have a positive impact on all groups with protected characteristics.			are considered.	
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#### 4. The existing arrangements for monitoring and promoting equality and diversity

##### Current situation

Equalities issues for Land Charges are dealt with as part of the Council's general arrangements for meeting its equalities duties. This will include consideration of equalities issues as part of the council's budget and business planning process when fees and charges are set.

##### Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Training and policy</b>	Positive Capita Symonds has committed to undertake formal equalities training of support staff.  This will benefit staff and customers from all groups with protected characteristics because staff will be better equipped to adjust service provision to meet need.	High	High	Ensure all staff, including those considered to be back office/contact centre staff are included in the training.	Capita Symonds	Day 1 and ongoing.
<b>Benchmarking</b>	Positive There are proposals for benchmarking	High	Medium	Client team and Capita Symonds will	Council	Within 3 months and

	with comparable organisations and available benchmarking information to compare and inform current and future service provision			review the results of benchmarking exercises to inform improvements in service provision and customer perception.  Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.		on-going thereafter.
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**5. Existing known equalities issues in the service**

**Current situation**

Land Charges is a demand led service and all requests for searches are processed in the same way. Advice is available at the customer reception at Barnet House if required; nearly all users of the service are solicitors. Barnet House Reception and the customer services centres comply with the requirements of the relevant legislation including accessibility for people with visual and hearing impairments as well as physical disabilities. Telephone advice is provided by the Land Charges team.

The service currently has the following arrangements in place:

- There is a translation service available.
- All correspondence is on national forms that are available only from solicitors.
- All forms are legal documents and are worded appropriately.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure	Action owner	Action deadline
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<p><b>Maintaining accessibility when fully electronic</b></p>	<p>Neutral Capita Symonds has proposed to maintain the non-electronic system and hence there is no impact. Members of the public, including those from protected groups may need support from the team when accessing information held by the service.</p>	<p>Medium</p>	<p>High</p>	<p><b>positive impact</b> Consideration should be given to needs of protected groups when decisions are made regarding the location and structure of the team.</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>
<p><b>Language barrier</b></p>	<p>Neutral Capita Symonds has not proposed anything beyond what is currently provided that will address the potential language barrier. No impact. Although purely solicitors request for searches, theoretically non-solicitors could request for searches to be done. If so, those customers who are not able to speak/understand English properly may experience difficulty in accessing the service.</p>	<p>Low</p>	<p>Low</p>	<p>If necessary employ translation services.</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>

## Equalities Impact Assessment of Capita Symonds' Final Tender on Building Control

### 1. Introduction

#### Current Situation

Building Control performs an important statutory surveying, enforcement and control function. Whilst the council competes with the private sector for some business, it fulfils the role of the default body, which is required to take on any and all work. The council's Building

Control fees are relatively high, but the service concentrates on good service rather than being reliant on lowest cost. Primary functions for the service are as follows:

- Administering the Building Regulations (Building Control).
- Dangerous Structure Inspections (including an out-of-hours service).
- Servicing of Demolition Notices and associated site inspections.
- Street Naming and Numbering (including Fire Brigade and Royal Mail liaison).
- Structural design and advice for the council.

### Summary of the Final Tender

- Capita Symonds will conduct additional surveys that will further help understand customer feedback and requirements which can inform future service delivery models.
- Capita Symonds will invest in upgrading ICT, improving bandwidth and introducing Submit-A-Plan which is the market leading software to enable online applications.
- Capita Symonds will provide an analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Capita Symonds will fully support the council's commitment to equality by ensuring staff deal with customers' needs accordingly; delivering services that reflect and respond to a diverse population; flex service to cater for increases in diversity over the life of the partnership.
- Capita Symonds will use insight capability (a tool to record and analyse customer profile) to tailor communication channels for different audiences.
- Capita Symonds will carry out demographic profiling at ward level.
- Capita Symonds will conduct specialist research, analysis and scenario planning, from Middlesex University.
- Capita Symonds will implement an integrated social and demographic data and trend analysis made available in a public facing GIS for provision of statistical information and demographic data.

A summary of the impact on groups with protected characteristics is presented below;

- Age – There is unlikely to be any impact on sub-groups of this protected characteristic.

- Disability – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Gender reassignment – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Marital status – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Pregnancy and maternity – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Race – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Religion or belief – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sex – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sexual orientation – There is unlikely to be any impact on sub-groups of this protected characteristic.

The council and Capita Symonds will continue to review the Equality impacts on Building Control Services on an on-going basis.

## 2. The diversity profile of the service’s customers (people from groups with protected characteristics)

### Current situation

A diversity profile of external customers has not been gathered routinely by the team due to complaints from customers surveyed in the past regarding equalities questions. This has led to customer satisfaction surveys being carried out without the inclusion of equalities questions. Customers of Building Control are primarily builders or architects; very rarely does an application come direct from the home owner. Therefore often the same builders/architects are surveyed again and again. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). The team provides a service to anyone who makes a building regulation application. If any works being monitored are solely for the use of a disabled person, confirmed by a 'blue badge', the service is offered at no charge.

### Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure	Action owner	Action deadline
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<p><b>Single customer view</b></p>	<p>Positive                      Capita Symonds will be tailoring services to customers through analysis of data from consultations, surveys, complaints, transaction history and personal profiles via single view data.                      This will help to ensure that customers will receive a more bespoke service that meets their needs. This will impact all groups with protected characteristics assuming that those groups will be participating in the surveys.                      There is potential for a negative impact, as community engagement or surveys may not reach all groups, particularly those with disabilities, non-English speakers or parents.</p>	<p>Medium</p>	<p>Medium</p>	<p><b>positive impact</b>                      Ensure regular surveys, consultations particularly with those with protected characteristics to draw out key recommendations to improve the service model.                      Ensure compliance with the Data Protection Act (e.g. informing customers how their data will be used).                      Review to ensure representation of those with protected characteristics in surveys and events.</p>	<p>Capita Symonds</p>	<p>Annually.</p>
<p><b>Single customer view</b></p>	<p>Positive                      Capita Symonds will profile level of complaints for BC activities against different population groups.                      This will potentially refine service communication and customer expectation to reduce cost of operating service and tailor service provision to meet customer requirement which will be a positive benefit to customers from</p>	<p>Medium</p>	<p>Low</p>	<p>Ensure in targeting communications to reduce costs protected groups continue to be included.</p>	<p>Capita Symonds</p>	<p>Annually.</p>

	all groups with protected characteristics.				
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### 3. The experience of customers from groups with protected characteristics

#### Current situation

Based on the 2011 Residents' Perception Survey, users are much more likely to rate the Planning and Building Control services as 'good to excellent' (45%) compared to all respondents (42%). However, users are also much more likely to say the service is 'average' or 'poor' to 'extremely poor' compared to all respondents with almost of all respondents (49%) saying they did not know.

Based on the Planning Customer Satisfaction Survey (October 2012), almost 86% were either 'very satisfied' or 'fairly satisfied' with the overall service that was received. However, 7% said that they were 'fairly dissatisfied' with the service.

#### Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Provision of online application facility</b>	<p>Positive</p> <p>Capita Symonds will introduce a submit-a-plan, which allows customers to make electronic applications.</p> <p>This will have a positive impact on all groups with protected characteristics who wish to use the service. The existing paper-based channel will be maintained for those customers who do not wish to transact in this way, and any future proposal to remove an access channel would be subject to an EIA prior to decision.</p> <p>This may potentially impact on all</p>	High	High	<p>Ensure new service can be tailored to customers from protected groups with protected characteristics.</p> <p>Ensure provision of non-electronic service is maintained to allow accessibility from all customer groups.</p> <p>Council's Commissioning Group to review and ensure changes are</p>	Capita Symonds	From introduction of submit-a-plan and ongoing.



<p><b>Life events</b></p>	<p>groups with protected characteristics. There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>subject to an EIA.</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>
	<p>Positive</p> <p>Capita Symonds proposes to use life events approach to assist the customer, likely to increase customer satisfaction. A customer seeking building control advice for a business will be informed about licensing, training.</p> <p>A customer making a building regulation application will be put in contact with Planning, Street Naming &amp; Numbering.</p> <p>This will have a positive impact on people from groups with protected characteristics as it will allow them to receive a more comprehensive service.</p>	<p>High</p>	<p>High</p>	<p>Ensure regular surveys and consultations to draw out key recommendations to improve the service model.</p> <p>Should consider particular needs to protected groups when designing the life events approach, to ensure life events relating to all groups are considered.</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>

**4. The existing arrangements for monitoring and promoting equality and diversity**  
**Current situation**



All business units in Planning and Building Control are demand led and applications are processed in the same way for all applicants. Advice on planning applications and Land Charge searches is provided at the customer reception at Barnet House. Barnet House reception and the customer services centres comply with the requirements of the relevant legislation including accessibility for people visual and hearing impairments as well as physical disabilities. Telephone advice is provided by all teams.

The service currently has the following arrangements in place:

- There is a translation service available but has never been used.
- All letter correspondence have been reviewed and revised to be more user friendly.
- All forms are legal documents and are worded appropriately.

**Changes relating to monitoring and promotion of equality and diversity**

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Training and policy</b>	Positive Capita Symonds have committed to undertake formal equalities training to support staff. This will benefit staff and customers from all groups with protected characteristics because staff will be better equipped to adjust service provision to meet need.	High	High	Ensure all staff, including those considered to be back office/contact centre staff are included in the training.	Capita Symonds	Day 1 and ongoing.
<b>Benchmarking</b>	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in	Council	Within 3 months and on-going thereafter.

					service provision and customer perception.  Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.	
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**5. Existing known equalities issues in the service**

**Current situation**

The main issue within Building Control is communications with builders on-site. The head builder/manager is normally able to communicate in English effectively. However, when the head builder/manager is not around, communicating with builders whose English tends to be a second language becomes an issue.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Language barrier on site</b></p>	<p>Neutral</p> <p>This issue relates to the ability of customers to access or understand the service and their obligations.</p> <p>Not referred to by Capita Symonds and so no solution offered other than</p>	Medium	Low	<p>Surveyors to continue to work in accordance with council policies.</p> <p>If enforcement action is to be taken employ a translator.</p>	Surveyors	Day 1 and ongoing.

	<p>complying with existing council policies</p> <p>This will affect all groups under the protected characteristics, but without consideration it will likely result in a negative impact on those for whom English is not a first (or spoken) language, most notably amongst the race group.</p>			<p>Officers to continue to work following council policies.</p> <p>If Enforcement action is to be taken consider employing a translator (i.e. for interviews under caution).</p>	
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## Equalities Impact Assessment of Capita Symonds' Final Tender on DRS Regeneration

### 1. Introduction

#### Current Situation

The service works in partnership with developers to deliver the economic and social benefits of protection, enhancement and growth in the borough and is responsible for:

- The delivery and project management of regeneration priority estates (client-side management, not delivery); Brent Cross Cricklewood redevelopment and affordable housing.
- The enterprise and skills initiative (addressing poverty, unemployment) including the use of Section 106 contributions from developers.
- Developing partnerships with private developers for the development of new homes and Registered Social Landlords for the delivery and management of affordable housing schemes.

Primary functions of the service are as follows:

- The delivery and project management of regeneration priority estates.
- Partnerships with private developers for the delivery of new homes and management of affordable housing.
- Major Projects delivery on: Brent Cross Cricklewood, Grahame Park, West Hendon, Stonegrove Spur Road, Dollis Valley, Granville Road, Mill Hill East, Skills and Enterprise.
- Developing innovative approaches to regeneration and council funding.

- Working closely with the GLA in delivering affordable housing in accordance with the borough Investment Plan and requirements of the London Plan.
- To development partnerships with Housing Associations (Registered Providers) that own and manage properties in Barnet.
- Assess the performance of Registered Providers in the development and management of affordable homes working in partnership to address any shortcomings identified
- Establishment and management of Town Centre Business Forums in relation to the economic growth agenda, and acting as a contact point/gateway for business and enterprise.

**Summary of the Final Tender**

The proposals in the bid will help the service to fulfil its equalities duties to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Providing new IT equipment and staff training.
- Compliance with the council’s Equality policies in all their interactions with customers.
- Investment in an Insight function for different customer groups (but not individuals). This will provide extra data on types of customers, types of residents and customer groupings.
- Recognition and intent to support the growing diversity of the borough by using Insight Function to provide data about the changing nature of the borough over time.

A summary of the impact on sub-groups within each protected characteristics is presented below:

- Age – There is unlikely to be any impact.
- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.

- Marital status – There is unlikely to be any impact.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact.
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex and sexual orientation – There is unlikely to be any impact.

The council and Capita Symonds will continue to review the Equality impacts on DRS Services on an on-going basis.

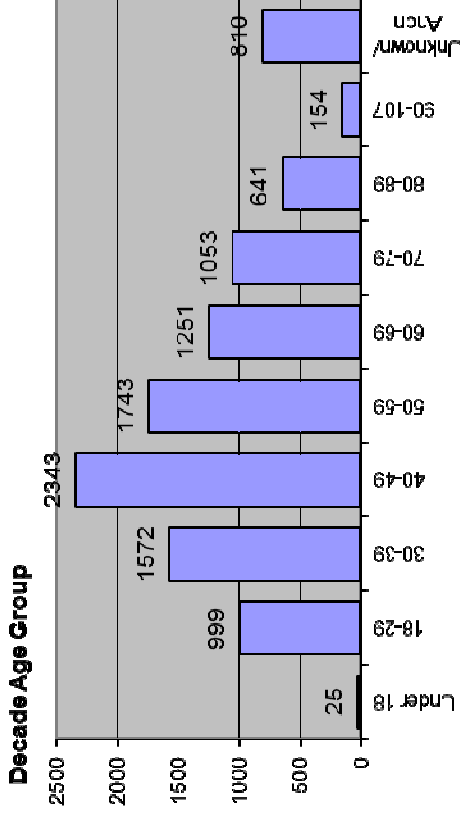
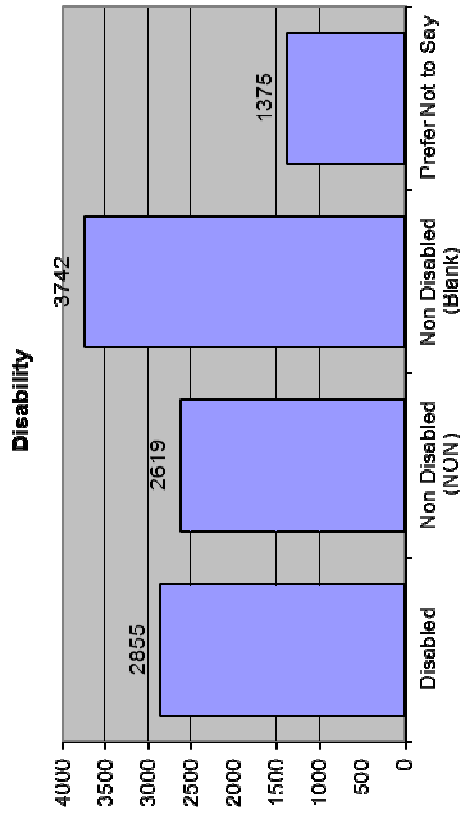
## 2. The diversity profile of the service’s customers (people from groups with protected characteristics)

### Current situation

In total there are 2,296 tenants living on the regeneration priority estates, 46% of which are Black and Minority Ethnic (BME). A summary of the racial diversity profile of the tenants are described in the table below.

Major Ethnic Group (Alphabetical)	NON Regen		NON		NON		Regen		Regen	
	Tenants Total (Nov12)	Total %	Regen Tenants Total %	Total %	Regen Tenants Total %	Total %	Tenants Total (Nov12)	Total %	Tenants Total %	Known
BME	2551	30.8%	37.1%	37.1%	46.4%	58.0%	1065	46.4%	58.0%	58.0%
NON BME	4323	52.1%	62.9%	62.9%	33.5%	42.0%	770	33.5%	42.0%	42.0%
Prefer Not to Say	647	7.8%	-	-	5.5%	-	127	5.5%	-	-
Unknown/ Anon	773	9.3%	-	-	14.5%	-	334	14.5%	-	-
<b>Grand Total</b>	<b>8294</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>2296</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The graphs below illustrate the summary of the disability profile of all council tenants as well as the age group breakdown.



Greater detail and breakdown of tenants using the protected characteristics can be found on the "All Barnet Homes Profile November 2012."

**Changes relating to customer information**

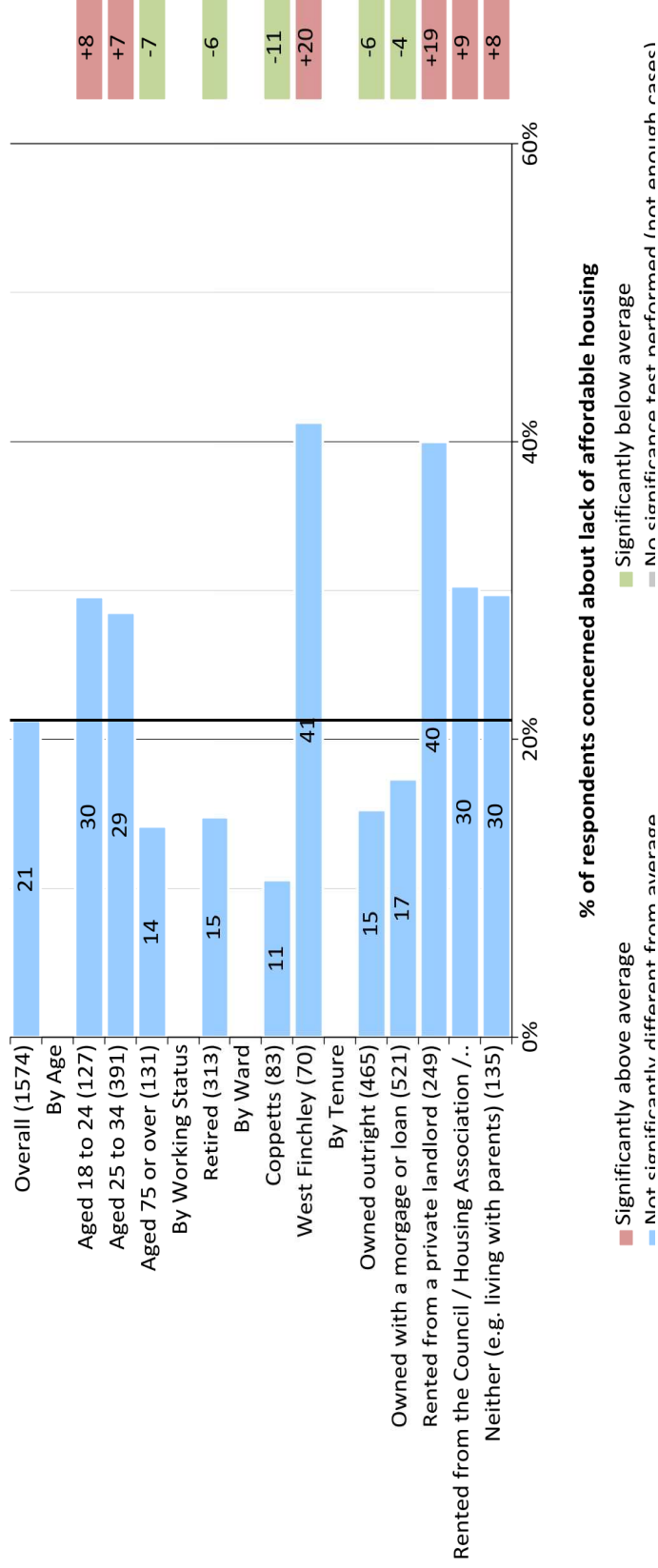
	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<p><b>Single Customer View</b></p>	<p>Neutral / Positive</p> <p>Capita Symonds bid includes proposals to provide enhancements to the Single Customer View or customer profiling, by tailoring communications to customer groups, but not for individual customers. This will provide a better understanding of the customers that will help shape future service delivery.</p>	<p>Low</p>	<p>Low</p>	<p>Ensure that no group with protected characteristics will be discriminated against by moving closer towards a Single Customer View approach.</p>	<p>Client monitoring team</p>	<p>Ongoing.</p>

	This will impact on all groups with protected characteristics.				
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### 3. The experience of customers from groups with protected characteristics

#### Current situation

The 2012 residents survey showed an increase in the proportion of residents concerned about a lack of affordable housing from 18% in 2010/11 to 21%, although this is still below the London average of 26%. More detailed analysis shows that Residents who are aged 18-34, living in West Finchley, renting from a private landlord or in social housing are significantly more likely to say affordable housing is one of their top three concerns:



Surveys of new tenants on the regeneration estates are routinely carried out by the RPs providing new homes. The results for Family Mosaic residents at Stonegrove Spur Road on survey showed that the overall satisfaction ratings were that 13% of residents were 'very satisfied', 50% were 'fairly satisfied', and 24% were 'fairly dissatisfied' (13% felt 'neither satisfied nor dissatisfied'). With regard to the general condition of the property, 45% of the residents were 'very satisfied', 48% were 'fairly satisfied', while 7% were 'neither satisfied

## APPENDIX B

nor dissatisfied'. In terms of value for money for the rent paid, 65% were either 'very satisfied' or 'fairly satisfied', while 7% were 'fairly dissatisfied' (28% were 'neither satisfied nor dissatisfied'). On the area of the way that Family Mosaic deals with repairs and maintenance, 43% were either 'very satisfied' or 'fairly satisfied'. However, slightly over a quarter (26%) indicated that they were 'fairly dissatisfied' or 'very dissatisfied'.

Specifically on Regeneration tenants, the customer satisfaction ratings by ethnicity are outlined in the table below:



RENT ZONE	Ethnicity	Very satisfied	Fairly Satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very Dissatisfied	Total	% Satisfied	% Neither	% Dissatisfied
Regen	Afghan	1	2				3	100.0%	0.0%	0.0%
Regen	Asian Bangladeshi		2		1		3	66.7%	0.0%	33.3%
Regen	Asian Indian	1	4	3			8	62.5%	37.5%	0.0%
Regen	Asian Other	2	2	2	1		7	57.1%	28.6%	14.3%
Regen	Asian Pakistani	1	1	1			3	66.7%	33.3%	0.0%
Regen	Black African	7	20	2	2	2	33	81.8%	6.1%	12.1%
Regen	Black Caribbean	2	3	2			7	71.4%	28.6%	0.0%
Regen	Black Other	3	7	7			17	58.8%	41.2%	0.0%
Regen	Chinese	1					1	100.0%	0.0%	0.0%
Regen	East European	1	2	2			5	60.0%	40.0%	0.0%
Regen	Iranian	1	3	1		1	6	66.7%	16.7%	16.7%
Regen	Mixed Other		1		1		2	50.0%	0.0%	50.0%
Regen	Mixed White & Black African		1				1	100.0%	0.0%	0.0%
Regen	Mixed White & Black Caribbean		1	1			2	50.0%	50.0%	0.0%
Regen	Other	4	6	4	1		15	66.7%	26.7%	6.7%
Regen	Other European		2	1			3	66.7%	33.3%	0.0%
Regen	Somali	4	3				7	100.0%	0.0%	0.0%
Regen	Sri Lankan	1					1	100.0%	0.0%	0.0%
Regen	Turkish or Turkish Cypriot	3	2	2			7	71.4%	28.6%	0.0%
Regen	White			1			1	0.0%	100.0%	0.0%
Regen	White British	7	34	8	3	3	55	74.5%	14.5%	10.9%
Regen	White Cypriot	1					1	100.0%	0.0%	0.0%
Regen	White Irish	1	1	2			4	50.0%	50.0%	0.0%
Regen	White Other	3	7	1	4		15	66.7%	6.7%	26.7%
Regen	PNG / Ethnicity not given	12	34	7	6	7	66	69.7%	10.6%	19.7%
<b>Regen Total</b>		<b>56</b>	<b>138</b>	<b>47</b>	<b>19</b>	<b>13</b>	<b>273</b>	<b>71.1%</b>	<b>17.2%</b>	<b>11.7%</b>

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access Strategy and Customer Satisfaction	Neutral / Positive No specific proposals are made by Capita Symonds that are different to existing practices, apart from identifying the need to reach 'hard to reach' groups, but no detail is provided on how this will be done. This will provide a better understanding of the customers that will help shape future service delivery. This will impact on all groups with protected characteristics.	Low	Low	Capita to be required to define approach on how to reach 'hard to reach' groups.	Capita Symonds	Within 6 months.

**4. The existing arrangements for monitoring and promoting equality and diversity**

**Current situation**

Similar to that in Strategic Planning, the team currently conduct the following:

- Regular consultations include actions to reach all parts of community through for example using different formats e.
- g. estate event days, web surveys, citizen panel and focus groups.
- Equalities impact assessments are in place for our key strategies and policies, including housing strategy, LDF Core Strategy, housing allocations scheme, tenancy strategy.

- Planning applications have to confirm that proposals do not conflict with either the council's Equalities Policy or the commitments set in the Equality Scheme and support the council in meeting its statutory equality responsibilities.

There would also be value in keeping up-to-date information on the housing needs of different groups as the housing needs survey is out of date and a housing register is no longer maintained (due to changes in the council's housing allocations scheme).

**Changes relating to monitoring and promotion of equality and diversity**

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Customer Satisfaction Regen KPI04</b>	Neutral / Positive Capita Symonds has committed to carrying out surveys, but no detail on whether the survey will collect equalities information across all customer groups. This will provide a better understanding of the customers that will help shape future service delivery. This will impact on all groups with protected characteristics.	Low	Medium	Capita Symonds propose annual surveys – need to submit draft surveys to council's Commissioner for Enterprise and Renewal for approval.	Capita Symonds	Annually or as required.
<b>Benchmarking</b>	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.	Council	Within 3 months and on-going thereafter.

				Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.		
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**5. Existing known equalities issues in the service**

**Current situation**

Similar to that in Strategic Planning, based on the Tenancy Strategy EIA (April 2012) the following are issues:

- Young people who are care givers may be less likely able to fulfil the requirements for tenancies to be renewed. This may put them at a more serious disadvantage than any other young person. Different criteria have been developed for care leavers to help mitigate.
- Income and capital thresholds could disadvantage some tenants. This will be monitored.
- Failure of communication with those tenants on flexible tenancies regarding expectations and timetables particularly where residents have poor literacy or where English is not their first language. Barnet Homes has developed a communications strategy, including information on the website.
- Failure to maximise use of social housing through planned use of flexible tenancies would be likely to disadvantage all applicants. Making better use of social housing stock will advantage those on low incomes and benefits.

Based on the Allocations Scheme EIA (February 2012), it was identified that some groups may be adversely affected by the introduction of the local connection criteria. The initial data analysis shows from the current bands that some groups are more likely to fail the local connection criteria and not be considered for assistance under the allocations scheme. These equalities risks are being monitored and mitigating actions being developed.

The policies in the Core Strategy EIA (2011) seek to ensure that all new homes are built to Lifetime Homes Standards and that through extending the inclusive design principles embedded in Lifetime Homes we can create Lifetime Neighbourhoods that are welcoming, accessible, and inviting for everyone, regardless of age, or health, or disability.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
<b>Lifetime Homes</b>	<p>Neutral</p> <p>Capita Symonds will enforce the use of Lifetimes Homes Standards. This should mean that all new homes delivered will be suitable for elderly, infirm and disabled people to remain in their own homes for longer. Failure to create inclusive neighbourhoods could impact on the elderly. Capita Symonds also recognises negative issues of concentrating elderly people in one area.</p> <p>This should ensure that the quality of life for elderly people is improved. Lifetime Homes is a common standard that is obligatory in all new developments in London and Barnet.</p>	Low	High	Capita Symonds will rigorously enforce planning conditions and share good practice on Lifetime Homes.	Capita Symonds	From day one and then on an on-going basis.
Housing Allocations Scheme	<p>Positive</p> <p>Improved customer insight and analysis will ensure that customer feedback and intelligence is taken on board and is reflected in the Housing Allocations Scheme.</p> <p>This proposal will impact on all groups (residents) with protected characteristics.</p>	Medium	Medium	Regularly conduct customer engagement to help inform the Allocation Scheme. Need to monitor implementation of Allocations Scheme by Barnet Homes and its impact on highlighted sub-groups.	Capita Symonds	Annually.

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## Methodology

The approach taken to develop this EIA is described in the steps below:

1. The NSCSO EIA, which was signed off by Cabinet, was utilised as the template for the development of this DRS EIA.
2. The original EIA questionnaire utilised to gather data from services was updated based on the lessons learned from the NSCSO EIA exercise. The updated version was then used to gather data from the DRS services.
3. The DRS Heads of Service were briefed on the objective and requirements of the EIA. They were also requested to appoint one person from their team to help with data gathering (referred to as champions).
4. The data questionnaire template was sent to each of the champions for them to gather data on.
5. Clarifications were made with the champions/Heads of Service as necessary.
6. Data was also gathered from the Insight team on the latest population profile within the council as well as results from the council-wide customer satisfaction surveys.
7. All the data were then processed and the baseline EIA was drafted.
8. The Heads of Services then assessed the proposals as to their potential impact on the way services are being delivered to their diverse customer profile as described in the baseline; with a final review from Assistant Directors.





**dated 15 May 2013**

## **London Borough of Barnet**

Legislation relating to the DRS project

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## 1 Background

- 1.1 The following domestic primary legislation has been identified as relevant to the delivery of the development and regulatory services (DRS) and is included in the DRS output specifications and the DRS Partnering Agreement. This legislation is in force (as amended from time to time) as at 15 May 2013. Part 2 of this document contains a list of EU directives and statutory instruments as extant (as amended from time to time) on 15 May 2013 applicable either to the relevant functions included in the DRS output specifications or the DRS Partnering Agreement and shall be deemed to include any amendments. Both lists will need further review prior to contract signature to ensure the legislation listed is still in force. This list supersedes and replaces any earlier lists and given the nature of the services is not exhaustive and is provided purely for the purposes of the report to Cabinet and as such Trowers & Hamlins cannot accept any responsibility to any party other than the London Borough of Barnet for its accuracy or completeness.

## 2 Transport and Regeneration Output Specification

- 2.1 the Equality Act 2010
- 2.2 the Freedom of Information Act 2000
- 2.3 the Highways Act 1980
- 2.4 the Town and Country Planning Act 1990

## 3 Regeneration Output Specification

- 3.1 the Equality Act 2010
- 3.2 the Highways Act 1980
- 3.3 the Housing Act 1996
- 3.4 the Land Compensation Act 1973
- 3.5 the Landlord and Tenant Act 1954
- 3.6 the Local Government Act 1972
- 3.7 the Town and Country Planning Act 1990

## 4 Strategic Planning Output Specification

- 4.1 the Equality Act 2010
- 4.2 the Localism Act 2011
- 4.3 the Planning and Compulsory Purchase Act 2004
- 4.4 the Planning (Listed Buildings and Conservation Areas) Act 1990
- 4.5 the Planning Act 2008
- 4.6 the Special Educational Needs and Disability Act 2001



4.7 the Town and Country Planning Act 1990

**5 Hendon Cemetery and Crematorium Output Specification**

5.1 the Births and Deaths Registration Act 1953

5.2 the Burial Act 1857

5.3 the Data Protection Act 1998

5.4 the Disability Discrimination Act 1995

5.5 the Environmental Protection Act 1990

5.6 the Equality Act 2010

5.7 the Greater London Council (General Powers) Act 1976

5.8 the Health and Safety at Work etc. Act 1974

5.9 the London Local Authorities Act 2007

5.10 the Occupiers' Liability Act 1957

5.11 the Public Health (Control of Disease) Act 1984

**6 Traffic and Development and Highways Strategy Output Specification**

6.1 the Countryside and Rights of Way Act 2000

6.2 the Data Protection Act 1998

6.3 the Disability Discrimination Act 2005

6.4 the Education and Inspections Act 2006

6.5 the Equality Act 2010

6.6 the Freedom of Information Act 2000

6.7 the Greater London Authority Act 1999

6.8 the Health and Safety at Work etc. Act 1974

6.9 the Highways Act 1980

6.10 the London Local Authorities Act 1995

6.11 the New Roads and Street Works Act 1991

6.12 the Rights of Way Act 1990

- 6.13 the Road Traffic Act 1988
- 6.14 the Road Traffic Act 1991
- 6.15 the Road Traffic Regulation Act 1984
- 6.16 the Town and Country Planning Act 1990
- 6.17 the Traffic Management Act 2004
- 6.18 the Transport Act 2000
- 6.19 the Wildlife and Countryside Act 1981
- 7 Land Charges Output Specification**
- 7.1 the Competition Act 1998
- 7.2 the Equality Act 2010
- 7.3 the Local Land Charges Act 1975
- 8 Building Control Output Specification**
- 8.1 the Building Act 1984
- 8.2 the Equality Act 2010
- 8.3 the Local Government Act 1985
- 8.4 the London Building Acts (Amendment) Act 1939
- 8.5 the London Government Act 1963
- 8.6 the Safety of Sports Grounds Act 1975
- 9 Trading Standards and Licensing Output Specification**
- 9.1 the Agriculture Act 1970
- 9.2 the Animal Health Act 1981
- 9.3 the Children and Young Persons (Protection from Tobacco) Act 1991
- 9.4 the Clean Air Act 1993
- 9.5 the Consumer Credit Act 1974
- 9.6 the Consumer Protections Act 1987
- 9.7 the Control of Pollution Act 1974
- 9.8 the Copyright, Designs and Patents Act 1988

- 9.9 the Copyright, etc. and Trade Marks (Offences and Enforcement) Act 2002
- 9.10 the Criminal Justice and Police Act 2001
- 9.11 the Development of Tourism Act 1969
- 9.12 the Education Reform Act 1988
- 9.13 the Energy Act 1976
- 9.14 the Equality Act 2010
- 9.15 the Estate Agents Act 1979
- 9.16 the European Communities Act 1972
- 9.17 the Gambling Act 2005
- 9.18 the Hallmarking Act 1973
- 9.19 the Health and Safety at Work etc Act 1974
- 9.20 the Hypnotism Act 1952
- 9.21 the Licensing Act 2003
- 9.22 the Local Government (Miscellaneous Provisions) Act 1982
- 9.23 the London Local Authorities Act 1990
- 9.24 the Medicines Act 1968
- 9.25 the Poisons Act 1972
- 9.26 the Policing and Crime Act 2009
- 9.27 the Prices Act 1974
- 9.28 the Property Misdescriptions Act 1991
- 9.29 the Protection of Children (Tobacco) Act 1986
- 9.30 the Safety of Sports Grounds Act 1975
- 9.31 the Scrap Metal Dealers Act 1964<sup>1</sup>
- 9.32 the Trade Marks Act 1994
- 9.33 the Video Recordings Act 1984 and 1993
- 9.34 the Weights and Measures Act 1985

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<sup>1</sup> Whole act to be repealed by Scrap Metal Dealers Act 2013 c. 10 s. 19(1)(a) – Not yet in force - Date to be appointed.

- 10        **Planning and Development Management Output Specification**
- 10.1      the Anti-Social Behaviour Act 2003
- 10.2      the Commons Act 2006
- 10.3      the Commons Registration Act 1965<sup>2</sup>
- 10.4      the Communications Act 2003
- 10.5      the Disability Discrimination Act 1995
- 10.6      the Equality Act 2010
- 10.7      the Freedom of Information Act 2000
- 10.8      the Local Government Act 2003
- 10.9      the Localism Act 2011
- 10.10     the Planning (Listed Buildings and Conservation Areas) Act 1990
- 10.11     the Planning and Compulsory Purchase Act 2004
- 10.12     the Police and Criminal Evidence Act 1984
- 10.13     the Proceeds of Crime Act 2002
- 10.14     the Town and Country Planning Act 1990
- 11        **Highways Network Management Output Specification**
- 11.1      the Data Protection Act 1998
- 11.2      the Disability Discrimination Act 2005
- 11.3      the Education and Inspections Act 2006
- 11.4      the Equality Act 2010
- 11.5      the Flood and Water Management Act 2010
- 11.6      the Freedom of Information Act 2000
- 11.7      the Greater London Authority Act 1999
- 11.8      the Health and Safety at Work etc. Act 1974
- 11.9      the Highways Act 1980
- 11.10     the Human Rights Act 1998

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<sup>2</sup> Whole act to be repealed by Commons Act 2006 c. 26 Sch. 6(1) para. 1 – Not yet in force - Date to be appointed.

- 11.11 the Land Drainage Act 1991
- 11.12 the London Local Authorities Acts (various)
  - 11.12.1 the London Local Authorities Act 2012
  - 11.12.2 the London Local Authorities Act 2007
  - 11.12.3 the London Local Authorities Act 2004
  - 11.12.4 the London Local Authorities Act 2000
  - 11.12.5 the London Local Authorities Act 1996
  - 11.12.6 the London Local Authorities Act 1995
  - 11.12.7 the London Local Authorities Act 1994
  - 11.12.8 the London Local Authorities Act 1991
  - 11.12.9 the London Local Authorities Act 1990
- 11.13 the New Road and Street Works Act 1991
- 11.14 the Race Relations (Amendment) Act 2000
- 11.15 the Rights of Way Act 1990
- 11.16 the Road Traffic Act 1988
- 11.17 the Road Traffic Act 1991
- 11.18 the Road Traffic Regulation Act 1984
- 11.19 the Town and Country Planning Act 1990
- 11.20 the Traffic Management Act 2004
- 11.21 the Transport Act 2000
- 11.22 the Weed Act 1959
- 12 **Environmental Health Output Specification**
  - 12.1 the Animal Boarding Establishments Act 1963
  - 12.2 the Animal Health Act 1981
  - 12.3 the Animal Health Act 2002
  - 12.4 the Animal Welfare Act 2006
  - 12.5 the Anti-Social Behaviour Act 2003

- 12.6 the Breeding and Sale of Dogs (Welfare) Act 1999
- 12.7 the Breeding of Dogs Acts 1973 and 1991
- 12.8 the Building Act 1984
- 12.9 the Burial Act 1857
- 12.10 the Caravan Sites and Control of Development Act 1960
- 12.11 the Civil Contingencies Act 2004
- 12.12 the Clean Air Act 1993
- 12.13 the Clean Neighbourhoods and Environment Act 2005
- 12.14 the Control of Pollution Act 1974
- 12.15 the Crime and Disorder Act 1998
- 12.16 the Criminal Justice and Public Order Act 1994
- 12.17 the Dangerous Wild Animals Act 1976
- 12.18 the Data Protection Act 1998
- 12.19 the Dogs Act 1871
- 12.20 the Environment Act 1995
- 12.21 Natural Environment and Rural Communities Act 2006
- 12.22 the Environmental Protection Act 1990
- 12.23 the Equality Act 2010
- 12.24 the European Communities Act 1972
- 12.25 the Food Safety Act 1990
- 12.26 the Freedom of Information Act 2000
- 12.27 the Guard Dogs Act 1975
- 12.28 the Health & Safety at Work etc. Act 1974
- 12.29 the Health Act 2006
- 12.30 the Hendon Urban District Council Act 1929
- 12.31 the Highways Act 1980
- 12.32 the Housing Act 2004

- 12.33 the Housing Acts 1985 (as amended), 1988, 1996 and 2004
- 12.34 the Housing Grants, Construction and Regeneration Act 1996
- 12.35 the Licensing Act 2003
- 12.36 the Local Government (Miscellaneous Provisions) Act 1976 and 1982
- 12.37 the London Government Act 1963
- 12.38 the Local Government Act 1972
- 12.39 the Local Government Act 2000
- 12.40 the Local Government and Housing Act 1989
- 12.41 the London Local Authorities Act 1990
- 12.42 the London Local Authorities Act 1991
- 12.43 the National Assistance Act 1948
- 12.44 the Performing Animals (Regulation) Acts 1925
- 12.45 the Pet Animals Act 1951
- 12.46 the Pollution Prevention and Control Act 1999
- 12.47 the Prevention of Damage by Pests Act 1949
- 12.48 the Public Health (Control of Disease) Act 1984
- 12.49 the Public Health Acts 1936 and 1961
- 12.50 the Refuse Disposal (Amenity) Act 1978
- 12.51 the Regulatory Enforcement and Sanctions Act 2008
- 12.52 the Rehabilitation of Offenders Act 1974
- 12.53 the Riding Establishments Acts 1964 and 1970
- 12.54 the Sunbeds (Regulation) Act 2010
- 12.55 the Town and Country Planning Act 1990
- 12.56 the Water Industry Act 1991
- 12.57 the Zoo Licensing Act 1981
- 13 **General**
- 13.1 the Local Government Act 1972

- 13.2 the Local Government Act 1999
- 13.3 the Local Government Act 2000
- 13.4 the Local Government Act 2003
- 13.5 the Local Government and Public Involvement in Health Act 2007
- 13.6 the Localism Act 2011
- 14 **DRS Partnering Agreement**
- 14.1 the Audit Commission Act 1998
- 14.2 the Bribery Act 2012
- 14.3 the Civil Contingencies Act 2004
- 14.4 the Companies Act 2006
- 14.5 the Contracts (Rights of Third Parties) Act 1999
- 14.6 the Data Protection Act 1998
- 14.7 the Disability Discrimination Act 1995
- 14.8 the Education Reform Act 1988
- 14.9 the Employment Rights Act 1996
- 14.10 the Equality Act 2010
- 14.11 the European Communities Act 1972
- 14.12 the Finance Act 2004 (Part A)
- 14.13 the Financial Services and Markets Act 2000
- 14.14 the Freedom of Information Act 2000
- 14.15 the Interpretation Act 1978
- 14.16 the Local Government Act 1999
- 14.17 the Local Government Finance Act 1982
- 14.18 the Ministers of the Crown Act 1975
- 14.19 the Rehabilitation of Offenders Act 1974
- 14.20 the Safeguarding Vulnerable Groups Act 2006
- 14.21 the Superannuation Act 1972



**Part 2 – EU Directives and Statutory Instruments****1 Transport and Regeneration Output Specification**

- 1.1 Planning Inspectorate's Procedural Guidance: Planning appeals and called-in planning applications (PINS 01/2009)
- 1.2 Traffic Signs Regulations and General Directions 2002
- 1.3 Zebra, Pelican and Puffin Pedestrian Crossings Regulations and General Directions 1997

**2 Regeneration Output Specification**

- 2.1 Building Regulations 2010

**3 Strategic Planning Output Specification**

- 3.1 Community Infrastructure Levy Regulations 2010
- 3.2 Town and Country Planning (General Permitted Development) Order 1995
- 3.3 Ecclesiastical Exemption (Listed Buildings and Conservation Areas)(England) Order 2010
- 3.4 Community Infrastructure Levy Regulations 2010
- 3.5 European Directive 2001/42/EC (the 'Strategic Environmental Assessment Directive')
- 3.6 Articles 6(3) and 6(4) of European Directive 92/43/EEC on the protection of natural habitats (the 'Habitats Directive')

**4 Hendon Cemetery and Crematorium Output Specification**

- 4.1 Cremation (England and Wales) Regulations 2008
- 4.2 Local Authorities' Cemeteries Order 1977
- 4.3 Management of Health and Safety at Work Regulations 1999
- 4.4 Registration of Births and Deaths Regulations 1987
- 4.5 Environmental Permitting (England and Wales) Regulations 2010

**5 Traffic and Development and Highways Strategy Output Specification**

- 5.1 Construction (Design and Management) Regulations 2007
- 5.2 Zebra, Pelican and Puffin Pedestrian Crossings Regulations and General Directions 1997
- 5.3 Traffic Signs Regulations and General Directions 2002
- 5.4 Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996
- 5.5 Road Traffic Act 1991 (Special Parking Areas) (England) Order 2003

**6 Land Charges Output Specification**

- 6.1 Local Land Charges Rules 1977
- 6.2 Local Authorities (England) (Charges for Property Searches) Regulations 2008
- 6.3 Local Land Charge (Amendment) Rules 2003
- 6.4 Environmental Information Regulations 2004
- 6.5 Local Authorities (England) (Charges for Property Searches) Regulations 2008

**7 Building Control Output Specification**

- 7.1 Building Regulations 2010
- 7.2 Building (Local Authority Charges) Regulations 2010

**8 Trading Standards Output Specification**

- 8.1 Licensing Act 2003 (Premises licences and club premises certificates) Regulations 2005
- 8.2 Licensing Act 2003 (Premises licences and club premises certificates) (Amendment) (Electronic Applications etc.) Regulations 2009
- 8.3 Motor Salvage Operators Regulations 2002
- 8.4 Manufacture and Storage of Explosives Regulations 2005
- 8.5 Timeshare, Holiday Products, Resale and Exchange Contracts Regulations 2010

**9 Planning and Development Management Output Specification**

- 9.1 Town and Country Planning (General Permitted Development) Order 1995
- 9.2 Town and Country Planning (Development Management Procedure) (England) Order 2010
- 9.3 Town and Country Planning (Control of Advertisements) (England) Regulations 2007
- 9.4 Electronic Communications Code (Conditions and Restrictions) Regulations 2003
- 9.5 Town and Country Planning (Appeals) (Written Representations Procedure) (England) Regulations 2009
- 9.6 Town and Country Planning (Hearings Procedure) (England) Rules 2000
- 9.7 Town and Country Planning Appeals (Determination by Inspectors) (Inquiries Procedure) (England) Rules 2000
- 9.8 Town and Country Planning (Hearings and Inquiries Procedures) (England) (Amendment) Rules 2009

- 9.9 Town and Country Planning (Appeals) (Written Representations Procedure) (England) Regulations 2009
- 9.10 Town and Country Planning (Enforcement) (Written Representations Procedure) (England) Regulations 2002
- 9.11 Town and Country Planning (Enforcement) (Hearing Procedure) (England) Rules 2002
- 9.12 Town and Country Planning (Enforcement) (Inquiries Procedure) (England) Rules 2002
- 9.13 Town and Country Planning (Tree Preservation) (England) Regulations 2012
- 9.14 High Hedges (Appeals) (England) Regulations 2005
- 9.15 Hedgerow Regulations 1997
- 9.16 Town and Country Planning (Environmental Impact Assessment) Regulations 2011
- 10 **Highways Network Management Output Specification**
- 10.1 Road Traffic (Special Parking Areas) (England) Order 2003
- 10.2 Traffic Signs Regulations and General Directions 2002
- 10.3 Construction (Design and Management) Regulations 2007
- 10.4 Flood Risk Regulations 2009
- 10.5 Road Vehicles (Authorisation of Special Types) (General) Order 2003
- 11 **Environmental Health Output Specification**
- 11.1 Health and Safety (Enforcing Authority) Regulations 1998
- 11.2 Environmental Information Regulations 2004
- 11.3 Food Law Code of Practice (England) April 2012
- 11.4 Regulation (EC) No.178/2002 – principles of food law;
- 11.5 Regulation (EC) No.852/2004 – general hygiene requirements;
- 11.6 Regulation (EC) No.853/2004 – laying down specific hygiene rules for food of animal origin;
- 11.7 Regulation (EC) No.2073/2005 – microbiological criteria for foodstuffs; and
- 11.8 Regulation (EC) No.882/2004 – on official controls performed to ensure the verification of compliance with feed and food law, animal health and animal welfare rules.
- 11.9 Housing Renewal Grants (Service and Charges) Order 1996
- 11.10 Disabled Facilities Grant (Maximum Amounts and Additional Purposes) (England) Order 2008

- 11.11 Housing Renewal Grants Regulation 1996
- 11.12 Regulatory Reform (Housing Assistance) (England and Wales) Order 2002
- 11.13 Housing Health and Safety Rating System (England) Regulations 2005
- 11.14 Regulatory Reform (Fire Safety) Order 2005
- 11.15 Licensing of Houses in Multiple Occupation (Prescribed Descriptions) (England) Order 2006
- 11.16 Management of Houses in Multiple Occupation (England) 2006
- 11.17 Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006
- 11.18 Health Protection (Local Authority Powers) Regulations 2010
- 11.19 Health Protection (Part 2A Orders) Regulations 2010
- 11.20 Smoke-free (Premises and Enforcement) Regulations 2006
- 11.21 Smoke-free (Penalties and Discounted Amounts) Regulations 2007
- 11.22 Private Water Supplies Regulations 2009
- 11.23 Health Protection (Notification) Regulations 2010
- 12 **DRS Partnering Agreement**
- 12.1 EU Directive (2004/18/EC)
- 12.2 Public Contracts Regulations 2006
- 12.3 Environmental Information Regulations 2004
- 12.4 Secretary of State for Constitutional Affairs' Code of Practice on the discharge of public authorities' functions under Part I of the Freedom of Information Act 2000 (November 2004)
- 12.5 Transfer of Undertakings (Protection of Employment) Regulations 2006
- 12.6 Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007
- 12.7 Local Government Pension Scheme (Administration) Regulations 2008
- 12.8 Best Value Authorities Staff Transfers (Pensions) Direction 2007
- 12.9 EC Business Transfers Directive 2001/23
- 12.10 Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006

**Trowers & Hamlins**  
**15 May 2013**

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Meeting	Cabinet
Date	24 June 2013
<b>Subject</b>	<b>Amendments to Housing Allocations Scheme and the Introduction of a Placements Policy</b>
Report of	Cabinet Member for Housing
Summary	This report provides an overview of proposed amendments to the Council's Housing Allocations Scheme as enabled by the Localism Act and seeks authority to proceed with consultation on these amendments. The amendments include a move to a one offer only policy. The proposed Placements Policy will lead to clarification of the factors which will be considered when discharging homelessness duty through an offer of private rented sector accommodation.
Officer Contributors	Pam Wharfe, Director for Place Paul Shipway, Head of Policy and Performance Chloe Horner, Housing Strategy and Business Improvement Manager
Status (public or exempt)	Public
Wards Affected	N/A
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix 1- Summary of proposed amendments Appendix 2- Full draft revised Housing Allocations Scheme Appendix 3- Draft Placements Policy Appendix 4- Consultation plan
Contact for Further Information:	Chloe Horner, Housing Strategy and Business Improvement Manager, <a href="mailto:chloe.horner@barnet.gov.uk">chloe.horner@barnet.gov.uk</a> , telephone: 020 8359 4775

## **1. RECOMMENDATIONS**

- 1.1 That Cabinet comments on the proposed revisions to the Council's Housing Allocations Scheme as set out in Appendix 2 and Appendix 3, including:**
- **Replacement of two reasonable offers of accommodation with one reasonable offer of accommodation**
  - **The introduction of a Placements Policy which clarifies the issues that the Council will consider when making offers of suitable accommodation in respect of both Part VI (Allocation of Social Housing) and Part VII homelessness applications that households are able to afford**
  - **Other minor changes as summarised in Appendix 1**
- 1.2 That Cabinet authorises a consultation on the proposed amendments as summarised in Appendix 4.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet approved the existing Housing Allocations Scheme on 10 January 2011 (decision item 6) following an extensive period of consultation.
- 2.2 Following a formal 6 month review, Cabinet approved revisions to the Scheme on 4 April 2012 (decision item 5).
- 2.3 The Delegated Powers Report number 1873 on 27 November 2012 approved some further minor changes in relation to the Homelessness (Suitability of Accommodation) (England) Order 2012.

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

- 3.1 The Council's Corporate Plan 2013/16 includes as a priority outcome "To maintain the right environment for a strong and diverse local economy". Within this, the Council is committed to reduce the numbers of households in expensive emergency temporary accommodation. Barnet is a popular place in which to live and the revised Housing Allocations Scheme and proposed Placements Policy will provide a more efficient housing service with better outcomes for customers in high housing need and enable the Council to discharge its duty to homeless households into affordable private rented sector housing. This is all intended to result in a reduced need for households to stay in nightly purchased or emergency accommodation.
- 3.2 The Council's Housing Strategy 2010 to 2025 identifies the importance of helping more people in low paid employment and training to gain access to social housing under the objective to "Promote mixed communities". The Strategy also recognises that the private rented sector can be a positive housing choice for people in housing need and that the Housing Allocations Scheme should reflect that.



- 3.3 The Localism Act<sup>1</sup> contains a number of provisions to give local authorities new freedoms and flexibility on housing matters, including the ability to determine classes of persons who may qualify for housing assistance in their area and to discharge its duty to homeless households by offering a home in the private rented sector. The Housing Allocations Scheme has been revised to enable the Council to make use of these new powers.
- 3.4 By ensuring that the limited supply of council housing is used effectively, the revised Housing Allocations Scheme complements the Council's Local Tenancy Strategy which has introduced the use of flexible tenancies for council homes and encourages households to become more self sufficient
- 3.5 Welfare reform means that households who are not working will not be able to receive more in benefits than the average wage of those in work. This will mean that some households will have to be offered homes in more affordable areas outside of the borough. The proposed Placements Policy will ensure that affordable private housing can be sourced, including outside of the borough, to enable the Council's homelessness duty to households applying under Part VII of the Housing Act 1996 to be discharged.

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

- 4.1 The Council could face legal challenges to decisions that it makes under the revised Housing Allocations Scheme. This risk is being mitigated by undertaking consultation with stakeholders, in particular Housing Association partners and community representatives in the voluntary sector. The Council will also consult with households who have been placed into a housing band and who may be affected by the proposed amendments.
- 4.2 The Council will need to allow for further adjustments to the scheme once it is operating, to take account of any challenges that are made on a case by case basis.

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

- 5.1 Under the Equality Act 2010, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.
- 5.2 The Council will ensure that it is in compliance with its Equalities duties by carrying out a full Equalities Impact Assessment into the proposed amendments to the Housing Allocations Scheme and the proposed Placements Policy.

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<sup>1</sup> Enacted on 15 November 2011

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

- 6.1 There is a limited supply of social housing in Barnet. Applications for housing have increased along with acceptances and admissions to Temporary Accommodation (TA). In 2012/13 year, there were 586 homeless acceptances and 852 TA admissions. However, there were only 692 social housing units available to let during the year and not all of these would go to homeless applicants. The Council is therefore reliant on the use of housing in the private rented sector.
- 6.2 It has, however, become increasingly difficult to procure accommodation in the private sector at Local Housing Allowance rates, as rents in Barnet and London have continued to increase. This has resulted in a significant increase in the use of emergency TA, often at a cost that can not be fully met through the housing benefit system, resulting in a pressure on the Council's General Fund budget. In 2012/13 year, 405 such units had to be procured at a cost of £1,025,517. The proposed amendments to the Housing Allocations Scheme and introduction of a Placements Policy are intended to increase the Council's ability to place households into more affordable accommodation outside of the borough, either as TA or when discharging homeless duty into the private rented sector.
- 6.3 There would potentially be further increased costs to the Council if it did not adopt the proposed amendments to the Housing Allocations Scheme or operate a Placements Policy when discharging homelessness duty into the private sector. In these circumstances the Council would have to consider providing a subsidy for households placed in the private sector locally and subject to the Overall Benefit Cap.
- 6.4 Costs in terms of consultation of maximum £5,000 will be contained within existing Barnet Homes budgets.

3.1

## **7. LEGAL ISSUES**

- 7.1 The Council has a duty pursuant to section 166 Housing Act 1996 to allocate its social housing in accordance with its Allocations Policy. Section 166A sets out a list of applicants entitled to a degree of preference in the Policy. The Localism Act 2011 has allowed greater flexibility to Local Authorities in terms of allocating into the private sector.
- 7/2 The duties of the Council in respect of homeless applicants is contained in Part VII of the Housing Act 1996. The Localism Act 2011 has also allowed greater flexibility in discharging this duty by use of the private sector.

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

- 8.1 Part 3 of the Constitution sets out the executive functions. The Cabinet Member for Housing is the lead on budget and policy formulation and implementation relating to housing under Part 3.2, Responsibility for

Functions. Following the consultation the final version of the proposed amendments to the Allocations Scheme and the introduction of the new Placements Policy will be referred back to Cabinet.

## 9. BACKGROUND INFORMATION

- 9.1 The Council's Housing Allocations Scheme is used to determine which households are offered housing assistance.
- 9.2 The current Scheme introduced in April 2011 saw the closure of an open waiting list and the introduction of four simple bands<sup>2</sup> to replace a complicated points system. The Scheme also recognises the community contributions from people also in housing need, such as applicants who work, volunteer, are training for employment, foster caring or former service personnel. This has enabled housing staff to be more honest with applicants about whether or not they can expect to be housed by the Council. When they can not be housed, applicants are offered advice and support to access housing in the private rented sector or to prevent them from becoming homeless. Banded applicants may also be offered a home in the private rented sector where this meets their housing needs.
- 9.3 There were two further key amendments made in April 2012 arising out of the Localism Act that enabled the Council to focus resources on applicants in the highest housing need. Firstly, some types of applicants were excluded from the banding system, including applicants with no local connection and applicants found to be intentionally homeless. Secondly, the rules on local connection were changed so that applicants normally have to have lived in Barnet for at least two years to be eligible for housing.
- 9.4 Further amendments are now proposed. The key amendments are a change to one offer of re-housing only, a greater emphasis on affordability in assessing the suitability of accommodation and the introduction of a Placements Policy to work alongside the Allocations Scheme in assessing suitability of offers of private sector housing when this is intended to be an offer which discharges homelessness duty. The proposals are set out in more detail below.

### One offer only

- 9.5 The Council intended to operate a property pool and assisted choice lettings system whereby it maintains a list of available properties from all tenures and assesses an applicant's need and offers a selection of available properties for them to view and then accept as their offer of re-housing. The Allocations Scheme currently allows applicants to refuse the first reasonable offer of a

<sup>2</sup> Bands:

Band 1	Reasonable preference:	Urgently need to move
Band 2	<ul style="list-style-type: none"> <li>➤ Homeless</li> <li>➤ Unsanitary/overcrowded housing</li> <li>➤ Medical/welfare disability</li> <li>➤ Hardship reasons</li> </ul>	Need to move plus community contribution
Band 3		Need to move only
Band 4	People who would fall into a higher band but have reduced preference	

property regardless of whether they appeal successfully against it and then have a further choice from the property pool. Applicants who also refuse a second reasonable offer are removed from the banding system for 12 months, unless there are changes to their household's circumstances that merit a full review of their housing need.

- 9.6 174 households refused their first reasonable offer accommodation during the past year, between 1 April 2012 and 31 March 2013. This represents 22% of households who were banded during the year and suggests that many households are delaying acceptance of an offer in the hope that a better property will become available. There are only on average 600 lettings for the Council to make in any given year so 174 households refusing properties causes a delay on them being successfully let at a time when there is a high demand for housing overall.
- 9.7 22 households, or 3% of households who were banded, refused their second offer of accommodation in the past year. These households were subsequently removed from the banding system.
- 9.8 It is proposed, therefore, that applicants will have their housing need assessed and be offered one property which they will be expected to accept or risk being removed from the banding system. Applicants will still have the option to appeal against an offer if they consider it to be unreasonable, and will receive another offer if their appeal is successful.

### **Placements Policy**

- 9.9 Private sector rents are expensive in Barnet. According to data published by the Valuation Office Agency, Barnet is the most expensive outer London borough for private renting. Average lower quartile private sector rents increased by £276 from £650 per month in June 2011 to £926 per month in December 2012. Affordability is, therefore, a key issue for consideration when placing households into the private sector, either on a temporary or permanent basis. This will become even more important as the Benefit Cap is introduced from July 2013, restricting the amount of benefit that households can receive to £500 a week for couples or those with children, and £350 a week for single people.
- 9.10 Between April 2012 and March 2013, 60% of households newly placed into temporary accommodation were housed in properties located outside of the borough. It has become increasingly difficult for the Council to secure affordable housing in the private sector so it is important for the Council to have the ability to house people in more affordable locations when it is appropriate for it do so.
- 9.11 Changes have already been made to the Housing Allocations Scheme in respect of the required condition of accommodation offered in the social housing sector and additionally on offers discharging duty to homeless households by offering them a home in the private rented sector<sup>3</sup>. However, further changes are proposed as a result of the government's welfare reforms and the continuing issues around increasing rents in the private rented sector

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<sup>3</sup> These changes were as a result of the Suitability Regulations that came into force on 9 November 2012

where the council might wish to discharge homeless duty into or use private housing as temporary accommodation.

- 9.12 In addition to these changes, reference needs to be made to the suitability of accommodation in terms of whether it is affordable to the household concerned. This is particularly important for households who are placed in the private rented sector when this is a placement which discharges the Council's homelessness duty.
- 9.13 The recent changes brought about by the Localism Act 2011 relate both to applications for Part VI and Part VII accommodation under the Housing Act 1996. The Council is able to discharge homeless duty into suitable private rented sector accommodation. A draft Placements Policy (attached as appendix 3) has been produced to determine how the Council uses the private sector for permanent and temporary accommodation in meeting its legal duties to homeless households, taking into account housing market and supply issues.
- 9.14 The Policy sets out the key tests that will be used to ensure that the Council makes suitable offers of accommodation to discharge its homeless duty. These include:
- ensuring that a property meets the standards sets out the Suitability Regulations
  - that the circumstances of the applicant have been considered in terms of the location of the property
  - That the applicant is able to afford to live in the property taking into account their income once they have paid the rent

Accommodation offered may be located outside of the borough.

### **Other amendments**

- 9.15 Appendix 1 outlines some other minor amendments that are proposed as part of the review. These are mainly areas where clarification is required, for example, clarifying that ground floor accommodation will usually be prioritised for applicants who have been identified as requiring level access accommodation.

### **Consultation**

- 9.16 The Council will consult on the proposed changes, including with housing associations operating in the area as is required under the law. Consultation will commence in June 2013 and run for 6 weeks. A consultation plan is contained in Appendix 4. The Cabinet will be asked to approve a final version of the Allocations Scheme after the consultation has been completed and the Equalities Impact Assessment taken account of.

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

- 10.1 None

<b>Cleared by Finance (Officer's initials)</b>	<b>MM</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>BH/PM</b>

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## Appendix 1- Summary of proposed amendments

<b>Page</b>	<b>Description of proposed amendment</b>	<b>Explanation for proposed amendment</b>
7	Non dependent adult relatives are not taken into account in application for re-housing	Clarification of definition of adult non dependent household members required as open to interpretation
8	Applicants who refuse one offer of reasonable property will be excluded	There is a very limited supply of housing available to allocate to meaning that realistically households can only expect to be offered one property that meets their assessed needs
	Applicants who owe rent arrears will be excluded unless they have met a repayment plan for a period of 8 weeks	Clarification of “reasonable” period required as open to interpretation
	Applicants will be excluded where they have breached the tenancy conditions in current or former accommodation	Clarification and helps motivate households in temporary accommodation to meet the required conditions so that they may be banded and discharged into the private sector
9	Band 4 is for people under the Housing Act 1996 (Part VII) awarded reasonable preference but have had their preference reduced	Clarification of summary of what band 4 is intended for- to move households who have their preference reduced into the private sector and potentially discharge duty
	Households have to have continuously lived in the borough, through their own choice, to have a local connection	Clarification required as open to interpretation
10	Head of Housing Options may authorise discretion to meet an exceptional housing need	Service reorganisation means that job titles have changed
11	Young people leaving care may be offered shared accommodation	Highlights that the housing solution for young people might be different, depending on their assessed housing need
14	Applicants will have their housing need assessed and be offered one property and be expected to accept this property as their offer of re-	There is a very limited supply of housing available to allocate to meaning that realistically households can only expect to be offered one property that

<b>Page</b>	<b>Description of proposed amendment</b>	<b>Explanation for proposed amendment</b>
	housing	meets their assessed needs
15	Senior housing options officers may allocate to properties outside of the property pool	Service reorganisation means that job titles have changed
	Applicants who have been assessed as requiring ground floor accommodation will be given priority for ground floor, level access properties	If this rule is not in place then general needs applicants might get priority for this kind of housing over an applicant with mobility issues who is assessed as having a need for ground floor level access accommodation
	The rule that houses are only allocated to households with children aged under 10 has been removed	Given the short supply of properties it is unfair to reserve houses for families with young children. This rule is not applied in TA and therefore should not be applied to secure homes
16	Reference is made to the fact that affordability and financial circumstances of a households will be taken into account when assessing the suitability of a property	Affordability is a key consideration in terms of suitability of accommodation and in some circumstances may mean that a suitable property is located outside the borough
17	Applicants requiring adaptations and currently under-occupying will be required to move to smaller property and then have adaptations done	Highlights the different options for under-occupying households who require adaptations
24	Applicants placed in band 1 for severe mobility reasons have to be housebound and unable to leave their current accommodation with assistance	Clarification required as open to interpretation
	Emergency moves are authorised by the Head of Housing Options	Service reorganisation means that job titles have changed
28	Band 4 includes households who have reduced preference because they have no local connection, unspent housing or welfare benefits convictions, rent	The purpose of band 4 is to give some preference in the scheme to Part VII households who may be re-housed and have homelessness duty met in the private sector



<b>Page</b>	<b>Description of proposed amendment</b>	<b>Explanation for proposed amendment</b>
	arrears, income or assets exceeding the limits or breeches in tenancy conditions	
30	Single adults may be allocated single bedrooms and adult sharers may be allocated one double bedroom	Size criteria has been clarified and changed in light of high demand for two bedroom properties
32	Community contribution is only awarded to the main applicant or their partner and only if they meet the eligibility rules set out in section 3	Clarification required as open to interpretation
33	Mothers on maternity leave but still employed and expecting to go back to work may be awarded working community contribution	This was not included in the original criteria but it is felt it is fair to also consider a mother on maternity leave where she can prove that she remains in employment
	Awards under volunteering and training or education will be made when the applicant or partner has continuously made the contribution up to the point of offer	Clarification required as open to interpretation
35	Applicant who are receiving carers allowance for a person who is in receipt of DLA higher rate will qualify for community contribution	Clarification required as open to interpretation. This will need to be further reviewed for Personal Independence Payments

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**Barnet Council**

**The Housing  
Allocations Scheme  
June 2013**

The full draft rules

## INDEX

<b>Section</b>		<b>Page</b>
<b>1.</b>	<b>Context and Policy Aims</b>	
<b>2.</b>	<b>LEGAL CONTEXT</b>	
<b>3.</b>	<b>OUR PRIORITIES FOR SOCIAL HOUSING</b>	
<b>4.</b>	<b>HOW THE COUNCIL ALLOCATES PROPERTIES</b>	
<b>5.</b>	<b>PROCEDURE FOR APPEALS AND REVIEWS</b>	
<b>6.</b>	<b>GENERAL RULES AND CONDITIONS</b>	
<b>ANNEX 1</b>	<b>BARNET HOUSING BANDS</b>	
<b>ANNEX 2</b>	<b>SIZES OF HOMES</b>	
<b>ANNEX 3</b>	<b>COMMUNITY CONTRIBUTION: HOW PRIORITY IS AWARDED</b>	
<b>ANNEX 4</b>	<b>SERVICE TENANCIES</b>	

## **1. Context and Policy Aims**

### **The Aims of Barnet Council's Allocations Scheme**

This document describes the criteria and procedure that Barnet Council uses to prioritise housing applicants for the social housing<sup>1</sup> that we allocate to; i.e. homes owned by Barnet Council, and a proportion of homes owned by Private Registered Providers (housing associations) in the Borough and other areas covered by the North London Housing Sub-region<sup>2</sup> to which we make nominations). It also sets out other assistance that we provide to housing applicants, including advice and access to housing in the private rented sector.

In Barnet the demand for social housing is very much greater than the number of homes available. This Allocations Scheme describes how the Council prioritises housing applicants to ensure that those in greatest housing need, as described by the legal definition of Reasonable Preference (see section 3), are given a head start to access available social housing, compared with those who have no housing need, but who want to move to or within social housing.

Barnet Council's Allocations Scheme sets out in detail who is and who is not assisted under the scheme and how this is decided. It also sets out how to apply for housing and the standard of service that the council will aim to achieve.

The Allocations Scheme is designed to meet all legal requirements and to support and contribute towards the Council's wider objectives such as promoting mixed communities.

The key objectives of this Allocations Scheme are to:

- Provide a fair and transparent system by which people are prioritised for social housing.
- Help those most in housing need.
- Promote the development of sustainable mixed communities.
- Encourage residents to access employment and training.
- Recognise residents who make a contribution to a local community.
- Make the best use of Barnet's social housing.
- Make efficient use of our resources and those of our partner Registered Social Landlords.

Social housing in Barnet will be allocated through a property pool that will allow applicants to view available council and housing association homes, along with homes that the council has secured access to in the private rented sector. The system will be supported by a housing options approach giving applicants realistic

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<sup>1</sup> Social housing is housing owned by local authorities and registered social landlords for which guideline rents are determined through the national rent regime. It may also include rented housing owned or managed by other persons and provided under equivalent rental arrangements, as agreed with the local authorities or with the Homes and Communities Agency.

<sup>2</sup> Westminster, Camden, Islington, Haringey and Enfield

advice and promoting other housing options, such as low cost home ownership options and private sector renting.

We are committed to providing a fair and transparent service to everyone applying for housing under the Council's scheme and to allocate accommodation, in the majority of cases, to those households with the greatest need. In doing so we are also committed to ensuring that the allocation of homes is done in such a way as to promote social cohesion and promote mixed communities, to enhance Barnet's reputation as a place where people want to live.

## 2. LEGAL CONTEXT

- 2.1 Barnet Council's Allocations Scheme sits within a legal framework which is summarised in this section.
- 2.2 The 1996 Housing Act (as amended by the 2002 Homelessness Act) requires local authorities to make all allocations and nominations in accordance with an Allocations Scheme. A summary of the Allocations Scheme must be published and made available free of charge to any person who asks for a copy. This document and a easy to read summary of the scheme are available on the council's web site, [www.barnet.gov.uk](http://www.barnet.gov.uk) and paper copies will be provided on request.
- 2.3 The Housing Act 1996, (as amended) requires local authorities to give Reasonable Preference in their allocations policies to people with high levels of assessed housing need who are defined as:
- All homeless people as defined in Part VII of the Housing Act 1996 (whether or not the applicant is owed a statutory homeless duty and regardless of whether such cases have any local connection with Barnet Council);
  - People who are owed a duty under section 190 (2), 193 (2) or 195 (2) of the 1996 Act (or under section 65 (2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any Housing authority under section (192 (3)).
  - People occupying Insanitary, overcrowded or otherwise unsatisfactory housing;
  - People who need to move on medical or welfare grounds (including grounds relating to a disability);
  - People who need to move to a particular locality within the district to avoid hardship to themselves or others.
- 2.4 The Act also requires local authorities to state within the policy what its position is on offering applicants a choice of housing accommodation, or offering them the opportunity to express preference about the housing accommodation to be allocated to them. Our policy on choice is described below in Section 4.
- 2.5 This Allocations Scheme complies with the requirements of:
- Housing Act 1996 (as amended)
  - Allocation of Accommodation: Code of Guidance for Housing Authorities 2002
  - Choice Based Lettings Code of Guidance for Housing Authorities 2008,
  - Fair and Flexible: Statutory guidance on social housing allocations for local authorities in England 2009
  - Localism Act 2012
  - London Housing Strategy
  - Barnet Housing Strategy.

2.6 The Scheme also complies with the Council's equality duties including the duty to eliminate unlawful discrimination and to promote good relations between different racial groups, as well the duty to promote equality between disabled persons and other persons and between men and women.

2.7 This Scheme has considered:

- The Council's statutory obligations and discretion as to who is eligible for housing allocation
- The Council's statutory obligation to provide Reasonable Preference to certain categories of applicants set down by law i.e. those who must be given a 'head start' under the Council's Allocations Scheme.
- The Council's statutory discretion to grant "additional preference" and/or to determine priority between applicants with Reasonable Preference.
- The general and specific statutory discretions the Council can exercise when allocating housing in support of its Community Strategy.
- The Council also recognises its discretion to give additional preference to particular descriptions of people with urgent housing needs
- The Council's participation in the pan-London mobility scheme administered by the Greater London Authority

2.8 Tenancies for council homes are allocated according to the council's local tenancy strategy as required as part of the Localism Act 2011. Other registered providers have to take account of the Council's local tenancy strategy when setting their own policies.



## OUR PRIORITIES FOR SOCIAL HOUSING

### ELIGIBILITY

3.1 Anyone can approach the council for housing advice and assistance, however, the amount of social housing in Barnet is very limited, and the Council will no longer maintain an open housing waiting list<sup>3</sup> containing households that it is unable to help access a council or housing association home.

3.2 People in the following criteria are not eligible for re-housing:

*Those people subject to immigration control and certain other people from abroad excluded by law or regulation.*

For more information on this please contact the Council.

In some instances a person may be eligible despite being subject to immigration control. The Council will disregard as members of the household those who are “restricted”, such as those who are:

- not eligible
- those who are subject to immigration control
- those with no leave to enter or remain in the UK
- those with leave but subject to a condition of no recourse to public funds.

For households eligible to be rehoused only because of the housing need of the restricted persons, the Council has a duty to arrange as far as practicable, an assured shorthold tenancy with a private landlord.

If the main applicant is eligible and not subject to immigration control, non eligible dependant children and other dependant family members **will be** taken into account.

Non dependant adult children, **relatives**, non relatives, carers, lodgers and live in help **will not** be taken into account.

Furthermore, due to shortage of properties with 4 bedrooms or more the Council will discuss with large households whether their application may be divided into two or more smaller households.

### CLASSES OF PERSON THAT DO NOT QUALIFY

3.3 Having considered the changes made to the Housing Act 1996 Part VI in the Localism Act 2011, the following classes of person will not normally qualify for a place in a band. There is discretion to waive these classes in exceptional circumstances, as approved by an appropriate manager:

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<sup>3</sup> Also known as a Housing Register

- a. Applicants with no local connection to Barnet as set out at Para 3.4 (save for applicants placed in band 4 as in section 4 below)
- b. Applicants who are overcrowded by only 1 bedroom and this is their only housing need
- c. Applicants who have been convicted of housing or welfare benefits related fraud where that conviction is unspent under the Rehabilitation Offenders Act 1974. Any person caught by this may re-apply once this conviction is spent
- d. Applicants who have refused **one** reasonable offer of accommodation under the terms of this Allocations Scheme, see para 4.26
- e. Homeless applicants found to be intentionally homeless
- f. Homeless applicants to whom the main homelessness duty has been ended due to refusal of a suitable offer
- g. Homeless applicants placed in long term suitable temporary accommodation under the main homelessness duty unless the property does not meet the needs of the household or is about to be ended through no fault of the applicant see para 3,6
- h. Applicants with lawfully recoverable arrears or other housing related debt within the meaning of this Scheme
- i. Applicants whose income or assets exceeds the limits set by the Council (as these limits will change the Officers will use guidance to apply this test)
- j. Homeless applicants but assessed as having no priority need under the homelessness law
- k. Applicants who owe arrears of rent or other accommodation charges to the Council in respect of the current tenancy or former accommodation, unless an appropriate agreement has been reached and sustained for a **minimum period of 8 weeks**. In assessing the application for registration, the Council will take into account the size of the debt, the means to pay and the degree of need
- l. Applicants in breach of another condition of their Tenancy Agreement **in respect of their current or former accommodation (including temporary accommodation)**

## ASSESSMENT OF NEED

3.4 The council has developed a housing banding system to determine who will be prioritised for housing in the borough. The housing bands are summarised below and full details are set out in Annex 1:

**Band 1:** People who have a reasonable preference<sup>4</sup> and are granted additional preference (being people with a very urgent need to move).

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<sup>4</sup> a) people who are homeless (within the meaning of Part 7);(b) people who are owed a duty by any local housing authority under section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3); (c) people occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions;(d)people who need to move on medical or welfare grounds [(including grounds relating to a disability)]<sup>2</sup>; and (e) people who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others).

**Band 2:** People who need to move and fall within one of the reasonable preference categories but also qualify for the positive community contribution criteria such as being in employment, training or voluntary work. People who currently live in supported housing who have been prioritised by Adult Social Care and Health as ready for independent living.

**Band 3:** People who need to move and fall within one of the reasonable preference categories but do not qualify for the positive community contribution criteria

**Band 4:** People who need to move and have been awarded reasonable preference **under Housing Act 1996 Part VI Section 193(2)**, but have had their preference reduced due to for example, no local connection, **unspent housing or welfare benefits fraud, rent arrears, other housing related debt, higher income or savings or other tenancy breaches.**

## LOCAL CONNECTION

- 3.5 Local connection within the terms of this scheme will normally mean that an applicant has lived in this borough **continuously**, through their own choice, for a minimum of 2 years up to and including the date of their application, or the date on which a decision is made on their application whichever is later.

Accepted homeless households placed by this authority in accommodation outside Barnet will also have a local connection as long as they fulfil the two year residential qualification (time spent placed by Barnet in temporary accommodation outside the borough will count towards time spent in Barnet.

Local connection may also be awarded to people who need to move to a particular locality in the borough, where failure to meet that need would cause exceptional hardship to themselves or to others. Those without a local connection will not be eligible to be placed in bands 1,2 or 3 until this condition is satisfied.

People in the following categories will not normally be considered as having a local connection:

- Those placed in the borough of Barnet in temporary accommodation by another borough
- Those placed in the borough of Barnet in residential or supported housing by another borough
- Secure or flexible tenants of other boroughs
- Those who do not meet the residential criteria but who have family members in this borough.

- 3.6 Applicants who have been placed in long term temporary accommodation by the Council will not be placed in a housing needs band. This will be reviewed if the arrangement is due to expire within the next 3 months or there is a change in circumstances that may increase their priority under this

scheme. Long term temporary accommodation includes<sup>5</sup> private sector properties let via the council or a housing association under a leasing arrangement, and non-secure tenancies on the regeneration estates.

- 3.7 Applications for housing will be assessed by Housing Officers using information supplied by the applicant and as a result of further enquiries as appropriate. The Housing Officer will decide whether the applicant falls within the Council's housing banding system and if so which band will apply.
- 3.8 Applicants who are assessed as not falling within one of the Council's Housing Bands will only be offered housing advice and assistance as necessary.
- 3.9 The Council recognises that there may be exceptional circumstances where the only way an exceptional housing need can be resolved is through the use of discretion. In the interests of fairness to all these applicants these circumstances are kept to a minimum. Examples of exceptional circumstances include, but are not limited to:
- Threat to life
  - Emergency cases whose homes are damaged by fire, flood or other disaster may be provided with another tenancy if it is not possible to repair the existing home, or if any work to repair is to take such a long period of time that there will be serious disruption to family life.
  - Households who, on police advice, must be moved immediately due to serious threats to a one or more members of the household, or whose continuing occupation would pose a threat to the community.
  - Cases nominated under the Police Witness Protection Scheme or other similar schemes that the council has agreed to be part of.
  - An applicant who has an exceptional need that is not covered in the Allocations Scheme. For example, where child or public protection issues require rehousing or for severe domestic abuse where all other options to remain in the home have been considered.
  - Other exceptional circumstances as authorised by the **Head of Housing Options** or equivalent.
- 3.10 Medical priority will be awarded according to the extent to which the health or welfare of one or more members of the applicant's household is affected by their housing conditions and the expected benefits of providing suitable alternative settled housing. Applicants who are assessed as having an overriding medical or welfare housing need will be placed in Band 1; the circumstances that justify this are detailed in Annex 1.
- 3.11 We will work together with social services and other agencies looking at supply and demand to identify clients currently in supported housing who are ready for independent living. Subject to these discussions and agreement that the client's housing needs cannot be met outside of social housing, clients referred by Adult Social Care and Health will be placed in

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<sup>5</sup> These examples do not represent an exhaustive list.

Band 2, unless there is an urgent need to move in line with the Band 1 criteria.

- 3.12 Where a young person is identified by Children's Services as ready to move on to other accommodation the young person will be placed in Band 2 or 3 subject to community contribution (unless there is an urgent need to move in line with the Band 1 criteria). The amount and type of contribution may vary for young people and the housing needs officer will have discretion to assess this as set out in Annex 3 to this scheme.

### **CONDITION AND SIZE OF ACCOMMODATION**

- 3.13 All accommodation offered will be habitable and in reasonable repair.
- 3.14 The size of accommodation for which each applicant will be considered will depend upon the size and composition of the applicant's household. The requirements for each size of household are set out at Annex 2. **Young people aged 16 to 25 might be offered shared housing dependent on their assessed housing need.**
- 3.15 Larger accommodation than specified in Annex 2 may be considered in exceptional circumstances on the recommendation of a specialist advisor, for example the Council's Medical Adviser, Occupational Therapy Service, or senior social worker.
- 3.16 In calculating the number of bedrooms available within properties the Council will treat every habitable room as a bedroom except kitchens, bathrooms and one room for use as a living room. The Council will normally consider additional downstairs rooms in houses for use as bedrooms in accordance with Housing Benefit regulations.
- 3.17 Cases of existing secure Council tenants agreed as Management Transfers (due to extreme circumstances such as violent assault, harassment etc) are able to move to alternative accommodation as the only viable resolution to their current difficulties. These moves should however not be at the expense of others. Therefore their move will only be to the same size and type of accommodation as they currently occupy regardless of their actual housing need.

### **COUNCIL TENANTS**

- 3.18 Council tenants wishing to move from their existing home will be assessed in the same way as other applicants applying for housing advice and assistance under this scheme.
- 3.19 Applications for transfer may be made jointly by separate tenants of the Council who wish to apply for housing together, on the condition that both tenancies will be relinquished if the Council makes an acceptable offer of a transfer to a third property.

- 3.20 On occasion it may be necessary for a council tenant to move out of their existing home to allow major works to be carried out or because their home is due to be demolished. In these circumstances, the Council will use its discretion to prioritise a move to a suitable alternative home by placing the tenant in Band 1 at an appropriate time.
- 3.21 Council tenants who have to move because major works are required to their home will have the option of moving back to their original home once the works have been completed.
- 3.22 The Council is undertaking a number of regeneration schemes. Under these schemes a large number of existing council homes will be demolished and replaced with new homes owned and managed by housing associations. Under this allocations policy, existing secure tenants whose homes are due to be demolished will have priority for the new replacement homes being provided on their estate in accordance with the provisions agreed for each estate, before they are made available to any other applicants.
- 3.23 Where a council tenant is imprisoned for a period of more than 12 months, and would therefore either accumulate rent arrears or possibly lose their tenancy, they can voluntarily give up their tenancy. Upon release they would be made a direct allocation of a secure property that meets their needs. The size of accommodation would be the same as their previous tenancy, or a size that meets their needs under the terms of this policy, whichever is smaller. This will not apply to tenants who have been imprisoned in relation to a crime that would enable the Council to seek repossession of their accommodation- where this applies the Council will normally take repossession action.

### **HOUSING ASSOCIATION TENANTS**

- 3.24 Housing association tenants will be assessed in the same way as other applicants applying for housing advice and assistance under this scheme.

### **MUTUAL EXCHANGES**

- 3.25 Secure tenants have certain rights in relation to exchanging their tenancies with other secure tenants and in relation to the circumstances in which a member of their household can succeed to their tenancy. These do not fall within the scope of this allocations scheme, and full details for how these schemes operate can be obtained from Barnet Homes or their Landlord in the case of Housing Association Tenants.

### **DISCRETIONARY SUCCESSION**

- 3.26 Housing law means that certain household members are entitled to succeed to a council tenancy when the tenant dies. This statutory right only applies to the first time that a succession occurs, but beyond this, the council will use

its discretion to allow additional successions to take place in the following circumstances:

- The person applying for succession has lived continuously in the property as their principle home for twelve months before the death of the tenant and
- They are the spouse, civil partner, a close relative of the tenant, or someone who had to live with the tenant in order to provide them with care, without which the tenant could not have maintained their tenancy and
- They would qualify for the property they have applied to succeed to under the council's allocations policy.

Where a property is not suitable for the person applying to succeed, for example because it is too large, the Council will assist them to find alternative accommodation if they qualify for help under the allocations scheme, this could include an offer of accommodation in the private rented sector.

Where a discretionary succession is agreed, the tenancy will be treated as a new tenancy under the Council's Tenancy Strategy – this means that in most cases a flexible tenancy will be granted, unless the applicant falls within a category of people who will still be granted a lifetime tenancy, for example a former member of the armed forces.

## **SERVICE TENANCIES**

3.27 Employees of the council or Barnet Homes who have a service tenancy associated with their employment may be rehoused by the council in certain circumstances as set out in Annex 4. This will be achieved outside of assisted choice through the operation of clause 4.11 of this scheme.

#### 4. **HOW THE COUNCIL ALLOCATES PROPERTIES**

##### **THE PROPERTY POOL AND ASSISTED CHOICE**

- 4.1 Barnet Council operates a property pool and assisted choice lettings system. This means that the council will maintain a list of properties that are available to let to housing applicants who fall into one of the housing bands described in Annex 1. This will include properties in the council, housing association and private rented sectors.
- 4.2 Priority for council and housing association properties being let as secure or assured tenancies will be determined by housing band, with those applicants in Band 1 having a greater priority than those in bands 2-4, and those in band 2 having a greater priority than those in bands 3-4, and so on. Within bands, priority will be determined by date order<sup>6</sup>.
- 4.3 In considering priority for re-housing between applicants with a similar priority under the banding scheme, the Council will also take account of the immediacy of need of each applicant. This means, for example, that where two applicants in the same band are interested in the same property, preference may be given where one of the applicants is facing a more immediate loss of their existing home than the other.
- 4.4 To avoid the loss of properties available to the Council, properties in the private rented sector will normally be made available on a first come first served basis to applicants across bands 1-4. Where more than one applicant is being considered for a private sector property, priority will be determined by band and date in band.
- 4.5 Applicants will be **selected for a property from those that are available that meet their needs and will be required to accept this property as their offer of rehousing. Paragraph 4.20 below explains in more detail how the Council will determine the suitability of a property.**
- 4.6 If no suitable properties are available **at the time of banding**, the applicant's case will remain open until a property becomes available and their Housing Officer will work with **applicants to help** them to secure a home.

##### **EXCEPTIONS TO ASSISTED CHOICE**

- 4.7 Available properties which are adapted or which are suitable for adaptation and Extra Care and Sheltered Plus housing or which are otherwise potentially suitable for applicants with a substantial disability or other special or support needs may be allocated outside strict banding and date order priority.
- 4.8 An allocation may also be made outside banding priority in the case of a Council tenant who is willing to transfer from a property which s/he does not require and which is particularly suitable for an applicant with special or support needs.

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<sup>6</sup> Date order means that date that an applicant was placed in the housing band



- 4.9 Applicants who have a special need for an adapted property or other particular type of accommodation which is in very short supply may be invited to consider a suitable property which becomes available outside of the areas preferred by the applicants concerned.
- 4.10 Applicants who have given up their Council tenancy whilst they are in prison as set out in 3.23 above.
- 4.11 The Council reserves the right to restrict the operation of the property pool to certain groups of applicants or to make direct offers of accommodation to households waiting for re-housing in order to fulfill its fiduciary or housing management duties and responsibilities, including achieving a balance of lettings as set out in the Council's letting plan.
- 4.12 Special allocation arrangements may apply in respect of properties available for letting on new-build developments.
- 4.13 Decisions to allocate properties outside of the property pool and assisted choice under 4.7 to 4.12 will be authorised by a senior housing **options** officer. In addition, decisions under 4.11 and 4.12 will be notified to an appropriate senior representative of the Council.

## **PAN-LONDON MOBILITY**

- 4.14 Barnet Council participates in pan-London mobility (PLM) arrangements<sup>7</sup> and accordingly up to five percent of the properties that become available to the Council for re-letting or nomination each year will be made available to transferring tenants from other London local authorities participating in the scheme.
- 4.15 Homes under this scheme are allocated according to the PLM allocations scheme rules and not the rules outlined in this scheme. Full details of the PLM scheme can be found at [www.london.gov.uk](http://www.london.gov.uk).
- 4.16 Existing tenants of Barnet Council can make transfer applications through PLM to be considered for vacancies in other London local authority areas.

## **TYPES OF PROPERTY**

- 4.17 Some properties or blocks of properties are designated for allocation only to applicants sharing a common characteristic or need, for example:
- Properties in blocks of flats for people aged over 40, or aged over 50.
  - Properties in sheltered housing developments for people over 60,
  - Properties in supported housing schemes offering special services,
  - Individual properties which are adapted or otherwise particularly suitable for applicants who use a wheelchair, or
  - **Priority for ground floor, level access accommodation, will be given to customers with an assessed need for ground floor accommodation**

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<sup>7</sup>Currently known as Housing Moves

## SELECTION OF PROPERTIES

4.18 In selecting properties from the property pool for applicants to consider, the Council will normally take into account the following factors:

- The number of bedrooms required (see Annex 2)
- Any essential requirement concerning the type or location of rehousing
- The housing band into which the applicant's case falls
- **The suitability of the accommodation.**

4.19 The Council will not normally take into account:

- Non-essential preferences concerning the location or type of rehousing requested by the applicant.
- An applicant's preference as between an allocation of a Council property, a nomination to a housing association property or an allocation to the private rented sector.
- The standard, type or location of the applicant's current accommodation (except where this is related to the assessment of their need)

### **SUITABILITY OF OFFERS OF REHOUSING (This section is to be read in conjunction with the Placements Policy)**

4.20 Where accommodation is offered through the assisted choice process described above, an applicant will normally be expected to accept an offer of a property that meets their specified needs. Suitable offers are those that are deemed as suitable and appropriate to meet the housing and medical needs of the household concerned **and are affordable to the applicant and his or her household.**

4.21 The Council will seek to take into account applicants' particular or special needs but it will not always be possible to ensure that these needs are met. In considering what is reasonable, the Council will have regard to the overall supply of Council **and other** accommodation and the demands placed upon it by all priority groups. **A suitable property may, therefore, be located outside the borough.**

4.22 As a guideline and subject to the individual circumstances of each application, the Council will normally consider that a property is suitable if:

- It is located close to an area which the applicant has selected or an area that the Council considers to be reasonable.
- If it is affordable **for the applicant and his or her household based on his or her financial circumstances at the time of offer.**
- It is sized in accordance with the criteria in Annex 2.
- It complies with any recommendation made by a Medical or other relevant advisor.
- In determining the suitability of accommodation, the council will consider the following:

- the significance of any disruption to the employment, education or caring responsibilities of the applicant or a member of the household;
- the accessibility of medical or other support facilities that are currently used by the applicant or a member of the household;
- the accessibility of local services, amenities and transport

If a suitable property is located outside of the borough's boundary then the Council has to take into consideration the distance from the applicant's existing accommodation in the borough.

**4.23** If an applicant is assessed as having a need where adaptations are required but they are currently under-occupying their property, the applicant will be required to (a) move to a smaller property where appropriate adaptations are already in situ, (b) trade down to a smaller property and then have the adaptations or (c) attain a smaller property through a mutual exchange and then have the adaptations/

**4.24** Applicants may be offered a property in the private rented sector. These offers are subject to specific regulations that protect the health and safety of tenants. Full details of these regulations are available on request.

**4.25** An offer of accommodation which is arranged by way of a nomination to a housing association will be considered to be as reasonable as an offer of a council tenancy.

**4.26** If a housing applicant refuses **one** reasonable offers of accommodation through the assisted choice scheme or a direct allocation, they will be removed from the banding system.

**4.27** An applicant who **has been removed from the banding system** under 4.26 will not be entitled to be reconsidered for housing under this allocations scheme for a period of 12 months from the date that the Council notified them of its decision, except where there has been a material change in circumstances such that the offer of re-housing would no longer be suitable, for example because of an enlargement of the applicant's household or a deterioration in ill health.

## **PROCEDURE FOR APPEALS AND REVIEWS**

- 5.1 All applicants have the right to request general information about their application, including whether they are entitled to any preference for housing and whether and when suitable accommodation will be offered to them. Decisions made under this policy will be notified to applicants in writing and applicants are entitled to request information concerning the facts of their case that have been taken into account.
- 5.2 Applicants who are unhappy with a decision made under this policy should in the first instance contact the housing officer who has dealt with their case and explain why they think that the decision is not reasonable.
- 5.3 The applicant will be notified whether the decision still stands and the reasons for this usually within 48 hours
- 5.4 If an applicant wishes to take the matter further, they can make a request for a formal review of the decision within 21 days. In these cases the applicant will be invited to make a written submission stating the reasons for their request for a review and the Council will seek any further information it requires, including advice from medical and other specialist advisors. Formal reviews will be conducted by a team leader or manager within the Council's Housing Service with no previous involvement in the case who will notify the applicant of the outcome of the review including the reasons for their decision within 56 days.
- 5.5 Where an applicant wishes to appeal the suitability of an offer of accommodation under 5.1 of this policy, the property will be held available whilst the appeal is considered where this is not likely to lead to an unreasonable delay in letting the property.
- 5.6 Where an applicant requests a formal review concerning the suitability of accommodation under 5.3 of this policy, the property will not normally be held available whilst the appeal is considered.

## **GENERAL RULES AND CONDITIONS**

### **DECISIONS**

- 6.1 All decisions taken under this policy will be by fully trained housing officers within the Council's Housing Service unless otherwise specified. Housing Officers are supported by Team leaders and Senior Managers.

### **REQUESTS FOR ASSISTANCE**

- 6.2 Requests for housing assistance must be made to the Housing Service. The Council aims to notify applicants of the result of the assessment of their priority under the Housing Banding System within 14 days. However, in cases where a medical assessment or other special assessment is required, it may take longer to notify the result.

### **PERSONS ELIGIBLE FOR ASSISTANCE**

- 6.3 Persons entitled to assistance must be members of the applicant's immediate family who normally reside with the applicant. Any other person or persons will only be considered as entitled if the Council is satisfied that it is reasonable for that person to reside with the applicant. This will normally exclude lodgers or anyone sub letting from the applicant.
- 6.4 The Council may also refuse to consider an application for assistance or someone's inclusion on an application if the person concerned (i.e. other than the applicant) has made a separate housing application.

### **EVIDENCE OF IDENTITY AND HOUSING CIRCUMSTANCES**

- 6.5 All applicants must provide satisfactory evidence of identity and past and current residences for themselves and all household members. The Council will request documentary evidence from each applicant and will conduct such further enquiries as are reasonable in the circumstances. An application will be cancelled if the applicant has failed to provide documentary evidence or other information reasonably required by the Council in order to validate the application.
- 6.6 The Council will normally carry out a visit to each applicant's residence if their priority is sufficient for an allocation of housing under this scheme. Visits conducted will include an inspection of the accommodation and facilities and are normally but not necessarily arranged by appointment.

### **INCOME AND SAVINGS**

- 6.7 All prospective new tenants will be required to supply evidence of their financial income and resources. Where applicants are not able to show current entitlement to Income Support, verification of income and savings will be required prior to applicants being offered accommodation. Households with children who have an income that is at median Barnet earnings (currently £36,200) or households without children who have an income at median Barnet earnings less 15% (currently

£30,770) will not normally be placed into a band or offered social housing. Similarly where applicants have resources above the level set by the Council (£30,000 capital or savings) they will not normally be placed into a band or offered social housing. Households with incomes or assets below these limits will only be banded if they meet the criteria set out in this scheme.

## **CHANGES OF CIRCUMSTANCES**

6.8 Once placed in a priority band, applicants should notify the Council in writing of any material change in their circumstances that will affect their priority for housing, for example:

- a change of address, for themselves or any other person on the application.
- any additions to the family or any other person joining the application
- any member of the family or any other person on the application who has left the accommodation.
- any change in income or savings.

6.9 Applications may be temporarily suspended while the Council assesses the information provided by the applicant and completes further enquiries that may be necessary.

6.10 The Council will carry out an assessment of each applicant's entitlement to and priority for re-housing on the basis of information which has been provided by the applicant or otherwise received in connection with the applicant.

## **INVESTIGATION OF FRAUD**

6.11 The Council recognises its duty to protect the public resources it administers. Detailed enquiries about applications will therefore be made in order to guard against misrepresentation and fraud. Such enquiries will be made in all cases where applicants appear to have sufficient priority for an offer for rehousing, and in other cases as resources allow and may be made at any time either at the time of application or subsequently including after any grant of tenancy. Applications will be suspended if there is evidence of misrepresentation or fraud until enquiries are completed.

6.12 Any applicant seeking to obtain accommodation by making a false or misleading statement or by withholding relevant information or by failing to inform the Council of any material change in circumstances is liable to have his/her application cancelled. Prosecution will be considered where it appears to the Council that a criminal offence has been committed. Proceedings for possession will be taken to recover any tenancy granted in consequence of a fraudulent application for housing.

## **MEMBERS OF THE COUNCIL, STAFF MEMBERS AND THEIR RELATIONS**

6.13 In order to ensure that the Council is seen to be treating all applicants fairly, any application for housing or rehousing from members of the Council, employees of the Council or associated persons must be disclosed. These applications will be

assessed in the normal way but any allocation of housing will require special approval by a Team Leader in the Housing Service.

## **EQUAL OPPORTUNITIES AND MONITORING**

- 6.14 The Council is committed to the principle of equal opportunities in the delivery of all its services.
- 6.15 Applicants will be invited to indicate if they wish to make use of the Council's translation and interpretation services, or if they require other special services as a result of visual impairment, hearing difficulties or other disability.
- 6.16 Confidential interview facilities are provided at all housing offices. There is full access to the housing office at Barnet House for people who use a wheelchair. Home interview services are available for applicants who are elderly or who experience mobility difficulties.
- 6.17 The Council will seek to ensure that its allocation policies are being operated in a manner that is fair to all sections of the community regardless of nationality, ethnic origin, marital status, age, gender or disability. The information provided will be kept confidential and treated with respect. The council believes it is important to understand the different communities who apply for housing and it is only by asking these questions that we can check we are operating a fair system.
- 6.18 All applicants for housing or rehousing will be asked to provide details of ethnic origin, faith, sexuality and disability. This will not, however, be a requirement for acceptance of an application. Equalities records will be kept and monitored on a regular and systematic basis to ensure properties are being offered and allocated fairly.
- 6.19 Allocation policies and any changes to them will be reviewed regularly to ensure they do not operate in ways that discriminate against or disadvantage any particular group.

## **CONFIDENTIALITY**

- 6.20 The Council will take disciplinary action against any employee who makes use of any information obtained in the course of their employment for personal gain or benefit, or who passes it to others who might use it in such a way. A report to the police will be made if it appears that a criminal offence has been committed.
- 6.21 The disclosure of information about any housing application to a third party is prohibited except on a "need to know" basis in the following circumstances:
- to plan and provide assistance jointly with health and social services agencies in appropriate cases.
  - for the purpose of fraud detection, the prevention of crime, and the promotion of community safety.
  - to enable efficient administration of offers of rehousing, lettings, housing association nominations, and rent and benefit accountancy etc.

- where disclosure is a legal requirement.

## **ACCESS TO PERSONAL DATA**

- 6.22 The Data Protection Act 1998 (DPA) provides individuals with a right to request access to any of their personal data held by the Council, and a right to know where the data came from, how it is used and why it is held. Such a request is called a “subject access request” and applies to personal data in housing files.
- 6.23 Subject access requests should be made in writing to the Head of Housing and must describe the information sought. Applications must state their name and provide proof of their identity, such as a copy of a passport, driving license, or recent utility bill.
- 6.24 Any applications made by third parties on behalf an applicant (for example by a lawyer acting for a client) must be accompanied by written evidence of authority to act. If this is not possible by reason of disability then the Council should be contacted in order to make alternative arrangements.
- 6.25 The Council may charge a £10 fee to handle a subject access request. There is no charge for students, pensioners, staff, benefit claimants and those on Income Support.
- 6.26 Once the Council has received the information, documentation and fee (if charged) referred to above in paragraphs 6.23, 6.24 and 6.25, it must begin processing the request and respond within 40 calendar days. There is a limited range of exemptions from the right of subject access.
- 6.27 Housing files may contain information about other people (third parties), such as details of complaints made by other tenants, or comments made by housing staff. If the Council cannot respond to a request without giving information about other people, it is not obliged to include this information in its response unless they consent, or unless it thinks it is reasonable in all the circumstances to disclose this information without their consent.
- 6.28 Under the DPA applicants may also have the right to challenge tie information held on them and may request the correction of records which they believe to be inaccurate. Such challenges should be made in writing and addressed to the Head of Housing.

## **ACCESS TO OTHER INFORMATION**

- 6.29 Anyone has the right to request access to recorded information held by the Council, either under the Freedom of Information Act 2000 (FOIA) or, for environmental information, the Environmental Information Regulations 2004 (EIRs).
- 6.30 Requests under the FOIA must be made in writing, must include the applicant’s name and a correspondence address and must specifically describe the



information requested. Requests under the EIRs must also comply with these regulations except that they can be made verbally. Please address requests under the FOIA or EIRs to the “FOI Officer” at the Council’s postal address or to [foi@barnet.gov.uk](mailto:foi@barnet.gov.uk).

6.31 Once a valid request has been reviewed the Council must usually respond within 20 working days.

6.32 Requests made by individuals for their own personal data will be treated as “subject access requests” under the DPA (see 6.22 to 6.28 above).

## ANNEX 1 – BARNET HOUSING BANDS

Band 1: Urgent Need to Move due to Reasonable Preference PLUS additional priority and a local connection <sup>8</sup>	
	Summary Guide of Criteria <sup>9</sup>
Emergency medical or disability Reasonable preference category S.167(2)(d)	<ul style="list-style-type: none"> <li>• Where an applicant's condition is expected to be terminal within a period of twelve months and rehousing is required to provide a basis for the provision of suitable care.</li> <li>• The condition is life threatening and the applicant's existing accommodation is a major contributory factor.</li> <li>• The applicant's health is so severely affected by the accommodation that it is likely to become life threatening.</li> <li>• The applicant <b>has severe mobility issues, is housebound and is unable to leave their accommodation with assistance. They have an assessed need to move to accommodation that meets their needs.</b></li> <li>• <b>The applicant is a wheelchair user who is unable to use their wheelchair within their current accommodation and has an assessed need to move to wheelchair suitable accommodation.</b></li> <li>• The applicant's accommodation is directly contributing to the deterioration of the applicant's health such as severe chest condition requiring intermittent hospitalisation as a result of chronic dampness in the accommodation and the condition of the property cannot be resolved within a reasonable period of time – usually 6 months.</li> <li>• Where overcrowding in the property leaves the applicant at risk of life threatening infection.</li> </ul>
Exceptional Circumstances Welfare and Hardship Criteria Reasonable preference category S.167(2)(e)	<ul style="list-style-type: none"> <li>• Emergency need to move determined by the Council and authorised by the <b>Head of Housing Options</b> or equivalent.</li> </ul>
Exceptional need to move Reasonable preference category S.167(2)(e)	<ul style="list-style-type: none"> <li>• Applicants who need to move due to domestic abuse, extreme violence or extreme harassment.</li> <li>• Extreme violence or harassment will be verified by the Police and/or other agencies as necessary. This may include where a move is necessary to protect a witness to criminal acts.</li> </ul>

<sup>8</sup> As defined in paragraph 3.4 of this scheme

<sup>9</sup> This summary guide of criteria does not represent an exhaustive list of all applicants entitled to reasonable preference

	<ul style="list-style-type: none"> <li>Agreed in exceptional circumstances due to significant problems associated with the tenant's occupation of a dwelling in the social or private rented sector and there is a high risk to the tenant or their family's safety if they remain in the dwelling/area. For social housing tenants transfers will be to properties of the same size or smaller if they are under-occupying and type where required, but locations or areas are likely to change.</li> </ul> <p>Examples of exceptional circumstance cases are given in the policy at paragraph 3.9</p>
Disability need to move on hardship grounds Reasonable preference category S.167(2)(d)	<ul style="list-style-type: none"> <li>This is any applicant who needs to move to suitable adapted accommodation because of a serious injury, medical condition or disability which he or she, or a member of their household, has sustained as a result of service in the Armed Forces</li> </ul>
Release of adapted property Reasonable preference category S.167(2)(e)	<ul style="list-style-type: none"> <li>Where a tenant is willing to transfer to a suitable non adapted property and is releasing an adapted house or designated older persons property.</li> </ul>
Statutory Overcrowded Reasonable preference category S.167(2)(c)	<ul style="list-style-type: none"> <li>Tenants who are statutorily overcrowded</li> </ul>
Acute Overcrowding Reasonable preference category S.167(2)(c)	<ul style="list-style-type: none"> <li>Where a household is 3 bedrooms short of the bedroom standard outlined in Annex 2.</li> </ul>
Private sector properties insanitary or unfit. Those living in insanitary conditions where the conditions pose an ongoing and serious threat to health; Reasonable preference category S.167(2)(c)	<ul style="list-style-type: none"> <li>Private sector tenants and residents of dwellings that the Council's Private Sector Housing Team has determined that the property poses a category 1 hazard under the Housing Health and Safety Rating System (e.g.: crowding and space, excessive cold or risk of falls) and the Council are satisfied that the problem cannot be resolved by the landlord within 6 months and as a result continuing to occupy the accommodation will pose a considerable risk to the applicant's health. This includes a property that has severe damp, major structural defects including subsidence, flooding, collapse of roof, or have living conditions which are a statutory nuisance, <u>and</u> there is no prospect of the problems being remedied within a 6 month time period.</li> <li>A private sector property either owned or rented where a statutory notice has been issued by the environmental health department that an unfit property is to be demolished under the Housing Act 2004.</li> </ul>
Under-occupation Reasonable preference category	<ul style="list-style-type: none"> <li>Where a secure Council tenant will release a home with two or more bedrooms by moving to a property with fewer bedrooms than they currently have.</li> </ul>

S.167(2)(e)	<ul style="list-style-type: none"> <li>Housing association tenants who will release a home with two or more bedrooms are eligible if their landlord agrees that the vacated property can be used for a nomination by the council</li> </ul>
Major works or demolition Reasonable preference category S.167(2)(c)	<ul style="list-style-type: none"> <li>Where a council tenant has to move either temporarily or permanently whilst major works are undertaken or where their home is due to be demolished</li> </ul>
Foster carers referred by the Council's Children's Service Reasonable preference category 167(2) (d) or (e)	<ul style="list-style-type: none"> <li>Foster carers approved by the Council whose housing prevents them from being able to start, or continue, to provide foster care.</li> </ul>

**Band 2 Need to move – Reasonable Preference plus Community Contribution and a local connection<sup>10</sup>**

	Summary of Criteria
Homeless Households owed a full homeless duty under section 193(2) or 195(2).  Reasonable Preference categories s167(2) (b)	<ul style="list-style-type: none"> <li>People who are owed a duty under section 193 (2) Or 195 (2) of the 1996 Act (or under section 65 (2) or 68(2) of the Housing Act 1985) -- This means households who are homeless or threatened with homelessness and in priority need</li> <li>Note for cases owed a full homeless duty by any other Council they will receive a reduced preference for not having a local connection to Barnet Council (until they acquire a local connection with the borough).</li> </ul>
Overcrowded by the Bedroom standard.  Reasonable Preference category s167(2)(c)	Where a household is 2 bedrooms short of the bedroom standard outlined in Annex 2.
Applicants living in unsatisfactory housing lacking basic facilities.  Reasonable Preference category s167(2)(c)	<p>Applicants without access at all to any of the following facilities. No access to:</p> <ul style="list-style-type: none"> <li>a bathroom or kitchen</li> <li>an inside WC</li> <li>hot or cold water supplies, electricity, gas or adequate heating</li> </ul> <p>Applicants who occupy a private property which is in disrepair or is unfit for occupation and is subject to a Prohibition Order and recovery of the premises is required in order to comply with the Order as defined by Section 33 of the Housing Act 2004.</p> <p>Applicants who only have access to shared facilities in</p>

<sup>10</sup> As defined in paragraph 2.4 of this scheme

	shared accommodation will not qualify under these criteria.
Medical grounds Reasonable Preference category s167(2)(d)	Where an applicant's housing is unsuitable for severe medical reasons or due to their disability, but who are not housebound or whose life is not at risk due to their current housing, but whose housing conditions directly contribute to causing serious ill-health.
Hardship or welfare need to move for care or support Reasonable Preference category s167(2) (c) and (d)	Those who need to move to give or receive care that is substantial and ongoing.  Those who need to access social services facilities, and are unable to travel across the Borough.  Those who need to take up (or continue) employment, education or a training opportunity that is not available elsewhere <u>and</u> who do not live within reasonable commuting distance.
Housing need due to age Reasonable Preference category s167(2)(d)	Older or disabled applicants seeking Retirement or Extra Care or Sheltered Plus housing
Ready to move on from Council accredited supported care schemes Reasonable Preference category s167(2)(c)	An applicant is ready to move to independent settled housing on the recommendation of the support worker or equivalent.  The applicant is in need of medium to long term rather than short term ongoing tenancy support.  That support package has been assessed and is in place.
Move on from Care Reasonable Preference category s167(2)(c)	A care leaver is ready to move to independent settled housing and is genuinely prepared for a move to independent living.  They possess the life skills to manage a tenancy including managing a rent account.  The care leaver is in need of either a long term or medium term tenancy support.  That support package has been assessed and is in place.
Discretionary Succession	Where the Council has agreed to grant a tenancy under clause 3.26 of this policy.
Existing Foster carers approved by the Council willing to provide care for an additional child Reasonable preference category 167(2) (d) or (e)	Where a Foster carer already providing a home for at least one foster child offers to provide care for an additional foster child

**Band 3 : Need to move – Reasonable Preference BUT no Community Contribution and a local connection<sup>11</sup>**

**Summary of Criteria**

Applicants in this Band will have the same element of housing need / Reasonable Preference as those applicants in Band 2 BUT will not have the Community Contribution or Working Household award as defined section 3 part 3 of the policy. Once a Community Contribution or Working Household award is given, the applicant will be moved into Band 2.

**Band 4: Reduced Priority : Need to Move - Reasonable Preference but with Reduced Priority**

**Summary of Criteria**

Applicants owed Reasonable Preference but who have been given reduced priority **but are owed, or are likely to be owed, the main homelessness duty under Housing Act 1996 Part VII) 193(2).**

**No local connection**

**Unspent housing or welfare benefits convictions**

**Rent or other housing arrears**

**Income or assets exceeding the limits set out in paragraph 6.7**

**Breaches in tenancy conditions**

Customers in this band have reduced preference and are extremely unlikely to be offered social housing but may be helped to find a home in the private rented sector.

<sup>11</sup> As defined in paragraph 2.4 of this scheme

## ANNEX 2

### SIZES OF HOMES

- The number of bedrooms you need depends upon the size of your family.
- The chart shows the size of home that we consider you need.
- A single parent is counted as a **single person** and an unborn baby is counted as a child.
- Single people without children are usually offered studios.
- **Single bedrooms will be used for one person not sharing (for example a single parent).**
- **Double bedrooms will be used for two people sharing (for example two children sharing)**
- **Where a single parent has a child under the age of one they will be offered a flat with one double bedroom.**
- Two children of the opposite sex under ten will be expected to share a bedroom.
- Some retiring staff are contractually entitled to one bedroom more than they need.
- Council or Housing Association tenants trading down from properties with three or more bedrooms may choose a property with one bedroom more than they need
- Sometimes Housing Associations adopt different criteria for determining the number of bedrooms a household requires.

SIZE OF FAMILY	SIZE OF PROPERTY
Single person	Bedsit/single person home- <b>with single bedroom</b>
A couple without children	1 bedroom
Two adults of the same sex and generation for example, flat sharers, or two brothers	<b>1</b> bedroom
A couple expecting a child or with a child, including an adult son or daughter.	2 bedrooms
A couple with two children of the same sex	2 bedrooms
Two adults of opposite sex who do not live as a couple, for example, brother and sister	2 bedrooms
A couple with two children of opposite sex and both under ten	2 bedrooms
A couple with two children of opposite sex one of whom is over ten	3 bedrooms
A couple with three children	3 bedrooms
A couple with four children (all of the same sex or two of each sex)	3 bedrooms
A couple with two children of the opposite sex under ten and one dependant relative (for example, widowed mother)	3 bedrooms
A couple with four children (three of one sex and one of the opposite sex)	3 or 4 bedrooms depending on the age of the children

A couple with more than four children	4 bedrooms
A couple with three children and one dependant relative	4 bedrooms
*This does not apply to parents/children	



## ANNEX 3

### COMMUNITY CONTRIBUTION: HOW PRIORITY IS AWARDED

#### Community Contribution

People who play a part in making their neighbourhood strong, stable and healthy – those who help make it a good place to live, work and play – are valuable people. They are the backbone of their community, and the Council believes such people should be allocated social housing to continue contributing to sustaining local communities in the area where they contribute.

The Community Contribution priority scheme is a Barnet Council policy which gives the main applicant or partner increased priority for housing when they have reasonable preference and qualify under the community contribution criteria described below. These applicants will be placed in Band 2 by virtue of this award.

#### Community Contribution Awards – How they work in practice

Community contribution can only be awarded to the main applicant or their partner.

Applicants or their partners and all household members must have a *current positive residence history* to qualify for a Community contribution award.

1. No on-going culpable involvement in anti-social behaviour or criminal activities.
2. No breaches of tenancy within the last 3 years
3. No outstanding lawfully recoverable housing-related debt over £100.
4. Not have an outstanding unspent conviction

Increased priority for housing is given to those applicants who demonstrate a commitment to contribute to the Borough's economic growth as working households or who make a contribution by their contribution within communities.

Applicants or their partners awarded community contribution must also fulfil the eligibility criteria in section 3 of the housing allocations scheme.

Applicants can access increased priority for housing in five ways;

#### 1. Working Households

This policy aims to support the economic growth of Barnet.

We want to encourage people who can, to work and want to raise levels of aspiration and ambition. We will offer increased priority to applicants who are working but are on a low income and will therefore find difficulty in accessing outright Home Ownership or Low cost low Ownership. Applicants who have reasonable preference can receive increased priority to Band 2 by virtue of their "working" status.

#### Definition of Working Households

Households where the applicant or their partner is in employment.

For the purposes of this Allocations Policy employment is described as having a permanent contract, working as a temporary member of staff or being self-employed. Applicants will only qualify if the worker has been employed for 6 out of the last 12 months. **Applicants who are on maternity leave but remain in employment can also qualify for this award.** Verification will be sought at point of application as well as point of offer under the same terms. Applicants must provide payslips, P60, bank statements or a verifying letter on headed paper in order to qualify.

## **2. Volunteering**

**Households where the main applicant or their partner is volunteering.**

Volunteers must have been volunteering for a continuous period of at least 6 months up to the point of application and continuously until the point of offer. Volunteering must be for a not-for profit organisation that is registered with the Volunteer Centre Barnet or recognised by the Council, or a charity that is registered with the Charity Commission or is funded by the Council or another local authority or a faith based community group or organisation. Tenants and Residents Associations which are constituted are classified as not-for-profit organisation. They must be registered with Barnet Council or a Registered Social Landlord to qualify.

Volunteering must be for a minimum of 10 hours per month.

### **Evidence required for voluntary work.**

A letter on the organisation's headed paper from the manager responsible for volunteers confirming the applicant's involvement in a minimum of 10 hours per month of voluntary work for at least 6 months. This person must not be related to the applicant in any way.

## **3. Training or Education**

**Households where the main applicant or their partner is in training or education.**

We want to encourage people to move closer to gaining paid employment by gaining employability skills and becoming job ready. This may be achieved by attending higher or further education or by accessing a longer vocational course of study or engaging in a programme of work-related training courses. In all cases the course of study must lead to achieving accredited qualifications and / or certification by a registered awarding body.

Study or training may be undertaken at a range of recognised institutions and organisations such as: Further Education College; registered Private Training Provider; registered Voluntary Sector Organisation or University.

To be eligible for the vocational training award a person must initially access a recognised Information, Advice and Guidance (IAG) service, such as *Next*

*Steps for Adults or Connexions* for young people up to age 19 years to develop an agreed employment action plan and to be signposted to relevant training providers. Candidates must be working towards gaining employment in a vocational occupation.

A person must have been studying or training against the eligible criteria and definition outlined, for a continuous period of at least 6 months up to the point of application **and continuously until the point of offer**. Applicants eligible for out-of-work related benefits must also be registered with Job Centre Plus and accessing mainstream job brokerage provision, thus actively seeking work (this may not apply to full time students dependent on the hours they are studying). This training must be in addition to, or supplementary to any mandatory training required and may be undertaken in conjunction with volunteering to gain further knowledge and experience.

Some people undertaking training are not actively seeking work. Where the Benefits Agency can confirm that the applicant is not required to actively seek work because of their circumstances, for example they have caring responsibilities, their training can be recognised in this policy.

All training must be a minimum of 10 hours a month.

#### **Evidence required for Training element**

Further/higher education candidates must supply evidence of:

- letter from college or university confirming participation in course of study for period of 6 months

For vocational training award the following evidence must be provided:

- an agreed employment action plan developed through a recognised IAG service plus verification of steps taken towards achievement of action plan targets
- certificate or letter from a registered awarding body for the course or by a recognised training provider as evidence of gaining a recognised vocational qualification or successfully completing accredited work-related training (over a continuous period of at least 6 months)

#### **4. Ex service personnel**

Applicants **or their partner**, who have served in the British Armed Forces and lived in Barnet for at least 6 months immediately prior to enlisting, will qualify for a community contribution award automatically, with the exception of those who have been dishonourably discharged. This includes people who have served in the Royal Navy, Royal Air Force and British Army.

Service with the armed forces will be confirmed with the Royal British Legion.

#### **5. Registered Foster Carers**

We recognise the contribution that Barnet foster carers make towards ensuring that children in Barnet's care receive a good service. In order to qualify for a

community contribution award under this policy, applicants will require a letter from the council's Children's Service confirming that they have been approved as a Barnet foster carer and that they are in a position to take one or more placements.

## 6. Carers

An applicant or their partner who is receiving carers allowance for caring for a person who is in receipt of DLA higher rate will qualify for the community contribution award under this policy.

## 7. People with disabilities and older residents

Whilst many older people and those with disabilities work or volunteer, there may be circumstances in which frailty or a disability prevents this, or means that the full eligibility criteria set out above can not be met. Housing Officers will consider such cases on an individual basis and use their discretion to award a community contribution where they consider this is appropriate.

## 8. Young people

Generally young people (applicants aged 25 and under) will be required to meet the full community contribution criteria outlined above. However housing needs officers will have discretion with regard to the length of time a young person has been in employment. In addition where a young person is able to participate in volunteering and is not in employment or training the number of hours per month required is 20 hours.

### ***Young people referred by Children's Services***

In some circumstances a young person in supported housing may not have a full current positive residence history. Where the scheme manager is satisfied that the young person is no longer in breach of their tenancy agreement or licence and is complying with the conditions of the tenancy Housing Officers will consider such cases on an individual basis and use their discretion to award a community contribution where they consider this is appropriate.

Where a young person has been referred by Children's Services the following will qualify for community contribution award:

- Firm offer and proof of acceptance onto formal study or training as set out in paragraph 3 above
- In employment
- Volunteering for 20 hours per month. Volunteering defined in paragraph 2 above

## Annex 4

### SERVICE TENANCIES

Re-housing for former Service Tenants Length of Service	Eligibility	Entitlement
Less than 7 years	<ul style="list-style-type: none"> <li>• Retiring or transferring to non-residential employment</li> <li>• Was a council tenant before taking a service tenancy</li> <li>• Dependent children</li> <li>• Vulnerable because of ill health or disability</li> </ul>	Bedrooms according to need (as defined in annex 2 of this Scheme)
More than 7 years	<ul style="list-style-type: none"> <li>• Any service tenant leaving employment or transferring to non-residential employment</li> <li>• Spouses/partners left on death or separation</li> </ul>	Bedrooms according to need
More than 15 years	<ul style="list-style-type: none"> <li>• Retiring or transferring to non-residential employment</li> </ul>	1 extra bedroom

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## **APPENDIX 3- DRAFT PLACEMENTS POLICY**

### **BARNET COUNCIL'S POLICY WITH REGARD TO THE MAKING OF PRIVATE RENTED SECTOR OFFERS TO FULLY DISCHARGE A HOMELESS DUTY**

#### **1. Background**

The introduction of the Localism Act 2011 will have a significant impact on the way in which Local Authorities can deal with applications for social housing and homelessness applications under Parts 6 and 7 of the Housing Act 1996. The Homelessness changes were enacted on 9<sup>th</sup> November 2012.

Under the previous legislation, Local Authorities were able to discharge their main homelessness duty to applicants who were homeless, eligible for assistance, in priority need and not intentionally homeless by

- securing suitable social housing accommodation under Part 6 (unless a referral to another Local Authority can be made under the local connection provisions)
- offering privately rented accommodation only with the applicants explicit agreement

From 9<sup>th</sup> November 2012, the Localism Act enables Local Authorities to fully discharge the full housing duty by a 'private rented sector offer' PRSO (s193(7AA)-(7AC) Housing Act 1996 as amended by s.148(5)-(7) Localism Act 2011.

These changes apply only to new applicants approaching local authorities as homeless or threatened with homelessness after the commencement date of 9<sup>th</sup> November.

Following enactment of the relevant parts of the Localism Act on 9<sup>th</sup> November, anyone provided with accommodation in the private rented sector as final discharge of a homelessness duty is no longer considered to have a 'Reasonable Preference' for an allocation of permanent housing by reason of homelessness.

This will end a significant link between Parts 6 and 7 of the Housing Act 1996.

On the 9<sup>th</sup> November 2012, the Government introduced new guidance for Local Authorities covering homelessness and Suitability of Accommodation for private rented sector offers. Officers are required to have regard to this guidance when seeking to discharge the full homelessness duty into the private rented sector.

It is important to note that existing guidance on suitability contained in the Homelessness Code of Guidance 2002 continues to apply.

#### **2. Policy for discharging statutory homeless duties**

##### **Policy Statement**

Barnet Council sets out its vision for responding to homelessness in the Area in the authority's Housing Strategy.

### 3. Policy overview

This document relates to the policy and procedural arrangements for discharging the statutory homeless duties into the private rented sector following the enactment of the Localism Act. The document will be referred to as “the policy”.

The policy operates in conjunction with the authority’s existing Allocation Scheme and will be reviewed in parallel with any future proposed changes to that Allocation Scheme.

Any amendments to the policy will be included on the version that the authority provides on its website. This will always be the current version of the policy.

The policy complies with:

- ✓ The Housing Act 1996, as amended by the Homelessness Act 2002
- ✓ The Localism Act 2011
- ✓ Equality Act 2010
- ✓ Suitability of Accommodation Order October 2012
- ✓ The Homelessness Code of Guidance
- ✓ The Strategic Tenancy Policy 2012

### 4. The Policy aims and objectives

The authority will adopt the following policy.

Barnet Council intends to fully discharge any full housing duty by way of a ‘private rented sector offer’ made using the power granted to it (s193(7AA)-(7AC) Housing Act 1996 as amended by s.148(5)-(7) Localism Act 2011. For all cases subject to a Part 7 Homeless Application from the 9<sup>th</sup> November 2012 and where that application has resulted in a full housing duty being owed the presumption will be that the authority intends to discharge that duty by arranging for a private landlord to make an offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months (“a private rented sector offer”). This is not a blanket application of the new power. A decision will be taken after a full consideration of household’s individual circumstances and the facts that apply to that case. Having undertaken this consideration if the council is satisfied that it is appropriate to exercise the power given to it under the Housing Act 1996 (as amended) it will discharge its duty by arranging for a private landlord to make a suitable offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months (“a private rented sector offer”).

Each private rented sector offer will be assessed for suitability against the Homelessness (Suitability of Accommodation) (England) Order 2012 Part2 and matched to an individual household.

A suitable offer will only be made where the Council have fully considered

- 1) The Homelessness (Suitability of Accommodation) (England) Order 2012 and specifically all the statutory requirements in part 1 which cover the suitability of the location of accommodation and Part 2 which sets out the circumstances in which accommodation is not to be regarded as suitable for a person.



- 2) That the property is suitable in relation to existing suitability requirements that relate to space and arrangement.
- 3) Any other subjective matters and issues that relate to your circumstances and that of any other household members obtained by the Council from our investigation of your application.
- 4) That the accommodation is affordable having fully considered the cost of the rent and any other expenditure relating to the property compared to the income available to you with or without benefits and specifically the outgoings which are needed for you to feed and clothe yourself and your household; heat the property, plus any other expenditure that we are satisfied is essential to meet the ordinary necessities of life, plus all other reasonable living expenses
- 5) All existing legislation, statutory guidance and caselaw relating to making suitable offers of accommodation and specifically paragraphs 17.40 and 17.41 of the Homelessness Code of Guidance.

## 5. How the Policy will be applied

The level of PRS supply will determine the number of households that will have their full duty ended with a suitable PRSO offer.

For any applicant that has made a Homeless Application after November 9<sup>th</sup> and is owed a full duty that duty will remain until either the authority arrange for a private landlord to make an offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months (“a private rented sector offer”), or one of the following actions or events occur which by law will also bring the duty to an end. These are:

- If the applicant accepts an offer of settled accommodation from the council (in accordance with Part VI of the Housing Act 1996)
- If the applicant refuses an offer of suitable temporary accommodation or a Social Housing Tenancy offered under the council’s Allocation scheme which the authority are satisfied is suitable for their needs, and the authority inform the applicant that it regards itself as having discharged its duty under Section 193 of the Housing Act 1996.
- If the applicant becomes intentionally homeless from the suitable accommodation made available for his/her occupation
- If the applicant ceases to be eligible for assistance due to their immigration status.
- If the applicant otherwise voluntarily ceases to occupy as their only or principal home, the accommodation made available to them to meet the full housing duty.

Where there are more households owed the full homeless duty than properties available in the private rented sector to end the duty, applicants will be selected to be offered a PRSO offer using criteria set to meet the operational needs of the service and the financial impact on the authority. Criteria may change subject to operational or financial circumstances and a copy of the current criteria used will always be available for any applicant, or member of the public, who requests a copy. Criteria may include (the following are examples and are for illustrative purposes only).

### **Example criteria for selecting applicants to be made a PRSO offer to fully discharge the homeless duty**

Applicants owed a full housing duty that:

- ✓ Have expressed a preference to live in a particular area. Area choice will be considered when making a PRSO but cannot be guaranteed.
- ✓ Are in temporary accommodation where there is a cost to the council

- ✓ Are in temporary accommodation where due to the level of rent charged there is a cost to the applicant
- ✓ Are in temporary accommodation and require longer term accommodation as a matter of urgency.
- ✓ That have been accepted as being threatened with homelessness and owed a full housing duty and where a PRSO offer will avoid the need for the household to go into temporary accommodation.
- ✓ Where there no exceptional circumstances relating to the need for the provision of long term social housing to provide longer term stability for a household (this could be where a household has a child or children on the at risk register or where a household requires an adapted property to meet their long term disability needs)
- ✓ That are owed the full homeless duty and have been waiting longest
- ✓ That are owed the full homeless duty and have been waiting shortest period

One or several criteria may apply at the same time. Regardless of the fact that an applicant has met the criteria for being considered for a PRSO offer the authority will still ensure that it only makes a PRSO offer after a full consideration of household's individual circumstances and the facts that apply to that case. Having undertaken this consideration if the council is then satisfied that it is appropriate to exercise the power given to it under the Housing Act 1996 (as amended) it will discharge its duty by arranging for a private landlord to make a suitable offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months.

## **6. Actions to be taken to implement the Policy**

Once this policy is adopted the Housing Options Department within Barnet Homes will adopt a policy statement which will be summarised and communicated to all applicants where a homeless application has been made after the 9<sup>th</sup> November 2012 and where a full housing duty is owed. A copy of this full policy will be available to applicants via the Council's website.

This policy will also be sent to all relevant stakeholders in the Area along with the draft Allocation Policy for Barnet Council. The key messages that will be communicated to applicants and stakeholders are:

- a) Barnet Council intends to fully discharge any full housing duty by way of a 'private rented sector offer' made using the power granted to it under the Localism Act 2011.
- b) For all cases subject to a Part 7 Homeless Application from the 9<sup>th</sup> November 2012 and where that application has resulted in a full housing duty being owed the presumption will be that the authority intends to discharge that duty by arranging for a private landlord to make an offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months
- c) This is not a blanket application of the new power. A decision will be taken after a full consideration of household's individual circumstances and the facts that apply to that case. Having undertaken this consideration if the council is satisfied that it is appropriate to exercise the power given to it under the Housing Act 1996 (as amended) it will discharge its duty by arranging for a private landlord to make a suitable offer of an assured short-hold tenancy in the private rented sector
- d) Although cases that are owed a full homelessness duty following an application after the 9<sup>th</sup> November will still be owed reasonable preference priority because of that duty as soon as a

suitable PRSO offer is made and the full homeless duty discharged the applicant will have their reasonable preference priority removed at that point.

- e) The Council anticipates that the majority of households owed the full duty will have that duty ended with a PRSO offer.
- f) The Council has developed an Allocation Policy which will give priority for applicants in the highest housing need as well as applicants that are able to meet the community contribution criteria. This will include households who work, are in training and who volunteer.

#### **7. How will the Policy be applied to households who approach the authority claiming to be homeless or threatened with homelessness**

Where a household approach the authority claiming to be homeless or at risk of homelessness they will receive a Housing Needs assessment.

Depending on their circumstances they will be given appropriate advice on how to prevent their homelessness; and advice on their housing options and housing prospects regardless of whether they have dependent children or any form of vulnerability

For those households who may meet the test of priority need and may be homeless the PRSO policy messages outlined above (a-f) will be explained to the person.

Where a homelessness application would be lawfully triggered, on the basis that the applicant is applying for accommodation or assistance in obtaining accommodation and the authority have reason to believe that the person is or may be homeless or threatened with homelessness within 28 days, the person will be given a choice of pursuing a homelessness application after the facts have been explained to the applicant that if a full duty is accepted that duty is likely to be ended with a PRSO offer. It is expected that some applicants will at this point chose not to pursue their homelessness application but this will be the clear choice of the applicant.

This action will result in either:

1. Applicants whose circumstances would have lawfully triggered a homelessness application but who have chosen to pursue help and advice from the authority to prevent their homelessness through resolving any threat of homelessness or through the provision of accommodation in the PRS to prevent them from becoming homeless. The authority intends to develop its approach to preventing homelessness properties to ensure that the standards and checks for any property or offer made through its prevention of homelessness policy are the same as would be if the applicant were to be owed a homeless duty and had that duty discharged with a PRSO offer.
2. Applicants whose circumstances have lawfully triggered a homelessness application and have chosen to pursue that application will be subject to enquiries into the statutory tests under section 184 of the Housing Act 1996 and in parallel to those enquiries actions and advice to seek to prevent their homelessness by keeping them in their existing home or through offering alternative accommodation to prevent their homelessness which the applicant can choose to accept or reject.

Applicants that choose 1 above will be treated as a prevention of homelessness case and will be offered the choice of:

- a) Remaining with relatives or friends and finding PRS accommodation themselves in their own timescale backed by any PRS landlord incentive schemes including the authority's Let2Barnet service.
- b) Remaining with relatives and friends and receiving an offer of PRS accommodation as soon as one becomes available. Private rented properties will be sourced to prevent homelessness as well as to meet and end any homeless duty.
- c) If they are physically homeless and have no relatives or friends to stay with the Council can make one offer of PRS accommodation on that day to prevent homelessness.

Applicants that are dealt with under 2 above will be subject to a homelessness application, investigation and decision. They will be subject to investigations into the statutory tests under section 184 of the Housing Act 1996 and, in parallel to those enquiries; the authority will take any action and provide any advice it can to seek to prevent their homelessness by keeping them in their existing home or through offering alternative accommodation. Where enquiries are completed and at that stage actions to prevent their homelessness have not been successful a decision will be taken under section 184 Housing Act 1996 as to whether a full duty is owed to the applicant. If it is owed the presumption will be that the duty will be discharged with one suitable PRSO offer.

#### **8. How the Council will ensure it makes suitable offers of accommodation to discharge the full homeless duty.**

Under the Policy the Council will make suitable offers of accommodation to discharge their homeless duty following 4 core tests.

Test 1 – Is the offer suitable on the facts of the property itself – space and arrangement – this is an existing requirement that applies to all offers of temporary accommodation (TA) as well as a PRSO offer

Test 2 – Is the offer affordable which will require an income and expenditure assessment for each case – this is an existing requirement that applies to all offers whether of TA or a PRSO

Test 3 – Is the property suitable for that applicant considering the Homelessness (Suitability of Accommodation) (England) Order 2012 – Part 1 which requires a consideration of the suitability of the property location and in particular the significance of any impact on education, health, employment, support. This will also include an assessment of any subjective matters based on the applicant's circumstances which are relevant to whether the offer of accommodation is suitable.

Test 4 – For PRSO offers only the offer can only be suitable if it meets the Homelessness (Suitability of Accommodation) (England) Order 2012 – Part 2 which relate to property standards and management.

Matters contained in test 1 (space and arrangement) have been included in the section on property standards and management – test 4. The Policy sets out the approach the authority will take to ensure that the offer of accommodation is suitable. This is set out against the suitability of the property regarding 1) the property standards and management; 2) the affordability of the property

for the applicant and 3) the suitability of the property in regard to its location and any other subjective matters.

### **Test 1: Suitability and property standards and management.**

The Homelessness (Suitability of Accommodation) (England) Order 2012 – Part 2 sets out a list of requirements relating to the property and its management that must be met in order for the property to be suitable.

The local authority must be of the view that the accommodation is in reasonable physical condition. The authority must also satisfy itself that the property is suitable in relation to:

- ✓ Certain electrical regulations
- ✓ Fire safety
- ✓ CO poisoning – there must be adequate carbon monoxide alarm/s
- ✓ HMO licensing
- ✓ The property has a valid energy performance certificate (EPC)
- ✓ Gas safety record
- ✓ That a written tenancy agreement will be provided
- ✓ And that the landlord is a fit and proper person to act in the capacity of landlord.

To ensure suitability against these statutory standards a property will always be visited by an officer from the authority's Let2Barnet service or undertaken by the authority's agent. A standard checklist which sets out the statutory tests will be used for this purpose (attached at appendix 1).

There is no requirement in the suitability order for a technical inspection to be undertaken by qualified HHSRS officer but where an officer or the authority's agent have any concern that a Category 1 hazard may be present they will refer the property on for a technical assessment under Section 4 of 2004 housing Act.

### **Test 2: Suitability and ensuring that the property is affordable**

For the property to be suitable it must be affordable under Homelessness (Suitability of Accommodation) Order 1996 (SI 1996 No. 3204).

The following procedure will be undertaken to ensure that the property is affordable:

- Where an applicant is on benefits and qualifies for local housing allowance the rent required will be considered against the amount of benefit the applicant will receive under the local housing allowance (LHA) scheme.
- Where an applicant is on benefits and qualifies for local housing allowance the rent required will be considered against the amount of benefit the applicant will receive under the LHA scheme. Where there is a shortfall between the rent required and the amount of benefit the applicant will receive under the LHA scheme and the rent cannot be reduced through negotiation with the landlord the authority will consider the applicant's residual income after meeting the costs of the accommodation including the shortfall and all other expenditure required for that applicant to provide the ordinary necessities of life. If following this assessment the applicant is not left

with a residual income that is less than the level of income support or income-based jobseeker's allowance the property then the property will be deemed to be suitable.

- Where an applicant is working and is not in receipt of LHA or partial LHA the authority will consider whether the applicant's residual income after meeting the costs of the accommodation and all other expenditure required for that applicant to provide the ordinary necessities of life. If following this assessment the applicant is not left with a residual income that is less than the level of income support or income-based jobseeker's allowance that would be applicable if he or she was entitled to claim such benefit the property then the property will be deemed to be suitable.

In assessing affordability the authority will consider not only if it is affordable now but whether it will be affordable in the next 12 months if it is known that the household based on their known circumstances is likely to receive a reduction in income due to changes in benefit entitlement due to welfare reform.

In considering affordability the authority may consider any access to Discretionary Housing payments (DHPs) which may reduce any rent shortfall to a level where the rent is affordable.

The authority will strictly assess affordability under the suitability order 1996 and having had regard to the Homelessness Code of Guidance and existing caselaw. Under these statutory requirements any accommodation offered will not be reasonable if the cost of paying it would deprive the applicant of the means to provide the ordinary necessities of life. What constitutes the ordinary necessities of life is a question of fact that will vary according to each applicant's needs and this will be considered on an individual basis.

The authority will undertake an income and expenditure assessment on every applicant prior to making an offer in the private rented sector of accommodation whose purpose is either to meet a homeless duty or end any duty through an offer of a PRSO.

The ordinary necessities of life will always be the amount of income required for heating, eating, and clothing and may depending on the individual household also include child care costs, travel costs, and any other expenditure which when considering the individual circumstances of that household is deemed to be essential. For heating the authority will consider the Energy Performance Certificate for the property proposed and calculate the likely cost of heating that property set against the income received.

Where an applicant has debts whether credit cards, loans or other debts advice will be given on priority debts and a referral made to money advice to support the applicant in any negotiation with creditors and to ensure that they are able to access all benefits they are legally entitled to.

At the end of this assessment the authority will have considered the whole of the applicant's financial resources set against the cost of accommodation; ordinary necessities of life for that applicant and any other reasonable living expenses. Before deeming the property to be suitable the authority will consider paragraph 17.40 of the Homelessness code of guidance which states:

'In considering an applicant's residual income after meeting the costs of the accommodation, the secretary of state recommends that housing authorities regard accommodation as not being affordable if the applicant would be left with a residual income which would be less than the level of

income support or income-based jobseeker's allowance that is applicable in respect of the applicant, or would be applicable if he or she was entitled to claim such benefit.'

If the decision is to depart from the code because despite there being a rent gap the authority has identified income that is not required to meet the ordinary necessities and other reasonable living expenses.

### **Test 3: Suitability and property location and subjective circumstances of the applicant**

The Homelessness (Suitability of Accommodation) (England) Order 2012 – Part 1 sets out by regulations a list of statutory matters that a local authority must consider when making an offer of suitable PRSO accommodation (N.B. these also applies to offers of PRS accommodation to meet a homeless duty). These regulations are grouped under the title Location of accommodation.

In addition although the second test of suitability set by caselaw – which was whether the property is it reasonable for the applicant to accept has been repealed and redefined by the Localism Act 2011 existing caselaw and the statutory code of guidance (par 17.41 of the code of guidance) still applies and requires an authority to take into account any subjective matters in making a suitable offer of accommodation. Barnet Council consider that although suitability is primarily a matter of space and arrangement other matters may be material.

#### **The suitability Regulations relating to Location**

Extract from the Homelessness (Suitability of Accommodation) (England) Order 2012 – Part 1

*Matters to be taken into account in determining whether accommodation is suitable for a person*

*In determining whether accommodation is suitable for a person, the local housing authority must take into account the location of the accommodation, including—*

*(a) Where the accommodation is situated outside the district of the local housing authority, the distance of the accommodation from the district of the authority;*

*(b) The significance of any disruption which would be caused by the location of the accommodation to the employment, caring responsibilities or education of the person or members of the person's household;*

*(c) The proximity and accessibility of the accommodation to medical facilities and other support which—*

*(i) Are currently used by or provided to the person or members of the person's household; and*

*(ii) Are essential to the well-being of the person or members of the person's household; and*

*(d) The proximity and accessibility of the accommodation to local services, amenities and transport.*

Each case where a PRSO offer is to be made will be assessed against the location regulations using a standard checklist (an example is attached at appendix 1 to the policy but is subject to change depending on operational experience). The authority will assess on the facts and circumstances of the case the significance of any disruption caused by the location of the accommodation to the

employment, caring responsibilities or education of the person or members of the person's household and the proximity and accessibility of the accommodation to medical facilities and other support which are currently used and are essential to the wellbeing of the applicant and any member of their household.

### **Suitability and the consideration of any other subjective matters**

All matters relating to employment, caring responsibilities or education and accessibility of the accommodation to medical facilities and other support will be considered specifically under the suitability order regulation requirements.

In addition any other subjective matters which on the facts and circumstances relating to the applicant or a member of their household may affect the suitability of the property offered will also be considered at the point the property is matched to the applicant and where any subjective matters are raised by an applicant as the reason that they wish to reject the offer as being unsuitable. The list below contains examples of the type of subjective matters that may be relevant and will be taken into account. It is to illustrate matters that the authority will consider and is not an exhaustive list of all subjective matters the authority will take into account.

- ✓ Any safety issues relating to possible harassment or domestic abuse that relate to the location of the accommodation offered.
- ✓ Any medical issues which do not relate proximity and accessibility of the accommodation to medical facilities
- ✓ Any issues of support which do not relate proximity and accessibility of the accommodation to medical facilities
- ✓ The size of the accommodation offered in respect of bedroom eligibility under the Local Housing Allowance rules.
- ✓ Any physical, mental health, or addiction issues and the impact of the accommodation on any of these issues.
- ✓ Any claim that the property is too far away from a church or mosque
- ✓ Any claim that the property is a flat and has no access to a garden which is essential.
- ✓ Any claim that the property location will impact on the ability of the applicant to access childcare which is essential for an applicant to continue in education or training.

### **Where suitable accommodation has to be provided outside the authority's district**

Accommodation has to be provided in district as far as reasonably practicable (Section 208 Housing Act 1996). There may be some occasions where an offer of accommodation needs to be made in a neighbouring Borough or the sub region or beyond and this may be due to a lack of PRS supply or the rental level make it unaffordable for a particular household to receive an offer of accommodation within the authorities district. In such cases the shortage of accommodation and cost of accommodation are issues that an authority can take into account in deciding to make a suitable offer of accommodation outside of its area. Accommodation that is not affordable cannot be suitable. Due to welfare reform and the overall benefit cap there may be cases where a PRSO property is not affordable in the Area and where the authority can only meet or discharge its legal duty to an applicant by providing affordable accommodation out of the area.



Where this is the case the authority should record that there was no other suitable accommodation  
1 – within its district and 2 geographically closer to the authority than where the offer was made.

#### **9. Action following acceptance of a PRSO offer**

Homeless services will ensure that all households who have accepted a PRSO are kept under review for the length of the tenancy period in order to actively manage those cases approaching expiry of 12 month Assured Shorthold Tenancy.

#### **10. Dealing with Fresh applications**

If within 2 years of accepting the offer an applicant re-apply for accommodation, or for assistance in obtaining accommodation, and the authority is satisfied that they are homeless, or threatened with homelessness, and eligible for assistance, and not satisfied that they became homeless intentionally, then a new duty to secure that accommodation will fall to the authority. An applicant who reappplies will be considered to be homeless, or threatened with homelessness, if they have been served with a valid notice under s.21 Housing Act 1988 by the landlord of the private rented sector property.

#### **11. Reviewing the Policy**

The Policy will be monitored and reviewed formally within the first 12 months of implementation to ensure effectiveness. If changes are required these will be made as and when required.

The Policy may also be reviewed at any time, in line with any relevant changes in legislation or Guidance issued by relevant Government Departments.

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## **Appendix 4**

### **Housing Allocations Scheme and Placements Policy Consultation Plan**

#### **Overview**

The Housing Allocations Scheme has been reviewed and it is proposed that the following amendments are made:

- Replacement of two reasonable offers of accommodation with one reasonable offer of accommodation
- The introduction of a placements policy which clarifies the issues that the Council will consider when making offers of suitable accommodation that households are able to afford
- Other minor changes as summarised in Appendix 1

#### **How we intend to consult**

We are keen to receive views from both tenants and stakeholders and housing association partners on our proposals and our consultation will include the following:

- Information on the council's and the Barnet Homes website giving details of the changes and how to respond to the consultation
- Emails to stakeholder organisations, including Housing Associations operating in the borough, advising them of the consultation, where to get information, and how to respond
- Online survey
- Presentations to Barnet Housing Association Liaison Group
- Presentations to the Barnet Homes Hub and Performance and Advisory Group
- Presentation to Barnet Housing Forum where a wide range of support agencies and other housing stakeholders are invited
- Focus group of residents and housing applicants.

#### **How will we ensure a wide range of people are consulted, including hard to reach group**

We are consulting widely using a list of nearly 1,000 people and organisations. We will engage early with Community Barnet and its various forums, Disability Action in Barnet and the various partnership forums and provider panels run by Adult Social Services and Children Service.

We will be undertaking a comprehensive Equalities Impacts Assessment of the changes to the Housing Allocations Scheme.

## **Consultation on Barnet Council's revised housing allocations policy**

### **How will we take into account responses to the consultation?**

Responses to the consultation will be reviewed and the draft allocations scheme and placements policy will be amended as necessary. A summary of the responses received and how these have been addressed will be included in a report to the Council's Cabinet Committee along with recommendations for a final scheme.

### **Timetable**

The consultation will take place during June and July 2013.

The final policy will be recommended to Cabinet in September 2013.

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Meeting	Cabinet
Date	24 June 2013
<b>Subject</b>	<b>Reference from the Business Management Overview and Scrutiny Committee: Education Strategy Overview and Scrutiny Panel</b>
Report of	Scrutiny Office
Summary	This report submits a reference from the Business Management Overview and Scrutiny Committee on the recommendations arising from the Education Strategy Overview and Scrutiny Panel

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Officer Contributors	Andrew Charlwood, Overview & Scrutiny Manager
Status (public or exempt)	Public
Wards Affected	N/A
Key Decision	No
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix 1 – Final Report of the Education Strategy Overview and Scrutiny Panel
Contact for Further Information:	Andrew Charlwood, Overview & Scrutiny Manager, 020 8359 2014, <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That Cabinet considers and gives its instructions with respect to the recommendations made by the Education Strategy Overview and Scrutiny Panel.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Business Management Overview and Scrutiny Sub-Committee, 18 April 2012, Decision Item 14 (Task and Finish Groups Appointments) – At the request of the Chairman, Officers tabled a Feasibility Study which proposed the establishment of an Overview and Scrutiny Panel to consider the development of an Education Strategy in Barnet. The Assistant Director Policy, Performance and Planning outlined the context of the proposed review. Following consideration of the Feasibility Study and the oral representation from the Assistant Director the Committee resolved that a politically proportioned Overview and Scrutiny Panel be convened to consider an Education Strategy for Barnet.
- 2.2 Council, 16 March 2013, Item 4.3, Report of the Constitution, Ethics and Probity Committee (28 March and 10 April 2013) – Council agreed revised Overview and Scrutiny Procedure Rules which included the establishment of an Education Overview and Scrutiny Committee.
- 2.3 Business Management Overview and Scrutiny Committee, 2 May 2013, Decision Item 10 (Task and Finish Groups / Scrutiny Panels – Recommendation Tracking) – the Committee agreed that consultation with Committee Members on the draft report of the Education Strategy Overview and Scrutiny Panel should take place via e-mail to enable the report to be considered by Cabinet on 24 June 2013.

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

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2013 – 2016 Corporate Plan are: –
- Promote responsible growth, development and success across the borough.
  - Support families and individuals that need it – promoting independence, learning and well-being.
  - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
- 3.3 The Corporate Plan has a priority outcome 'To create better life chances for children and young people across the borough' and includes the following success measures which relate to the work of the Panel:
- Increase the percentage of children making two levels progress in English between Key Stages 1 and 2 to 93 per cent

- Barnet is among the top 10 per cent nationally for young people achieving 5 or more A\*-C (or equivalent) GCSEs including English and Maths

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

- 4.1 None in the context of this report.

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

- 5.1 Under the Equality Act 2010 (“the Act”), the council and all other organisations exercising public functions on its behalf must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; and c) promote good relations between those with a protected characteristic and those without. The ‘protected characteristics’ referred to are: age; disability; gender reassignment; pregnancy; maternity; race; religion or belief; sex; and sexual orientation. The duty to eliminate discrimination also extends to marriage and civil partnership.
- 5.2 The report of the Education Strategy Overview and Scrutiny Panel does not raise any specific equalities considerations.
- 5.3 Equalities considerations as they relate to the Education Strategy for Barnet are addressed within the separate report to Cabinet on the overall strategy.

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

- 6.1 Task and Finish Group reviews must take into account value for money considerations when conducting their work, including the costs and benefits (both financial and non-financial) associated with any recommendations made by the Group. The recommendations made by the Panel have no specific financial implications and delivery of these is expected to be achieved within existing budgets for the Children’s Service Delivery Unit.
- 6.2 Costs associated with administering Task and Finish Group and Scrutiny Panel reviews are primarily met from existing resources in the Governance Service. However, there is an expectation from Members that officers will allocate the resources necessary from their delivery units to support reviews undertaken by scrutiny working groups. In accordance with this requirement, officers from the Children’s Service Delivery Unit have supported and contributed to the review throughout.

#### **7. LEGAL ISSUES**

- 7.1 The Academies Act 2010 provides the statutory framework for publicly funded schools to become academies which are still publicly funded but with an increased degree of autonomy in issues such as setting teachers' wages, diverging from the National Curriculum and varying the length of terms and

school days. The Council has been required to re-evaluate its relationship with schools in light of these legislative changes resulting in the development of an Education Strategy for Barnet.

- 7.2 The report of the Overview and Scrutiny Panel commissioned by Business Management Overview and Scrutiny Committee makes recommendations with regard to the process for appointing local authority governors. Recommendation 2 of the Panel on page 9 of the attached report relates to adopting a streamlined approach to nominating local authority governors. The proposed approach is set out at page 11.

The School Governance (Constitution) (England) Regulations 2007 (2007 Regulations) and the School Governance (constitution) (England) Regulations 2012 (2012 Regulations) set out the arrangements for the constitution of governing bodies of maintained schools, including nursery schools in England. The 2012 Regulations apply to a governing body if it is constituted under an Instrument of Government that took effect on or after 1 September 2012. The 2007 Regulations continue to apply to governing bodies constituted under an instrument of government that took effect before 1 September 2012 unless the governing body or local authority decide the instrument of government should be varied pursuant to s32(2) of those Regulations.

Regulation 8 deals with the appointment of local authority governors. A local authority governor means a person who (a) is nominated by the local authority and (b) is appointed as a governor by the governing body having, in the opinion of the governing body, met any eligibility criteria that they may have set. Regulation 22 makes provision for removal of local authority governors.

- 7.3 Section 122 of the Local Government and Public Involvement in Health Act 2007 places a duty on the executive to respond to overview and scrutiny bodies where the body makes a report or recommendations to the executive.

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

- 8.1 Council Constitution, Part 3, Responsibility for Functions, Section 3.8 provides that the following decision is reserved to the Cabinet meeting: "Considering recommendations made to them by overview and scrutiny committees."
- 8.2 Council Constitution, Executive Procedure Rules, Section 2.3 states that "At each meeting of the Executive the following business will be conducted: (vi) consideration of reports from overview and scrutiny committees."
- 8.3 Council Constitution, Responsibility for Functions, Section 3 sets out the terms of reference of the General Functions Committee which includes "Appointing representatives to School Governing Bodies." If Cabinet agree recommendation 2 made by the Panel, the Constitution will need to be amended to reflect the revised arrangements in relation to the appointment of local authority governors.



## 9. BACKGROUND INFORMATION

- 9.1 In November 2012, the Business Management Overview and Scrutiny Committee agreed to establish an Overview and Scrutiny Panel to consider the Education Strategy for Barnet and contribute to its direction. The Committee agreed that the focus of the Panel should be on developing a vision for the role of elected Members in the new education landscape, with a particular focus on championing the needs of vulnerable children and young people, parents and families and educational excellence
- 9.2 The final report on the Education Strategy Overview and Scrutiny Panel is set out in **Appendix 1**. Cabinet are requested to consider and agree the recommendations set out in Section 3.9 of the report. This Overview and Scrutiny Panel report should be considered alongside the Education Strategy for Barnet which is presented as a separate item on the agenda for this meeting.

## 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>HP</b>

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# Final Report of the Education Strategy Overview and Panel

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## 1. Introduction

- 1.1 As part of the development of an Education Strategy for Barnet, the Business Management Overview and Scrutiny Committee commissioned an Overview and Scrutiny Panel to contribute to its direction. The Committee agreed that the focus of the Panel should be on developing a vision for the role of elected Members in the new education landscape, with a particular focus on championing the needs of vulnerable children and young people, parents and families and educational excellence.
- 1.2 This report sets out the national and local context within which the review took place and makes recommendations for how elected members can most effectively fulfil their role as champions to ensure that Barnet's local vision and priorities for its residents are delivered.
- 1.3 This report should be read in conjunction with the report to Cabinet on the Education Strategy for Barnet as this work complements the overall strategy document.

## 2. National Context

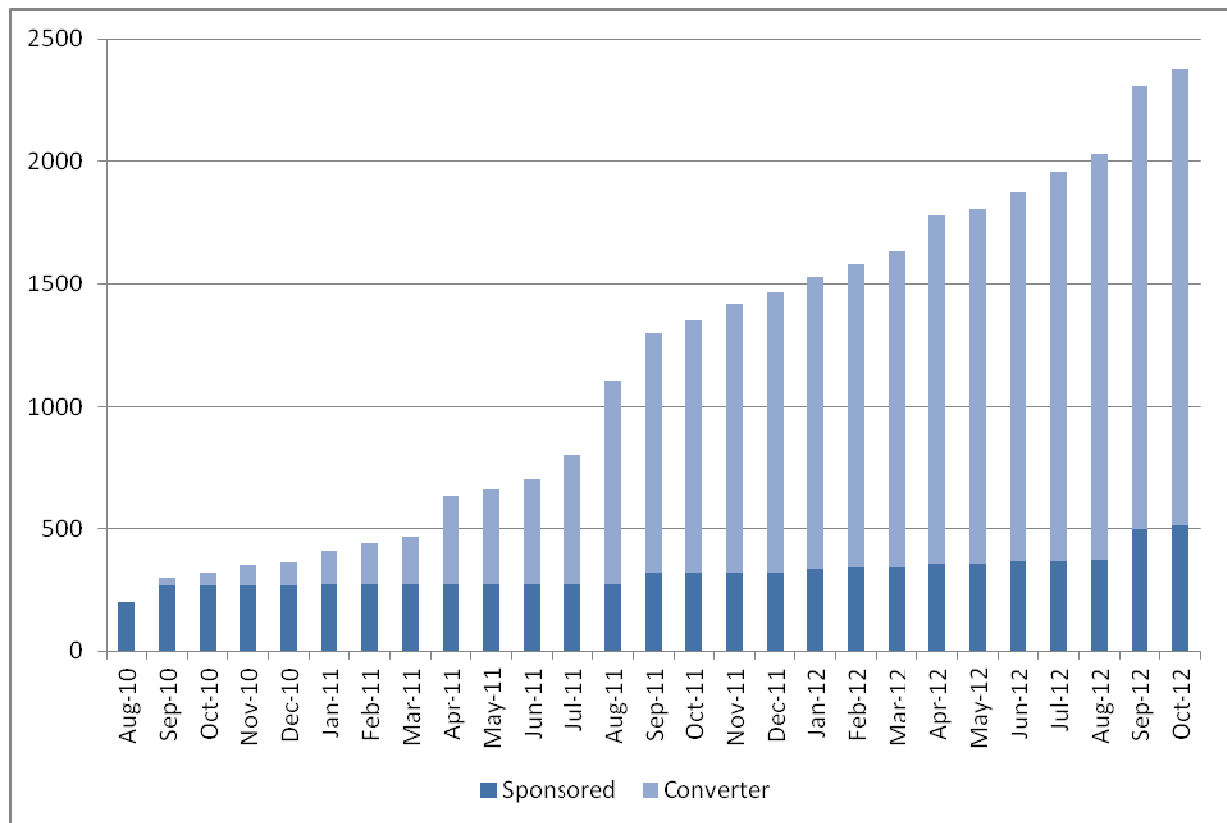
### Background

- 2.1 Changes in national education policy present a number of significant strategic issues for local authorities, schools, settings and education providers. The emerging new national education landscape raises questions for local authorities about the role they can, and will play going forward within the education arena and how local corporate priorities and objectives can be best met, whilst delivering the range of statutory duties that remain at a local level.
- 2.2 The move towards greater autonomy for schools and the consequence for the role of local authorities in education has been thrown into sharp focus by the speed with which schools and new education providers have embraced the Academies agenda. Whilst arguably the move towards a more autonomous school sector began over two decades ago with the delegation of funding, the current landscape with a rapidly growing mixed economy of providers is causing much national and local debate about the role of local authorities in education.
- 2.3 The future role for local authorities in this developing climate is prompting much debate and numerous national studies of emerging policies and practice. Within this debate, the Minister of State, David Laws MP, made a speech to the Local Government Association late December, reaffirming the need for local authorities not to be simply the deliverers of change, but leaders and innovators within their own school communities. He challenged local authorities to have a greater ambition for their own role in improving educational outcomes and for them to seek to achieve their potential. He emphasized the need for local authorities to have a key strategic oversight role in education. Critically, he reminded local authorities that they can and must support schools, challenge schools, and – where necessary – intervene in schools, even in this new landscape where schools' autonomy presents a new perspective in the relationship between the local authority and schools. He called on local authorities to rise to the challenge in their role as 'champions' of parents and pupils.

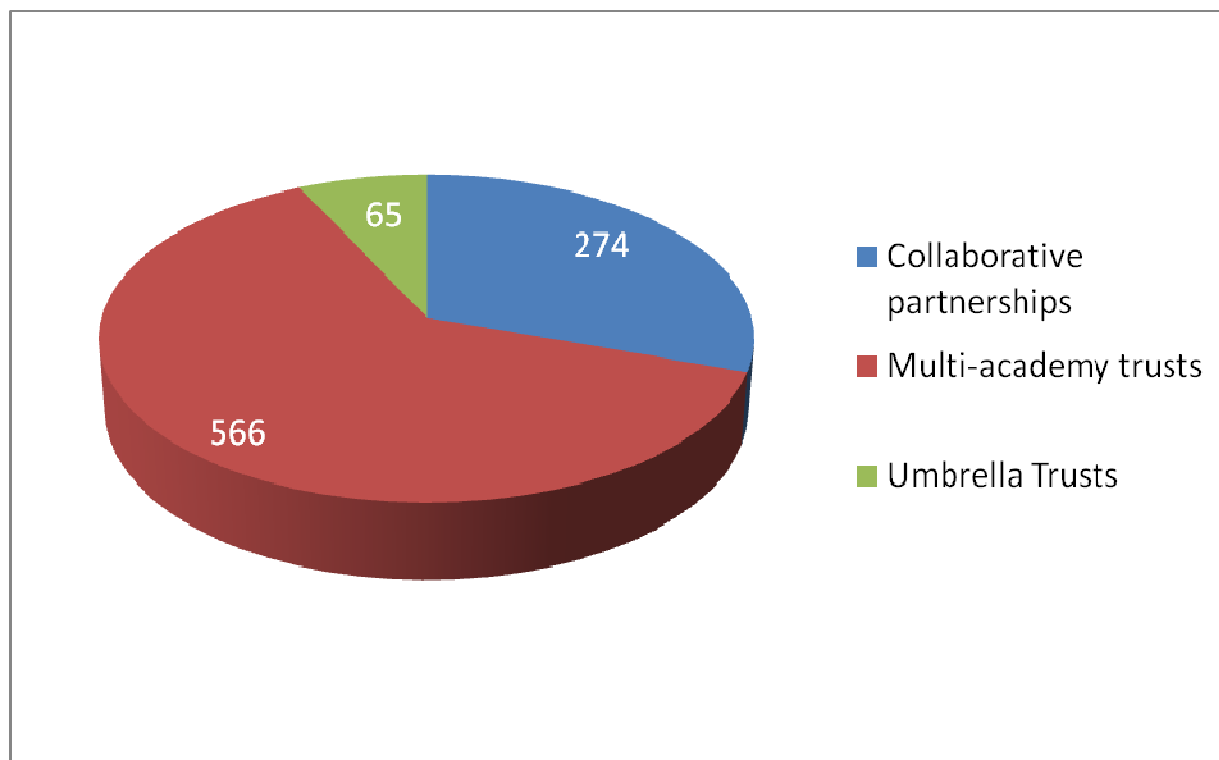
## Issues Emerging from National Policy Direction

2.4 Nationally, over 50% of secondary schools are now Academies. Nationally, the primary sector has been more cautious in grasping the Academy agenda and Academies account for around 8% of the primary sector. An increasingly important feature of the national Academy landscape is the growth of Academy 'chains' of which there are now approaching 300 nationally, incorporating almost 1,000 Academy schools. Chain arrangements take a variety of forms including collaborative partnerships, multi-academy trusts and umbrella trusts. These developments are seeing a diversity of education providers emerging.

**Figure 1 – Number of Academies Open Nationally at the End of Each Month from August 2010 to October 2012**



**Figure 2 – What is Happening Nationally – Growth of Academy Chains**



- 2.5 The Department for Education, London Councils and the Greater London Authority have all commissioned research or analysis to try to capture the debate, articulate the issues and opportunities of this new environment and share local authority experience and practice. All stress the emerging nature of this policy area and that the position is by no means settled. Of particular interest is research commissioned by the Department for Education that looked at the experience of nine local authorities in responding and reshaping their role in the light of the national policy direction. The findings of the research include a list of key learning points that highlight out the importance of developing what the local authority's role as 'a champion of pupils and parents' *really* means, including the scrutiny role of members.
- 2.6 The quality of education is central to any local vision or ambition for creating successful communities. Vast sums of public money are invested in schools, early years settings, further education providers and other education related activities and many Barnet residents are employed within the education sector. High quality, effective education underpins many of the aspirations of the local community and is essential to delivering the very best outcomes across a range of services. Local democratic accountability to deliver community aspirations means that education will therefore remain very much a local issue, whatever structure and future landscape emerges from this policy reform.
- 2.7 Within the education field, the impact of changes to the school funding regime from 2013, the new Ofsted inspection regime, the proposed reforms of special educational needs provision, the new post-16 responsibilities and a plethora of other policy developments have yet to be played out. However, there are some areas where, with variations in language, a consensus is emerging to help shape the conversation about the 'championing' role of the local authority.
- 2.8 In essence, this role in its very broadest sense is one of 'championing' the needs of children, families and young people. Local democratic accountability and this role of elected members in championing the needs of children, families and young people is a

key plank of the accountability framework within the new education landscape – as the range of education providers within the locality diversifies.

2.9 The context of the role for Members as champions is centred on five key principles:

- The democratic mandate held by Members
- Link to other areas of local responsibility and services
- Local collaboration and local expertise, knowing local communities
- Collective responsibility for a community of pupils
- Statutory responsibilities

2.10 In this evolving policy environment, it is recognised nationally that there is a tension between rushing to seek clarity about roles and relationships and taking time to develop a robust consensus that will stand the test of time. The sheer pace of change, has instilled the need for us to discuss, debate and develop a local response and approach on how both the council and schools' resources and efforts will deliver locally on our vision for the borough, particularly during a period of austerity facing public services.

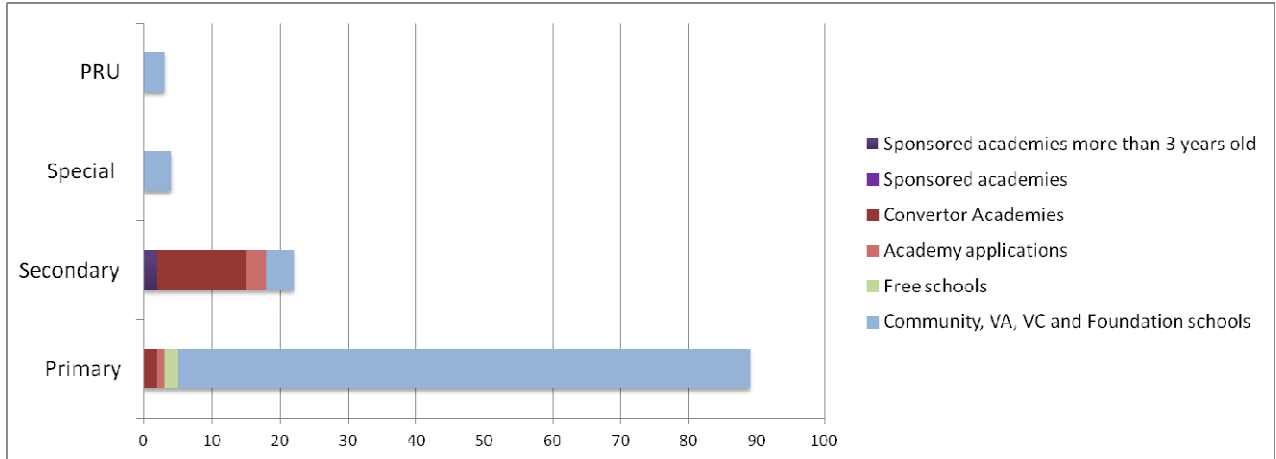
### **Local Context**

2.11 Barnet is witnessing a population growth requiring significant investment in school places to ensure that the statutory duty to provide sufficient provision is met. The census in March 2011 revealed that the population of Barnet was 356,400, the second largest population in Greater London. Barnet's population has increased by 41,800 (+11.5%) since the 2001 census.

2.12 The census also reveals that there are more children and young people in Barnet than the prevailing projection suggested, with an additional 1,650 0 to 19 year olds and 1,300 more 20 to 24 year olds.

2.13 Barnet schools have historically been keen to seize opportunities to develop their autonomy as evidenced by Barnet's high delegation of funding to schools compared to other local authorities. 17 of our 22 secondary schools now have Academy status with only one non-VA secondary school (Friern Barnet) remaining a community school. As elsewhere in the country, primary schools have been more cautious with only three Barnet schools having converted so far. There are signs nationally and locally that the primary sector is growing in confidence with the exploration of various structures to enable umbrella or multi Academy type structures to develop. To date, there are no Academy chains present in the borough although London Academy is creating a multi-Academy trust with Deansbrook Junior. The development of the new school at Mill Hill East and the requirement by the DfE for any school in a 'category' to become a sponsored Academy is likely to see Academy sponsors come into the borough.

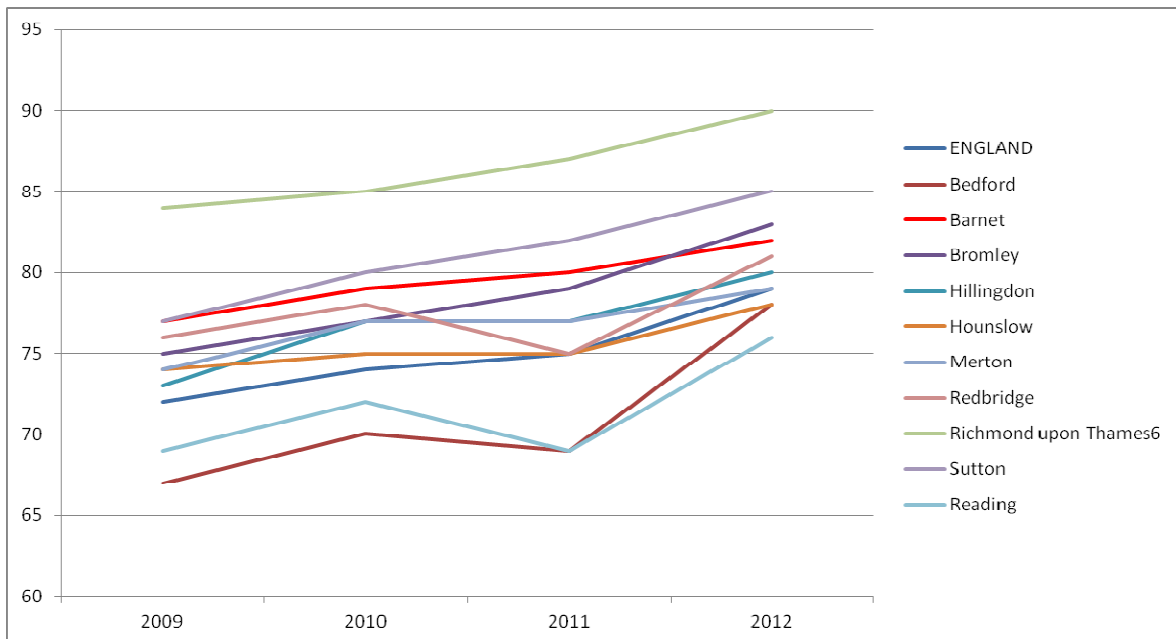
## School Diversity in Barnet



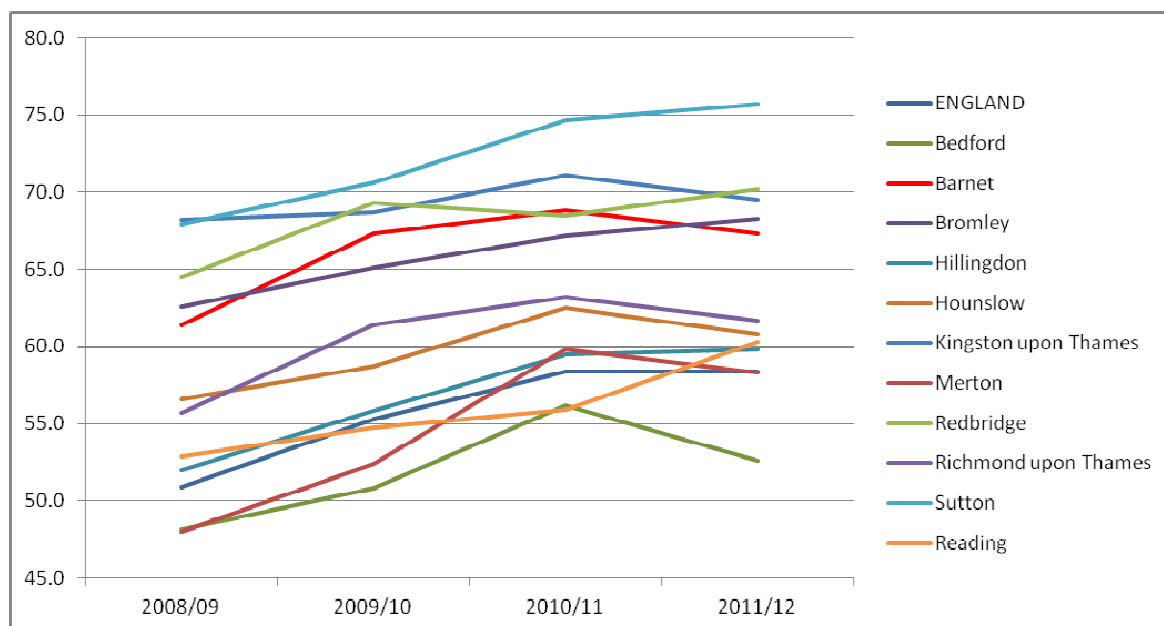
2.14 Whilst standards overall are being maintained and in some cases, bucking the national trend, there are early signs that maintaining performance is proving a challenge. Maintaining Barnet's reputation for academic excellence and achieving further improvement requires a relentless focus on attainment across the whole spectrum of school provision. While the government is relying heavily on the concept of parental choice, the new national OfSTED inspection regime and other developments to do this, we need to fulfil our role as local champions to ensure that schools deliver their part in maintaining Barnet as a successful suburb. The role of the council and elected Members in championing and scrutinising standards and how this translates into service provision needs to be scoped and agreed.

## Barnet School Performance Trends

**Table 3 – Percentage of Children Achieving Level 4 in English and Maths**



**Table 4 – Percentage of Young People Achieving 5 A\*-C (including English and Maths)**



2.15 Currently, Barnet has retained a limited resource to monitor and challenge schools, acting as the ‘eyes and ears’, but the majority of school improvement functions are now offered as a traded service through the establishment of the Barnet Partnership for School Improvement. The overwhelming majority of Barnet primary schools have bought into the service, whilst all but one of Barnet’s secondary schools are commissioning services from elsewhere.

### 3. An Education Strategy for Barnet

#### Overview and Scrutiny Panel – Key Findings

- 3.1 To support the development of an Education Strategy for Barnet, the Business Management Overview and Scrutiny Committee commissioned an Overview and Scrutiny Panel to consider the role of elected Members in the new education landscape, with a particular focus on how best Members can fulfil their role in championing the needs of vulnerable children and young people, parents and families and educational excellence.
- 3.2 The Panel met five times between January and March 2013 and received evidence from the Cabinet Member for Education, Children and Families, head teachers, parent governors and council officers. Details of their meetings and key findings are set out below.
- 3.3 An initial meeting was held on 21<sup>st</sup> January 2013 where the Panel agreed to focus on the following areas during the review:
- Elected Members as champions of: vulnerable children and young people; parents and families; and educational excellence;
  - Determining how elected Members could best fulfil this championing role;
  - Determining how elected Members could play a part in ensuring high standards in schools within the context of current changes in responsibilities
  - How elected Members could assess performance against strategic targets; and



- How schools would be accountable to the communities they serve as a front-line service on which very extensive sums of public money are spent.

3.4 On 28<sup>th</sup> January 2013, the Panel met with three head teachers (one from a maintained school and two from academies), the Cabinet Member for Education, Children & Families and a Learning Network Inspector. Members noted the following key points:

- The Cabinet Member for Education, Children and Families considered that the future role of the local authority would be to support improvement, be champions for educational excellence and have a strong strategic role.
- The head teachers of secondary academies stated that where existing local authority appointed governors had been effective, they had been invited to remain governors of the new Academy. The best and most effective local authority nominated governors were highly valued for their local knowledge and links with the local community.
- Strong national and regional networks were developing for Academies which could over time, replace the local authority offer. The development of other support and challenge networks meant that the local authority had to have a clear 'offer' as to the benefit of participating in local Barnet based partnerships and collaborations. There was a suggestion that local expertise could be retained through building up local authority traded services to offer services outside of Barnet to become more competitive.
- Local authority support in connecting with communities was seen as crucial to the success of a school, despite the increasingly autonomous education landscape.
- Governing bodies had an increasingly important role to play in challenging and monitoring high standards. It was suggested that not all governing bodies were performing as well as they could or should be. It was identified that there was scope to professionalise governing bodies to improve performance, with a smaller number of people from multiple backgrounds acting in a more strategic way.
- There was an appreciation among Academy headteachers of the role of locally elected Members in championing education standards, in ensuring that the needs of residents were met, particularly those that are vulnerable within the growing autonomous landscape. It was acknowledged that scrutiny of performance was important in fulfilling the shared ambition for all schools in Barnet to be good schools. Communicating performance to residents would enable elected Members to demonstrate how they were fulfilling their role.

3.5 Following the evidence session, the Panel made the following conclusions:

- The role and benefits of local authority nominated governors should be more clearly articulated.
- It was noted that there was no requirement for local authority representation on governing bodies of Academies. Where the input local authority nominated governors was effective, it was likely that Academies would wish to retain representation because of the contribution to the school, local knowledge, challenge and support
- The Council should consider developing and publishing criteria for considering the recommendation of particular Academy chains bidding to run Barnet schools and that local engagement be incorporated

3.6 On the 11<sup>th</sup> February 2013, the Panel met with three parent governors, two from maintained primary schools and one from a secondary Academy to obtain their views on the role of governors in the new education landscape. The Panel made and noted the following key points:

- Parent governors considered that they primarily represented the parent body of the school rather than the wider community. Parent governors in Academies had a different role due to the greater independence of Academies and the requirement to be more of a critical friend to the school's management.
- Whilst some parent governors were unclear of the specific role of local authority governors, others welcomed the knowledge and experience that they brought to the schools where they were appointed to the governing body.
- Academies no longer had a requirement to appoint elected Member governors. However, some wished to retain a local authority governor and maintain linkages with the local authority. Parent governors agreed that it was important to maintain a relationship with the council to understand the wider education context in which they were operating.
- Panel Members highlighted that schools spent significant sums of public money in the local area and democratically elected Members were a key link between the school and the communities in which they were based.
- Local authority facilitated governor training sessions were considered to be useful by parent governors from maintained schools. The Panel noted that parent governors in Academies required a range of skills to perform their role effectively and it was identified that the local authority training offer should be relevant and competitive in the emerging market.
- Parent governors suggested that the local authority could provide support in professionalising governing bodies to ensure a minimum standard. A suggestion was made that governing bodies may benefit from having a skills audit to ensure that the board as a whole could undertake its role effectively. This was considered to be of increasing importance as Ofsted is placing greater emphasis on the effectiveness of governing bodies.
- Elected Members and parent governors welcomed the role of Learning Network Inspectors as education professionals offering a challenge, monitoring and support function from outside of the school. It was noted however, that not all governors were aware of their role and more could be done to raise their profile with governing bodies.

3.7 The Panel also received feedback from the Governor Conference hosted by the council on 6<sup>th</sup> February 2013 which had identified the following key themes:

- The need to increase the professionalism and effectiveness of governing bodies.
- An acknowledgement of the need to share expertise and best practice between governing bodies.
- The desire to retain a strong local partnership in Barnet and find ways within the more autonomous system to retain links with the local authority

3.8 On 26<sup>th</sup> February 2013, the Panel met to consider their findings and develop recommendations. Members emphasised the importance of local councillors in the new education landscape where the local authority had less direct control over schools. Councillors have a unique position as democratically elected representatives to be community leaders and hold schools to account on behalf of their residents.

3.9 Following consideration of the evidence received, the Panel agreed the following recommendations should be made to the Cabinet:

1. The Panel recommend that, pursuant to the role of championing high educational standards and the needs of vulnerable children, the overview and scrutiny

committee with responsibility for education matters receive a six-monthly update detailing the educational outcomes and Ofsted outcomes for all publicly funded schools (maintained, Academy and Free Schools) in the borough. Upon consideration of this information:

- i. The Committee may wish to invite head teachers, chairs of governors and local authority governors to give evidence in relation to the performance of their schools should Members have concerns they wish to raise.
  - ii. The Committee may wish to convene a time-limited working group to consider any concerns arising regarding particular groups or aspects of educational provision in the borough as a whole
2. The Panel recommend that the Cabinet endorse the proposal to adopt a streamlined approach to nominating Local Authority Governors (as set out in the Annex).
3. The Panel recommend a review of the training schedule for governors offered through the council's traded service is undertaken, to ensure that it meets the needs of governors in fulfilling their responsibilities within the increasingly autonomous school system.
4. The Panel recommend that the Council pilot, initially for one year, the production of an annual report to parents on educational provision in Barnet to be published on the internet.
5. The Panel recommend that the Council develop best practice guidance for governing bodies to ensure the delivery of good governance and share best practice across the borough.
6. The Panel recognises that the Learning Network Inspector service is well regarded and valued by schools. It recommends that the council maintain the provision of a dedicated, appropriately qualified education professional link for all schools going forward.

## PROPOSED LOCAL AUTHORITY GOVERNOR APPOINTMENT PROCESS

### Current Practice in Barnet

In Barnet, the current process for appointing Local Authority (LA) Governors is as follows:

- In the first instance, nominations from political parties are invited for consideration by the Council;
- If vacancies are not filled in a predetermined time period (of three months), the field of candidates is widened to incorporate applications from members of the local community, local groups and Council employees;

Applications from the wider community are screened by Governor Services according to the appointment criteria.

### The School Governance (Constitution) (England) Regulations 2012

School Governance (Constitution) (England) Regulations 2012 set out new arrangements for the constitution of the governing body of those maintained schools in England:

- that are established on or after 1 September 2012; or
- whose instrument of government is varied following a decision to vary made on or after 1 September 2012.

The School Governance (Constitution) (England) Regulations 2007 continue to apply to existing governing bodies until such time as it is decided to vary the instrument of government.

Under the new regulations, the number of Authority Governors per Governing Body must not exceed one. The Authority Governor is to be nominated by the local authority but appointed by the Governing Body, based on eligibility criteria. An individual eligible to be a staff governor may not be appointed as an Authority Governor. Removal from office would be by the local authority that nominated them.

### Current Practice in London

As part of the review, information was obtained from London boroughs with regard to their LA Governor appointment practices. The majority of appointments are non-party political as set out below. Practice among other boroughs includes

- a panel with one minority and one majority party councillor meet together with Governor Service manager to decide on appointments based on an application form, CV and comments from the chair of governors regarding desirable skills and experience. Candidates are asked to visit the school to confirm that they understand the role and can make the commitment before finalising the appointment.
- individuals in the community nominate themselves by completing an application form. These applicants are not from political parties, but are members of the community. The application form is considered by a panel of five councillors. If they agree, the person is then appointed by the Director to a vacancy. Parents are not

appointed to schools where they have a child and the head teacher's agreement is sought if the applicant is known to the school (e.g. ex-governor).

- the Cabinet Member for Education and Children's Services has power to appoint after Governor Services recruit and nominate. Appointments are made on a non-political basis. Under the new 2012 regulations for schools that have reconstituted, the Cabinet Member has the power to nominate a candidate after Governor Services has identified candidates. The governing body then chooses whether to appoint or not.
- LA Governors appointed by Appointment Panel comprising representative from Council, Representative HT and Representative Governor

### **Proposal for New Appointment Process in Barnet**

It is proposed that Barnet adopts an amended system for LA Governor appointments. Details are set out below:

A Panel with one minority and one majority party councillor would meet together with the Governor Services Manager to decide on appointments. First preference would be given to Ward Members who have put themselves forward. If a ward member is not put forward, other candidates will be assessed for suitability based on an application form and CV, together with comments from the Chair of Governors regarding desirable skills and experience being sought.

The Ward Member/proposed candidate would be invited to visit the school to confirm that they understand the role and can make the commitment before finalising the appointment. The candidate is then appointed to a vacancy, either by the Director of Children's Services (under The School Governance (Constitution) (England) Regulations 2007), or by the Governing Body (under School Governance (Constitution) (England) Regulations 2012).

The proposed new arrangements would: be in accordance with the 2007 and 2012 Regulations; streamline the current process; and would further enhance the promotion of effective governance through the recruitment and appointment of suitably skilled Governors.

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Meeting	Cabinet
Date	24 <sup>th</sup> June 2013
<b>Subject</b>	<b>An Education Strategy for Barnet 2013/14 – 2015/16</b>
Report of	Cabinet Member for Education, Children and Families
Summary	The attached report (Appendix A) sets out an Education Strategy for Barnet which has been developed in partnership with schools, governors, elected members, Barnet and Southgate College and Middlesex University. The proposed strategy sets out the framework for the Local Authority's relationship with schools to deliver the Council's Corporate Plan priorities and to continue to promote educational excellence in Barnet.

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Officer Contributors	Val White, Schools, Skills and Learning Lead Commissioner Heather Storey, Senior Strategy 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 – Education Strategy for Barnet 2013/14- 2015/16 Appendix B – Barnet Academy Accord.
Contact for Further Information:	Heather Storey, Senior Strategy Officer, 0208 359 3057

## **1. RECOMMENDATIONS**

- 1.1 That Cabinet approve the partnership 'Education Strategy for Barnet 2013/14- 2015/16'.**
- 1.2 That Cabinet note that progress in delivering the strategy will be monitored by Barnet's Children's Trust Board through the delivery of the Barnet Children and Young People Plan.**
- 1.3 That Cabinet endorse the proposal to amend the local authority governor appointment process put forward by the Education Strategy Overview and Scrutiny Panel and refer it to the General Functions Committee for consideration and approval.**
- 1.4 That Cabinet approve the Barnet Academy Accord template which provides a framework to define the relationship between the Council and an Academy Trust.**
- 1.5 That Cabinet authorise the Director for People to negotiate variations to the Academy Accord template for each Academy Trust as necessary.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet approval of the Barnet Children and Young People Plan 18<sup>th</sup> April 2013.

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

- 3.1 Barnet's excellent education offer makes Barnet an attractive place to live, with the reputation and quality of Barnet's schools key to the satisfaction of many residents in the borough. The attainment and achievement of Barnet's children and young people is key to delivering the council's ambition for Barnet's future growth and prosperity, supporting business and enterprise through helping young people become job ready and skilled. Schools have a unique place in a community bringing children and families together in a shared common purpose and as such, are a driving force in Barnet's plans to regenerate parts of the borough.
- 3.2 The Education Strategy for Barnet, introduced through this report, sets out how the Barnet partnership of schools, settings and other education providers will together, support the delivery of the council's priority outcomes set out in the Corporate Plan 2013–16:
  - Support families and individuals that need it through promoting independence, learning and well-being: through high quality early years provision to give children the best start in life, ensuring support for children with additional needs and identifying and meeting the needs of vulnerable pupils.
  - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study: through ensuring



that Barnet's schools are high performing and that every child can access a school that good or outstanding.

- Create the right environment to promote responsible growth, development and success across the borough: through ensuring that young people are equipped with the learning and skills to progress into adulthood and that schools work in partnership to identify and meet the needs of Barnet's current and future economy

- 3.3 It provides the policy framework to deliver collective education priorities and objectives set out in Barnet Children and Young People Plan (CYPP), a partnership plan for all organisations working with children and young people in Barnet for the next three years.
- 3.4 Within the partnership approach set out in the strategy, it articulates the council's role within the education landscape that is emerging nationally and how the council will fulfil both its role as a provider of education services and as a champion for children and young people. It provides a framework for the Barnet education partnership to respond to the national policy direction of an increasingly diverse field of education providers including Academies and Free schools.

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

- 4.1 There is a risk that key deliverables within the plan will not be carried out, which could adversely impact on the council's reputation. In order to mitigate this risk, extensive consultation was carried out with partners in developing the policy framework and priorities for the Barnet Education Strategy. The resulting final draft has been agreed by all members of the Barnet Education Strategy Project Board which includes representation from Primary, Secondary and Special Schools, Barnet and Southgate College and Middlesex University.
- 4.2 The risk of schools, governors and other stakeholders not engaging has been addressed by appropriate consultation during the course of the development of the strategy, which included over 200 governors and school attendees at conferences, 60 attendees at multi agency workshops, 100 headteachers engaged through forums and meetings and consultation with Barnet Youth Board.
- 4.3 In a fast changing policy environment there is a risk that any strategy is rapidly overtaken by further changes. This three year strategy (2013/14-15/16) sets out broad principles that have been developed to stand the test of time. Detailed delivery planning is contained in supporting working documents that can be refreshed as appropriate.
- 4.4 The Barnet Academy Accord contains a commitment by the council to support an academy in the first aftermath of a catastrophe or major incident. This commitment ensures that Barnet children, irrespective of the type of school they attend, would have their education needs met in the event of a major incident or catastrophe (such as extreme damage to the school building or a death in the school) and the disruption to their education minimised. It contains a proposition for an academy to assist the council in the event of a

local emergency that requires the assistance of schools.

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

- 5.1 Barnet has a wide range of schools catering for families of different faiths and within the commissioning of new places, the council will seek to meet, where practical, demand for different types of faith school that offer an ethos that promotes cohesion within the borough as a place to live and study.
- 5.2 The strategy sets out a policy framework to support and promote the progress of children and young people with additional needs or at risk of underachievement, for example, children with additional learning needs, young people with poor mental health or those at economic disadvantage. The strategy identifies the partnership's approach to reduce the impact of their vulnerability and to 'narrow the gap' between their progress and that of their peers. The pupil premium, bringing additional revenue funding into the partnership, offers a new opportunity to support groups of children whose socio-economic disadvantage puts them at risk of under achievement.
- 5.2 The strategy identifies a need within Barnet to widen opportunities for young people as they transition into adulthood and work. Groups of young people are at greater risk of not being engaged in education or employment and the strategy sets out the requirements for increasing opportunities within the partnership.

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

- 6.1 Any financial implications for the council of the Education Strategy for Barnet will be contained within the Children's Service budget (including the Dedicated Schools Grant). In relation to capital funding, the council receives an annual allocation for the maintenance of maintained schools and for commissioning new provision. In commissioning new provision, the council has committed to funding an investment package within the council's Medium Term Financial Strategy funded through government grant, borrowing and contributions from development schemes. Free School proposers apply directly to the Department for Education for capital funding.
- 6.2 The council's Medium Term Financial Strategy requires a saving of £330k from education related budgets for 2014/15. The strategy identifies the roles and the responsibilities of the council enabling an assessment of how the council can most cost effectively deliver the responsibilities of the council.
- 6.3 In relation to the Barnet Academy Accord, this contains a commitment by the council to support an academy in the first aftermath of a catastrophe or major incident. This would involve emergency, unplanned expenditure and would be subject to the council's process for approving expenditure in exceptional circumstances. Where appropriate the council would seek to be reimbursed from the relevant parties once the emergency and urgent situation was addressed. For major catastrophe's and in very particular circumstances, the Government is prepared to make emergency financial assistance available to

local authorities (as defined in section 155(4) of the Local Government and Housing Act 1989) in England under the Bellwin Scheme.

## **7. LEGAL ISSUES**

- 7.1 The council has a vast range of statutory functions in relation to education ranging from sufficiency of suitable school places in their area, school admissions and non-attendance at school, school exclusions, special educational needs identification, assessment and provision, school finance, school curriculum, school transport, free school meals and school governance.
- 7.2 The Department for Education has compiled a list of duties on its website (<http://www.education.gov.uk/childrenandyoungpeople/strategy/a00198443/stutory-duties-la>), however, this is not a legal document and should not replace legal advice with regard to discharge of the council's functions.

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

- 8.1 Constitution, Part 3, Responsibility for Functions – Section 3, Responsibilities of the Executive.

## **9. BACKGROUND INFORMATION**

- 9.1 This report is seeking the approval of An Education Strategy for Barnet 2013/14 – 2015/16 which is a partnership document developed by education partners for the provision of education in the borough. The quality of education in Barnet, from early years through to secondary schooling and beyond plays a crucial part in making Barnet a popular and desirable place to live. Children's achievements at all key stages are among the best in the country and a high proportion of Barnet's young people progress on to high education. Maintaining and building on this success is critical to the council's ambitions for the future growth and prosperity of the borough.
- 9.2 The strategy has been developed at a time of significant change within the education sector. The national policy direction is leading to an increasingly diverse range of education providers and further autonomy for schools, provoking much debate about changes to roles and responsibilities within local education partnerships. The Council discerned a need across the education community in Barnet for greater clarity and certainty about the borough's education strategy, not least the role that was expected of the local authority, and this document is designed to address that need and ensure that we all remain focused on delivering the best possible outcomes for children and young people
- 9.3 Alongside this diversification of the market, additional responsibilities and duties are unfolding for Local Authorities, for example, the raising of the participation age requiring all young people to remain in education, employment and/or training for longer.

- 9.4 The Mayor of London has also recently published the outcome of his enquiry into education in the capital along with a list of recommendations and actions, including to strengthen and improve the quality of teaching and learning across the capital. This enquiry has informed the development of Barnet's strategy together with national research published by the Department for Education looking into the future role for local authorities in education. Ofsted is also proposing an inspection schedule for Local Authorities in those areas where there is insufficient good or outstanding provision for children and young people.
- 9.5 Developing this strategy has provided an opportunity to review and refresh our educational partnership in Barnet in the light of the national and regional developments. It provides a local policy framework for how partners will maintain and build on the success of Barnet's current educational offer and ensure that all of Barnet's children benefit in this new and emerging landscape. The partnership of the council, schools, Barnet and Southgate College and Middlesex University have developed this strategy through a process of consultation with a range of stakeholders including schools, governors, elected members and young people. Its development has been overseen by an Education Strategy Board with representatives from council services and partner organisations.
- 9.6 Through the consultation programme of workshops, conferences and individual interviews, the partnership has developed this framework to identify and clarify the roles and responsibilities across the partnership and where we need to strengthen our efforts to ensure the high quality offer is available to all Barnet's children and young people. It provides a firm foundation from which to respond together to the opportunities and challenges both nationally and locally.
- 9.7 A Member Task and Finish group also heard evidence from schools and governors to develop recommendations for how elected members can best play their part to champion the interests of residents. These recommendations have been taken forward in the strategy. The proposed approach to streamlining the nomination of Local Authority Governors is to be referred to the General Functions Committee for consideration and approval.
- 9.8 The Education Strategy sets out a range of overarching policies and principles for our partnership, articulating the way partners work together and it identifies a number of key 'deliverables' that will be put in place going forward. The document sets out how the Council will:
- Work in partnership as champions of children and young people
  - Strive for excellence and challenge under performance
  - Champion the attainment of vulnerable children and young people and those at risk of underachievement
  - Secure sufficient high quality local provision and widen opportunities
- 9.9 Having set out a framework within the strategy for working together in partnership, the way is paved for each partner organisation to move forward to deliver the shared ambition for children and young people. The council will be exploring opportunities to develop the most effective delivery models for the education functions that fall to the local authority and other services that are

provided to schools, settings and partners. In the first instance, the council is working with headteachers to develop an options appraisal to provide a long term sustainable future for the Barnet Partnership for School Improvement that since its launch in 2011, now attracts the business of 97 schools that purchase school improvement services.

9.10 Appendix B contains a template Barnet Academy Accord that will be used to set out the relationship between the local authority and an Academy Trust that provides education in the borough. The agreement with each Academy Trust may vary depending on local circumstances or on the complexion of a particular Academy Trust. Academy Trusts are not obliged to enter into this accord but it offers the opportunity to set out expectations of each party, providing a firm foundation for future partnership working. In particular, sharing data and intelligence is essential to monitor the progress of Barnet's children and young people and for the Local Authority to carry out its role to monitor, challenging and champion the performance of all schools effectively.

9.11 The Education Strategy for Barnet will be supported by a range of other policies and plans that are either complete or are in development though a process of consultation:

- Commissioning school and learner places (see 10.1)
- Local authority monitoring, challenge and support (see 10.1)
- Early years Commissioning Plan (due Autumn 2013)
- Alternative Provision Commissioning Plan (due Autumn 2013)
- Inclusion Strategy and Commissioning Plan (due Autumn 2013)
- Participation, progression and employability strategy (due Autumn 2013)

## 10. LIST OF BACKGROUND PAPERS

10.1 Underpinning commissioning documents for the Barnet Education Strategy

- Commissioning School and Learner Places 2013/14-2015/16
- Local authority monitoring, challenge and support 2013/14

10.2 The Mayor of London Education Enquiry Report.

Background documents are available from Heather Storey, Senior Strategy Officer, 0208 359 3057

<b>Cleared by Finance (Officer's initials)</b>	<b>CS</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>HP</b>

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## 1. Introduction

Barnet is well known for the excellent quality of our schools and the diversity of our educational offer. Children's achievements at all key stages are among the very best in the country and a high proportion of Barnet's young people progress on to higher education. The quality of education, from early years onwards, plays a crucial part in making the borough a popular and desirable place to live, with many families attracted to the area by the good reputation of Barnet's schools.

Barnet is a place of growth, with an extra 41,600 people expected to live in the borough over the next five years. The quality of the education offer is at the heart of Barnet's continuing success as a place where people want to live, work and study. The level of anticipated growth brings opportunities and challenges for the borough, requiring the creation of the right environment for economic growth, planning and investing in key services as well as supporting those families and individuals that need it. In a tough economic climate, we need to ensure that Barnet's children and young people are well placed to seize the opportunities and weather the challenges through the council, schools, further education providers, employers and businesses working together.

Education is an investment in our children and young people that enriches and sustains them through early years, schooling and beyond into further studies or working lives. At its best, it is a system that supports families to help children be school ready through access to high quality early years provision and provides the opportunity for all children to attend a good school with the best quality of teaching and learning to enable them to do their very best. It provides a broad curriculum offer to meet the needs of all young people and supports young people to aim high, providing a pathway through further and higher education, apprenticeships and work based learning that enables all young people to achieve their ambitions, to enter the world of work and contribute to their community. It is an opportunity for some children to overcome the harsh facts that remain in relation to life chances being determined by the socio economic circumstances of their birth, children who get a good start to their education and perform well in the early stages of education are more likely to go on to higher education regardless of their background. Education is the opportunity to intervene, influence, enable and unlock the potential and capacity within Barnet's future community.

Education also has a unique position in Barnet to foster communities through bringing together children and families in a shared common purpose around school communities and other settings. Creating a school community goes past the school gates and ensure that schools are an important and influential community leader. With Barnet's ambitious plans to regenerate and re-invigorate parts of the borough, creating and sustaining successful schools and other settings is key to creating successful communities. We see Barnet's education offer as a driving force in the establishment of new communities but we also recognise that education provision will evolve and look different in the future. The new and fast emerging means of communication and technology, the pressure on land availability, the increasingly diverse range of educational providers and the globalisation of the higher education sector will inevitably change and shape the way children and young people learn and are educated. We need to equip children and young people to seize and exploit the opportunities in the current and emerging world.

### **Our partnership**

The responsibility to ensure that Barnet's children and young people succeed is one shared with families, parents and carers. Our partnership of early years settings, schools, the local authority,

vocational, further and high education providers has set out its ambition in Barnet's Children and Young People Plan,:

*All children and young people in Barnet should achieve the best possible outcomes, to enable them to become successful adults, especially our most vulnerable children. They should be supported by high quality, integrated and inclusive services that identify additional support needs early, are accessible, responsive and affordable for the individual child and their family.'*

In relation to the educational outcomes of Barnet's children and young people, overall we have a lot to celebrate. A very high proportion of Barnet's children and young people have access to a good or outstanding school compared to elsewhere in the country, attainment of children at the end of primary and secondary school is among the best in the country and a high proportion of Barnet young people go on to university. Residents in Barnet are more satisfied with the local education offer than London residents as a whole and in particular, the percentage of residents that rate primary education in Barnet as good is rising and is significantly above the London average. There is more to do and maintaining this performance requires constant focus. Within these headline outcomes, we need to ensure that all of Barnet's children and young people benefit and make progress and that our local offer is appropriate and broad enough to meet the full range of needs and interests of all our young people as they transition into adulthood.

The education economy is currently in a process of significant national and local change and this document sets out a framework for us to maintain, build on and continue our success through this period of change. Through harnessing our joint efforts and endeavours our aim is for:

- all eligible young children to have access to their statutory right to early education and support in good quality settings
- all schools to be judged to be good or outstanding by Ofsted
- the attainment of children in Barnet's primary and secondary schools to be within the top 10% nationally
- all children to make at least their individual targeted rate of progress whilst in a Barnet school
- skills provision to be market-driven, raise aspirations and enable all young people to successfully progress into education, employment or training.

The increasingly mixed economy of educational provision with a variety of academy models, the emergence of free schools and increasing delegation of responsibilities to schools has changed, and will continue to change the roles, responsibilities and relationships within our partnership. Further Education colleges are gaining new freedoms to enrol younger students. With young people being required to remain in education and/or training for longer, new opportunities and relationships are emerging through innovative approaches to working with businesses and other partners. The rise in apprenticeship opportunities across a wide range of sectors gives a clear signal to drive schools, colleges and businesses to forge new relationships.

We are well placed in Barnet to respond to these challenges. Our partnership has a strong track record of working together whilst recognising the individual responsibilities of each partner organisation. We recognise that the process of change is a continuing one and that some of the national debates around roles and responsibilities within the education arena are not yet settled. What is clear however, from the direction of travel so far, is that the locus of decision making is shifting.

In relation to schools, they are now at the forefront in leading a more autonomous and self-improving school system. The emergence of Teaching Schools and National and Local Leaders



of Education is creating significant capacity to lead and deliver school-to-school support while schools themselves, are becoming increasingly confident in commissioning the support that they need and in offering support to others. The local authority, whilst retaining a number of statutory responsibilities, is being increasingly assigned the role of 'commissioner' and of championing the interests of all children and young people through leading, influencing and facilitating, rather than directing. This is particularly the case as more schools convert to academy status and nationally, over 50% of secondary schools are academies – a figure exceeded in Barnet where 16 of our 22 secondary schools are now academies. In this changing landscape, the traditional role of the local authority is now shared between a wide range of partners and organisations including central government, governing bodies, academy chains, teaching schools and a variety of school improvement service providers.

### **About this document**

These changes in roles and responsibilities coincide with a range of challenging national education policy imperatives; to raise the participation age, to transform the provision for pupils with special educational needs, to overhaul the curriculum, to extend early years provision and to move towards a national funding formula for schools. This document articulates a coherent framework to shape our local response to this changing landscape and ensure that our focus remains on delivering a world-class education system.

The approach set out in the following sections is a partnership one, developed through a process of consultation with schools, governors, further education providers, elected members and other stakeholders using conferences, workshops, individual interviews and member-led scrutiny panels. Its development has been overseen by a project board with representation of all parties. Therefore, reference to the 'we' in this document means relevant parties rather than the local authority in particular.

During the process of consultation, the need emerged to review, refresh and clearly articulate the different roles that each partner group plays in the new landscape. We have developed a range of policies and principles for our partnership, articulating the way we work together and we have identified a number of key 'deliverables' that we will put in place going forward. This document sets out how we will:

- work in partnership as champions of children and young people (Section 2)
- strive for excellence and challenge under performance (Section 3)
- champion the attainment of vulnerable children and young people and those at risk of underachievement (Section 4)
- secure sufficient high quality local provision and widen opportunities (Section 5).

We recognise that this document does not, and cannot, capture the full breadth and complexity of the field of education. In view of the rapid changes within the schools landscape, this document inevitably has a strong focus on schools. It will be supported through further policies and plans that are being developed in consultation with schools and other stakeholders as set out below:

	<b>Date for completion</b>
Commissioning School and Learner Places 2013/14-2015/16	June 2013
Local Authority Monitoring, Challenge and Support Services	June 2013
Early Years Commissioning Plan	Autumn 2013
Inclusion Strategy and Commissioning Plan	Autumn 2013
Alternative Provision Commissioning Plan	October 2013
Participation, Progression and Employability Strategy	Autumn 2013

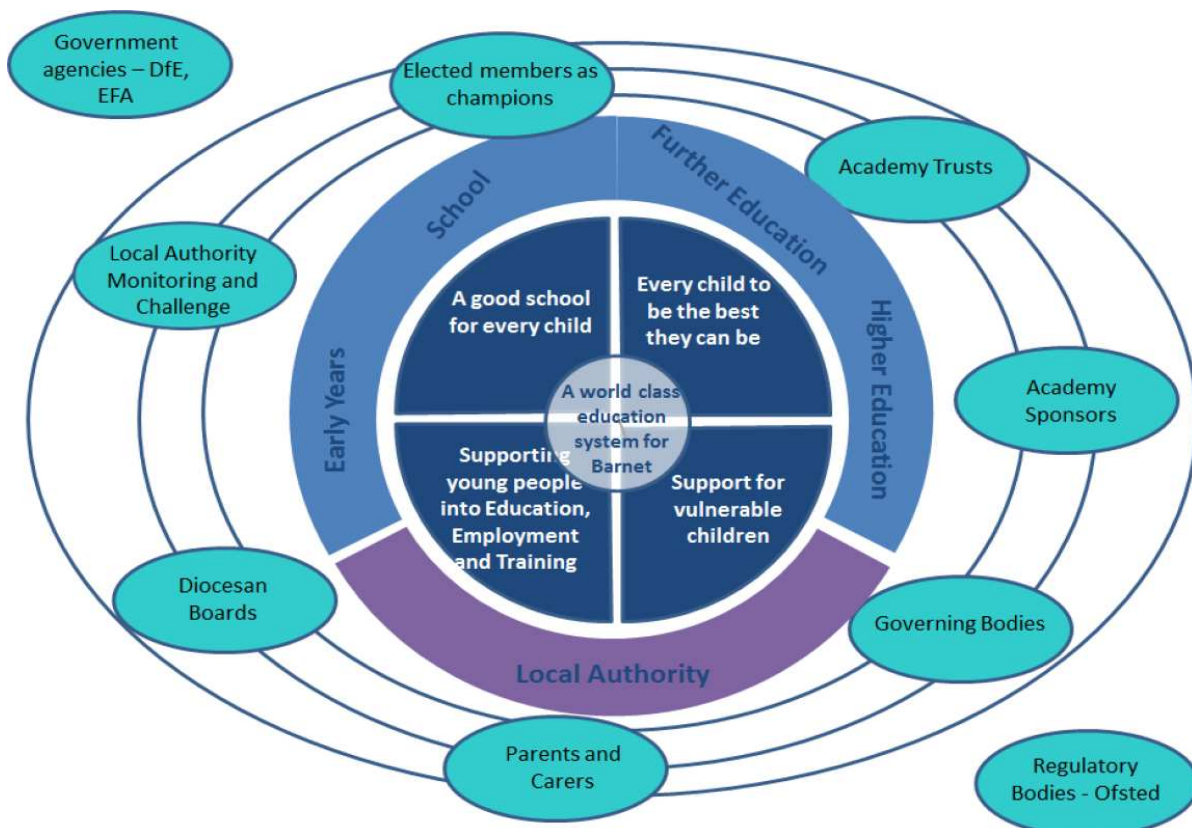
## 2. Working in partnership - champions of children and young people

### Why this is important:

Our strategy's founding premise is that the close and effective partnership working that has characterised Barnet's journey is a critical factor in continuing our success. At a time of immense change with an increasingly diverse range of education providers and school improvement partnerships emerging, there is a danger that local collaborative and partnership working is harder to sustain. We are committed to maintaining our strong local partnership of schools, the local authority, further education providers and other stakeholders to bring our combined resources and efforts to bear for the benefit of Barnet's children and young people.

### Our approach

The landscape within which all parties operate is becoming increasingly complex and new relationships are forming and re-shaping patterns of engagement. In developing this strategy we have considered the changing responsibilities of school governors, Barnet elected members, Academy Trusts working or seeking to operate in Barnet and the local authority retained services. The success of the system in delivering sustained improvement relies on each part fulfilling its role. The system, as it is emerging, can broadly be characterised as having schools, parents and the local authority statutory functions at the heart, supported and challenged by a range of stakeholders and functions including governing bodies, local authority elected members, academy chains, central government and Ofsted.



### **Key ingredients of our partnership**

We have identified the core ingredients of continuing our successful partnership. Together we need to:

- demonstrate our shared ambition and determination for children and young people to succeed through challenging ourselves and others to continuously improve and innovate
- share intelligence and data to ensure that we learn from our experience and that of others and to monitor our success and identify where we can do more
- identify sources of expertise within the partnership, to share best practice and support each other during periods of challenge
- be bold and prompt in identifying where support is required and be quick to offer help where needed
- be prepared to tackle difficult issues and hold difficult conversations within our own organisations and between ourselves.
- attract high quality staff to Barnet through identifying opportunities across the partnership for developing the leaders of tomorrow.

### **Roles and responsibilities**

The nature of the partnership that has evolved in Barnet has been a long standing one of maximising the delegation of funding and responsibilities to schools and settings. Overall, the school community is a confident one and the direction of travel now taking place nationally sits well in Barnet characterised by the local authority:

- identifying priorities for collective action through the strategic collation and analysis of data
- acting as champions for pupils and parents, with a focus on vulnerable children and young people
- strategically commissioning sufficient and appropriate provision – from early years, primary and secondary school places through to provision for education and training for young people
- creating and hosting opportunities for collaborative decision making and action
- facilitating and brokering partnerships between schools
- offering traded services for schools and other providers to purchase.

and education providers:

- responsible for their own improvement, commissioning support that is appropriate to their circumstances, establishing support networks between schools, settings and other providers to support and learn from each other
- sharing intelligence and data with the local authority and others to help set the strategic direction and priorities of the partnership
- acting collaboratively to the benefit of Barnet's children and young people.

The local authority, schools, early years settings, further and higher education providers have a range of statutory functions to deliver and the local authority retains specific responsibilities in relation to maintained schools. A full list of these can be found at:

<http://www.education.gov.uk/childrenandyoungpeople/strategy/a00198443/statutory-duties-of-local-authorities>.



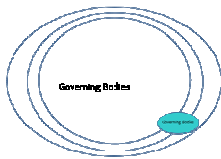
## Elected members

As democratically elected representatives of their local community, elected members have a specific role in ‘championing’ the needs of their residents. In their community leadership role, elected members regularly scrutinise local public services in receipt of significant public funds and as the local authority moves from a direct provider of schools, this role for elected members comes increasingly to the fore. In developing this strategy, elected members heard evidence from schools and governors about how best this role could be delivered to support our shared ambition for Barnet’s children and young people. Elected members have shaped a role to:

- consider the performance of individual schools, settings and education providers as well as the achievement of groups of pupils and young people
- challenge under performance
- become more effective governors of schools and other partner organisations
- communicate the quality of the educational offer to their residents.

To assist in this we will:

- streamline the appointment process for local authority appointed governors
- pilot an Annual Report for parents that makes available information (data and analysis) on the local educational offer.



## Governors

As the education system is changing, increasing focus is being placed on the role and effectiveness of governing bodies in fulfilling their role within the overall system of accountability. Governing bodies need to have a clear understanding of their role, they need to know their school well and have effective processes and procedures in place to discharge their functions. Key to each governing body is having sufficient members with the right skills and experience. As with all areas, in Barnet the quality of governing bodies varies between schools, and over time, as the body of volunteers changes.

Having access to high quality training, information and advice for governors is key. We will review the training opportunities offered by the local authority to ensure that the offer remains current and relevant in this new education landscape. We will promote self assessment by governing bodies through the production of an appropriate toolkit. As stated in the section above, the local authority will streamline the process for nominating local authority appointed governors to reduce the delay in appointments and to improve the matching of nominations to the skills required by a particular governing body.

## Clarity of relationships

There is a plethora of partnership structures functioning within Barnet and all new providers are encouraged to participate. Whilst most current relationships have developed over many years of working together, the emergence of academies as ‘independent’ state schools along with the growing number of academy chains operating regionally and nationally has prompted us to identify the need to clearly articulate the relationship between the local authority and academies. We will develop an Academy Accord that sets out expectations of the local authority and Academy Trusts and how we will work together to meet the needs of children in Barnet.

## Encouraging new models of governance

Our partnership already encompasses a diverse range of models of school organisation in Barnet and this diversity is considered a strength. Our aim is to develop local mechanisms to maintain the quality of Barnet’s offer. Secondary schools in Barnet have been quick to seek academy status and nationally, there is growing interest among primary schools in exploring academy conversion. The council is supportive of Barnet maintained schools that wish to

convert to academy status and will actively support the development of robust models of governance at the primary level. It will do this through:

- providing information and advice to schools and governing bodies
- brokering groupings of schools that wish to work together
- encouraging schools not currently rated as good or outstanding by Ofsted to work in partnership with high-performing schools.

### **How we will know when we succeed**

We recognise that a partnership will evolve and develop over time. In order to monitor our success, we have set the following measurable objectives within our Children and Young People Plan. These will be used by Barnet's Children's Trust Board to monitor our progress over the next three years:

- Barnet to be among the top 10 per cent nationally for children achieving the early learning goals (as measured by the average point score)
- increase in the percentage of children making two levels of progress in English\* (Reading and Writing) and Maths between Key Stages 1 and 2 to 93 per cent
- Barnet to remain among the top 10 per cent nationally for young people achieving 5 or more GCSEs A\*-C (or equivalent) including English and Maths
- improving outcomes among vulnerable groups:
  - a) reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 (Level 4+ in both English (Reading and Writing) and Maths) to 14 per cent
  - b) increase the percentage of Looked After children making the expected level of progress in English (Reading and Writing) between Key Stages 2 and 4 to 35 per cent.
- proportion of 16-17 year olds recorded in education and training to exceed 95%.

### 3. Striving for excellence and challenging under performance

#### Why this is important

Despite the general excellence of the education offer in the borough, one in 10 pupils of primary age attend a school that is not good or outstanding, and over one in six pupils do not achieve the expected level in Key Stage 2. Whilst overall our performance at the end of the primary phase is holding nationally, it is beginning to compare less favourably with other boroughs in London and elsewhere. In the secondary phase, while the overwhelming majority of pupils have access to a good or outstanding school, almost a third of young people do not get 5 A\*-C grade at GCSE with English and mathematics, the accepted threshold to Level 3 studies.

Meeting the needs of all children and young people within the local context of a changing population requires a relentless focus by all partners. Between 2001 and 2011, Barnet's population grew by 11.5%, driven by a larger than expected growth in the number of children and young people. During this period, our population also became more ethnically diverse and 47% of pupils within Barnet primary schools now have English as an additional language compared to 41% in 2008 and within our four special schools the figure rose from 34% to 43% over the same period.

#### Our approach

Barnet strives for excellence in education and we are proud of the high standards in our schools and settings. Schools operate within a framework of autonomy with accountability and have the primary responsibility for their own performance and for deploying school improvement resources to support their continuous self-improvement. The 'systems leadership' approach relies on schools being willing and able to lead and shape the local system as well as continuing to lead their own improvement effectively.

Our aim as a partnership is to ensure that a strong school-to-school improvement system is fully exploited within Barnet. Local arrangements have emerged and there is evidence of good collaborative working taking place but as a partnership, we need to ensure that no school is left out, that no school fails to identify its needs or ask for support at an early sign of difficulty, that sufficient support is available and that all schools know how to access and effectively commission the support they need. With a more complex framework for the monitoring and challenging of ambitions and achievements of schools, we need to ensure that all schools are on an improvement trajectory and no school is left to coast or decline.

#### Promoting a strong and robust school improvement culture

Between us, we will continue to promote and develop a school improvement culture that identifies difficulties and risks to performance early. We will seek solutions within our partnership to resolve issues, utilising the full range of local expertise and resources including those available through the Teaching School Alliance and Barnet's National and Local Leaders of Education as well as from local school-to-school support networks. Together, we will achieve this through:

- the strategic monitoring and sharing of performance data across all key stages and for all schools
- schools undertaking a robust self-evaluation and welcoming internal and external challenge
- the sharing of best practice in 'what works' between each other
- keeping ourselves abreast of emerging evidence and best practice from elsewhere
- brokering school to school support including utilising Teaching School Alliances and other local partnerships as a source of high quality support
- more effectively utilising and deploying local sources of expertise within the partnership e.g. local leaders and national leaders in education
- the effective commissioning of school improvement support

- equipping governors and others with the information and skills to effectively challenge and support.

The council has a particular role to play in promoting high standards for all pupils and will fulfil this through:

- collating, analysing and sharing performance data for all publicly funded schools
- monitoring, challenging and supporting the performance of individual schools (see below)
- hosting half termly opportunities for headteachers of all schools to network, share data, best practice and to be briefed on relevant issues
- adopting a brokerage role for schools to access support from other schools within the partnership
- facilitating a school-led school improvement traded service, for as long as schools wish to purchase and the service is financially viable.

Barnet's school-led traded service (Barnet Partnership for School Improvement, BPSI) has been devised and developed by Barnet schools. It has proved popular among Barnet primary schools with the majority of schools purchasing packages of support and its customer base is growing with more schools purchasing the service each year. Our secondary schools, in the main, have preferred to make alternative arrangements and have developed/commissioned a range of support through other Barnet, regional or national mechanisms.

Across London, through the development of models similar to BPSI, the local authority is currently still the most important provider of school improvement services but the market looks set to grow. To ensure that the BPSI service is sustainable and affordable within an increasingly competitive field, the local authority will co-ordinate and facilitate a review of the service, led by Barnet schools. The review will explore the value for money offered by the service, the optimum model of delivery going forward and will include considering which services, if any, the local authority may wish to commission through BPSI.



### **Monitoring, challenging and supporting performance of individual schools**

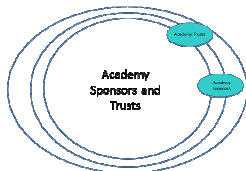
In relation to the performance of individual schools, the local authority will facilitate support, monitor and challenge all publicly-funded schools on their progress in raising educational standards both overall and for specific groups of pupils. Within the current mixed economy, the extent of the local authority activity in relation to a particular school will vary according to statutory functions and accountabilities and details of the service are set out in *Local Authority Monitoring, Challenge and Support services 2013/14*. The broad approach is set out in the following paragraphs but the underlying message is that the local authority, in its championing role, is concerned with the progress of all pupils, irrespective of the type of publicly-funded school they may attend.

At the core of the local authority service is the retention by the council of a dedicated resource offering a named lead education professional to interface with each school. The council has retained a small team of Learning Network Inspectors who act as named partner for each school within a geographical network. This service is recognised by schools, governors and elected members as providing a consistent and locally informed challenge partner. During the consultation process for this strategy, secondary school headteachers expressed ways to improve the effectiveness of the relationship going forward and these will inform a service review to ensure the needs of the secondary sector are met.

**Maintained schools:** In relation to maintained schools for which the local authority retains specific responsibilities, the local authority monitoring, challenge and support is differentiated according to the need of each school and comprises of a range of tailored services. *Local Authority Monitoring, Challenge and Support services 2013/14* details these services and clearly



sets out the frequency of contact, the expectation of maintained schools to self evaluate and the steps that are taken and support offered to maintained schools when there is cause for concern. Overall, the local authority approach is to support the principle of ‘intervention in inverse proportion to success’. The council has particular responsibilities to intervene more directly in maintained schools that are causing concern but direct intervention is only used in the most serious of cases.



**Academies:** Where the council has particular concerns about the performance of an academy, it will ensure that the Academy Trust is fully informed about the concern. In the first instance, concerns will be relayed to the headteacher and if required, to the Chair of Governors. Where appropriate, the local authority will make the Academy Trust aware of its

recommended actions to address the concerns. It is expected that the academy will share its plans for improvement with the local authority e.g. through an appropriate statement of action. The local authority will offer advice about (or broker access to) locally recommended school improvement support services.

The local authority recognises that there may be circumstances where this arrangement is not effective. Where serious concerns arise (for example, where a school is in an Ofsted category requiring intervention or improvement: a school meets the criteria set out in the section 60(2) of the 2006 Education and Inspections Act, 2006 where for a maintained school the local authority could consider a warning notice or there is evidence of poor leadership and/or governance) and the engagement has not been effective, the council will consider contacting the Secretary of State and/or Her Majesty’s Chief Inspector (HMCI) setting out its concerns, and the attempts it has made to agree with the Academy Trust action to tackle the issues that have been identified. The local authority will inform the Academy Trust before taking this course of action.

**Governing bodies:** As a key part of the national and local accountability framework, Governing Bodies need to:

- know what is happening in their school and whether overall provision is good or not
- know about the quality of teaching, the use of performance management, what is being done to recognise and reward good teachers and also what is being done to tackle underperformance within their schools
- how funding is being used to target underachievement – particularly in relation to the pupil premium
- understand the data and the comparative performance of their school in relation to similar schools in Barnet and elsewhere utilising national (e.g. data dashboard) and local sources of data
- be able to provide evidence of the impact of their support and challenge activity
- communicating their assessment of their schools performance to the parent and wider community.

Increasing focus is being placed on Governing Bodies within the Ofsted Inspection Framework and to maintain the quality of education in Barnet, governing bodies must be able and equipped to challenge and ask robust questions of the headteacher and school community and to take tough decisions if necessary.

There is a range of advice, guidance and support for Governing Bodies available nationally and locally. To improve consistency across the borough, the local authority will develop ways to share best practice more systematically so that Governing Bodies can learn from each other and keep abreast of how the best Governing Bodies are fulfilling their role most effectively. We will develop with Governors, ways to communicate local good practice that builds on the range of existing national resources.



**Elected members;** Elected members will receive a bi-annual report containing key education performance data relating to all schools including academies and free schools. This will include the Ofsted judgements of schools that have been inspected and the educational outcomes that become available during the six month period. The Education Overview and Scrutiny Committee may wish to:

- to invite headteachers, chairs of governors and local authority governors to give evidence in relation to the performance of their schools should Elected Members have concerns they wish to raise.
- to convene a time limited working group to consider any concerns arising with regard to particular groups or aspects of educational provision in the borough as a whole

### **Academy sponsors**

Where a school has been judged by Ofsted to be inadequate with either 'serious weaknesses' or requires 'special measures', the government has a clear expectation that in these cases conversion to an academy with a strong sponsor will be the normal route to secure improvement. In circumstances where sponsors are sought, we will engage with the Department for Education to actively seek sponsors that have a willingness to:

- develop an understanding of local needs and priorities
- adopt a process of 'earned autonomy' as the school improves
- offer the opportunity for locally nominated governors to the governing body
- encourage participation in local school to school improvement networks as well as those available across an academy chain or partnership
- encourage participation of school staff on local forums – headteacher and deputy headteacher forums, admission forums etc
- share data to enable strategic monitoring at a borough level
- encourage community access and promote the school as a community resource.

Some Barnet schools are already approved academy sponsors and where possible, the local authority will, in the first instance, put forward and advocate the pursuit of local solutions. We will encourage and support successful Barnet schools to become academy sponsors in order to ensure that there is a range of potential sponsors available to support schools within the Barnet partnership.

We will establish a process for the assessment of potential sponsors to meet Barnet's local needs.

### **How we will know when we succeed**

We will know we have succeeded when every school in Barnet is good or outstanding and when all Barnet children who have the potential to, successfully achieve at least five good GCSE's (or equivalent) to enable them to access the next stage of their chosen pathway. On the way to this goal, we aim to match the performance of the best in the country within three years, a benchmark set at nine out of ten pupils achieving level 4 at KS2 and eight out of ten achieving the required level at GCSE. For those remaining in education, training or employment with training after the age of 16, we aim for 69% to have achieved a level 3 qualification by age 19 which would put Barnet among the top 5% nationally and for 90% to have achieved a level 2 qualification.

## 4. Championing the attainment of vulnerable children and young people and those at risk of underachievement

### Why this is important

Education offers a unique opportunity to influence the life chances of children and young people who are, or become vulnerable. Vulnerability arises in many guises that put children and young people at risk of educational underachievement, where their progress may be affected by factors relating to their socio economic circumstances, their ethnicity, gender or their social, cognitive and linguistic development. National evidence shows that these factors already impact on a child's chances by the time they start school. We need to have high aspirations for all children and young people and, from the start, help them to overcome barriers and obstacles to their learning and development to enable them to achieve a successful transition to adulthood.

Although children and young people with additional needs in Barnet schools achieve well compared with their peers in other local authority areas, the attainment gap between them and the 'average' indicates that too many vulnerable children are not meeting expectations or gaining work or study credentials.

In particular, children who are Looked After or suffer economic disadvantage attain less well than their peers at all key stages. For example, in 2012, of pupils either Looked After or eligible for free school meals – those attracting the pupil premium - 72% achieved level 4+ in English and Maths at the end of the primary schooling compared to 82% of children overall. By the end of Key Stage 4, 49% of pupils attracting the premium achieved more than 5 GCSE A\*-C including English and maths compared to 69% of pupils overall. As young people progress through to adulthood, vulnerable young people are over represented among those that are not in education, employment and training.

Closing the gap and ensuring that all children and young people make, and exceed, at least expected progress and go on to secure a chosen pathway through to employment remains a key focus and challenge for our partnership. To achieve this we need to support and accelerate the progress of our most vulnerable children and young people whilst they are in our sphere of influence within our settings.

### Our approach

Meeting the needs of children and young people at risk of underachievement requires the harnessing and deployment of the collective forces and resources available across the partnership of schools, local authority, colleges, health, families and other services. Our approach is based on supporting families as well as targeting children and young people and groups of those at risk, to moderate and mitigate the impact of vulnerability.

Significant investment has been made within Barnet by the council and the school community to create a co-ordinated multi-agency approach to the early identification of need and the harmonisation of family support services starting at early years and continuing through to secondary and beyond. Our local approach to supporting families through for example, our 'Family Focus' services, parenting support and mentors in schools supplements government funded initiatives such as Troubled Families, targeted at those most vulnerable families with the most complex needs. The Government is also directing significant new resources directly into schools through the pupil premium, in order to target groups of pupils at risk of underachievement. In Barnet in 2011/12, this pupil premium brings an additional £11m into the borough to support pupils across the school partnership.

#### Pupil Premium allocations 2013-14

	Barnet eligible pupils	% Barnet school population	% England state school population
Primary	7257	28.4	26.7
Secondary	5348	30.6	26.2

The pupil premium funding is intended to support more precisely children or groups of children whose socio-economic disadvantage puts them at risk of underachievement. It is not necessarily the case that all pupils attracting pupil premium funding are underachievers; some have sufficient resilience to cope with disadvantage. The attainment and progress of pupils in other groups are not guaranteed and it is vital that detailed analysis of data at school and borough level helps to identify pupils at each key stage and in core curriculum areas who are at risk. We need to ensure the most effective use of the shared local resources available within early years settings, schools and other provision is made to target individual children and young people and to support their families through the:

- early identification, intervention and prevention of need among children and their families, utilising common assessment and referral processes available across Barnet to deliver and/or provide access to a range of support services
- delivery of services by and through schools and other educational settings in order to support and improve parenting, build resilience within children and families and to give access to early intervention support through for example, family focus, educational psychology and youth support services, recognising that schools are often a place of trust for families
- identification of groups of pupils at risk of underachievement and their needs, through robust and detailed data analysis followed by appropriate action planning which directs resources towards those most at risk
- sharing of good practice about 'what works' and learning from each other.

A partnership approach to sharing data and best practice to address under-achievement in schools is facilitated through the local authority-hosted 'Narrowing the Gap' team. This service is funded through agreement by Barnet's Schools Forum, a decision that is subject to annual review. As well as supporting individual schools, 'narrowing the gap' data is shared as part of Barnet's innovative Leading Edge programme which brings together local expertise to review and translate innovative and emerging national practice to meet the needs of vulnerable children.

**Children and young people with special educational needs (SEN):** Barnet's specialist provision for pupils with special educational need is among the best in the country with our four special schools all currently rated by Ofsted as outstanding, and overall, children with SEN achieve well in Barnet schools. At Key Stage 2 (Level 4+ in English and Maths) and Key Stage 4 (5+ GCSE A\*-C inc English and maths) Barnet pupils with a special need identified at School Action, School Action Plus or with a statement of Special Education Need attain above the national average in these recognised key measures.

Developing a range of resourced provision within schools has enabled us to meet a wide range of needs within the locality so that children can benefit from the quality of education on offer within Barnet. As young people move towards adulthood we need to ensure that we also provide local education and training opportunities that enable them to live and work in the local community. During 2013, in full consultation with all stakeholders, the local authority is developing a new Inclusion Strategy for Barnet to build on this success and to take account of the new proposed statutory framework. In preparation, the local authority has undertaken an

initial consultation exercise to establish some principles to underpin the development of the strategy. These are:

- **Personalisation:** giving families greater choice and control over the support provided. This will include person centred planning and the option to have a personal budget.
- **Pre-birth to young adulthood:** adopting a pre-birth to young adulthood approach will assist in developing a smooth transition through a young person's development from pre-birth to twenty-five and beyond.
- **Providing support early on to build independence and resilience:** targeting early intervention and support to build independence and resilience in children, young people and their families, promote positive mental health and prevent escalation of special educational needs. This could include reasonable adaptations and modifications of a child's setting, targeted group interventions (e.g. for speech and language development) the uptake of training and professional development opportunities and access to multi-agency advice and consultancy.
- **Providers of support will work more closely together:** placement planning will be conducted jointly with partners across Barnet and more widely with other London boroughs. Schools will be encouraged and supported by the local authority to find collaborative approaches to work together.
- **Participation and evaluation, especially with parents and families:** children and young people, their parents and carers, council members, unions, and service providers will be actively involved in the design of strategy and the services provided by partners in Barnet.
- **Effective communication:** service providers (including schools) will provide clear and accurate information about what they can offer and the criteria for access. There will be clarity and transparency about the statutory and discretionary offer being made to parents and children and the way in which decisions are made.
- **Effective teaching and support:** services should be delivered where children are involved in their usual day to day activities wherever possible. Children's centres, schools and colleges should be hubs for the delivery of a personalised curriculum and multi agency services.

**Looked After children and young people:** Nationally, the attainment of Looked After children as a group falls well below the average of their peers, severely disadvantaging them particularly when competing for education, training and employment opportunities in later life. In Barnet, this is no different. Although outcomes for Looked After children in Barnet tend to be better by comparison with those nationally, too many still do not acquire the five good GCSEs which enhance access to work or study post-16. In 2012, 16% of LAC in Barnet achieved this level compared to 69% overall. Whilst the cohort is small, the challenges are significant, the gap in attainment for this group both in Barnet and nationally has been longstanding and stubborn.

We have now developed a virtual school approach to the monitoring, support and championing of Barnet's Looked After Children and there is growing optimism that over time, this will enable more Looked After Children to achieve their potential. However, achieving a sea change in expectations and attainment will require a robust and sustained effort across all parties, close co-operation by schools to share data and to develop individual approaches that accommodate the particular challenges that Looked After Children can face. As a partnership our approach is based on:

- the Virtual school approach to rigorously track the progress of each Looked After child or young person through the prompt sharing of data and information for all children and

young people Looked After, working with schools to ensure an appropriate and robust personal education plan is in place for every child

- championing and putting in place individualised support within the school and home environment to mitigate the obstacles and hurdles that may impede a child's progress as a result of becoming Looked After
- relentlessly pursuing an appropriate school place or educational provision for every Looked After child or young person
- the pursuit of high quality personalised planning, led by schools working with social work staff, set out and monitored through a robust Personal Education Plan for each child or young person
- creating a culture where 'education matters' across the children's workforce and raising the educational aspirations for young people among those with responsibility for caring and engaging with Looked After children and young people.
- working together to keep children and young people in school, identifying ways to prevent school exclusion and maximise school attendance
- building individual packages around the needs of young people to keep them engaged and achieving through challenging times and to steer them into appropriate further education, employment or training.

**Children and young people at risk of poor mental health:** Working in partnership to ensure that timely access to, and accessible appropriate services are in place is key to mitigating the educational impact of poor mental health. Schools and other educational settings provide the opportunity to deliver universal health-related messages in relation to a range of issues that may lead to poor mental health. In view of the capacity of school staff to recognise more complex circumstances that may lead to poor mental health of individual children and young people, school and other educational settings can offer a familiar and safe environment for families to access local services. To fulfil this role, schools and other educational settings need to have knowledge of, and early access to, clear assessment and referral pathways for children and young people that need additional help.

**Children and young people experiencing economic disadvantage:** Children at economic disadvantage, using the proxy of eligibility for free school meals perform better in Barnet than nationally but still remain below that of the overall population at all key stages from early years through to Key Stage 4. We recognize our collective responsibility to identify vulnerability early, and we acknowledge that economic disadvantage may be hidden and manifest itself in a variety of ways.

The resources available through the pupil premium funding offer a significant opportunity to ensure that the most economically vulnerable pupils can be identified early and measures taken for opportunities to be open to all children, irrespective of family income. While each setting will design and implement the most appropriate interventions in the context they operate, we have an expectation within the partnership that the funding will be used to ensure that all young people make the progress they need to achieve the very best they can.

**Children and young people from a black and/or minority ethnic background and/or for whom English is an additional language:** Analysis of the performance of groups of children and young people from major ethnic backgrounds, White, Asian, Black, Mixed Heritage and Chinese pupils, shows that on most indicators, Barnet pupils in these groups do better than their peers nationally and, in most cases, better than the national averages for all pupils. Closer scrutiny however, reveals that although most are doing well by comparison with national indicators, there is a significant difference between some groups and variations in the

performance of sub-groups within each ethnic group. The performance of children and young people learning or using English as an Additional language, although slightly below that of those for whom English is their first language, is better than that of children and young people nationally at both KS2 and KS4. Ethnicity and/or linguistic background are not necessarily, in themselves, the determinants of success. The risk of underperformance increases, however, when other dimensions, such as eligibility for free school meals, later entry into the school system, low prior attainment or special educational need become factors in the life of the child or young person. We need to:

- work to identify pupils whose attainment and progress may be adversely affected by contextual factors outside their control
- collaborate in the development and dissemination of best practice in the mitigation of the impact of contextual factors.

**Children and young people without a school place or at risk of not having a school place:**

Securing appropriate provision promptly and minimising the time out of school for any child or young person requires robust collaborative working across the school partnership and a good range of high quality local provision. In Barnet, the vast majority of children and young people are successfully placed through co-operation between schools (utilising the Fair Access Protocol) or in one Barnet's provision at The Pavilion, Northgate and home and hospital tuition service. Overall our approach is:

- prompt identification and placement of all children out of school or at risk of being out of school
- clear pathways to re-integrate where appropriate and possible into mainstream provision in full consultation with parents/carers
- individual re-integration plans for all children, working in partnership, assessing risk to individuals, families and schools
- individual packages of support; either delivered directly or commissioned while out of school.

In Section 5, we identify a need to review the range of alternative provision available in Barnet.

**Young people at risk of not engaging in education, employment and training:** Each year, there are approximately 350 young people between the ages of 16-19 who have left full time education and who we know are not actively engaged in employment, education or training (NEET). A range of provision is available across the partnership to support vulnerable young people in this position, offering them opportunities to engage positively in a range of diverse activities, helping to build their skills and confidence. We recognise that some young people are not yet ready to access the growing number of opportunities to enter employment such as apprenticeships and they require particular support to gain employability skills and become 'job ready'. Identifying young people at risk of NEET at an earlier stage in their school career will help us to identify and put in place appropriate support such as mentoring and coaching programmes. We have developed a partnership tool to improve the early identification of this cohort and will work in partnership to promote and embed this early identification approach.

**Children and young people's health and well being:** Achieving good education and health outcomes are inextricably linked. Schools and educational settings present the most significant opportunity in some young people's lives for them to get the right start to good health and well being. Embedding key health messages and accessing health services within a safe and encouraging environment from early years settings through primary and secondary education and beyond, is critical to encouraging and enabling healthy lifestyles and choices within Barnet's population.

- Support for schools in the effective commissioning of health and well being related services, recognising that schools are increasingly seeking to commission health related services as part of their strategy for supporting children and young people at risk of underachievement.
- Direct delivery of public health services within schools, early years and other educational settings to maximise reach and increase take-up.
- As part of Barnet's Health and Wellbeing Strategy, the development of funding packages for schools to support the delivery of effective public health messages; e.g. tackling obesity, sexual health and substance misuse.

### **How we will know when we succeed**

We will know we have succeeded when the impact of barriers to children achieving their potential have been identified and mitigated and that all children have an opportunity to progress through their education, achieve their very best and lead independent successful lives. The gap in attainment for each group will be narrowed and any remaining gap in attainment between groups of pupils will not be as a result of barriers that can be overcome.

On our way to this goal, we aim to reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 to 14 per cent and increase the percentage of Looked After children making the expected level of progress in English (Reading and Writing) between Key Stages 2 and 4 to 35 per cent.

Young people who have experienced difficulties in their early life will be equipped and skilled to join the workplace, enabling them to become independent and take equal advantage of the opportunities on offer in Barnet and elsewhere. On our way to this goal, we aim for at least 95% of young people aged 16 or 17 to be in education or training.

## 5. Securing sufficient high quality provision and widening local opportunities

### Why this is important

We are witnessing a significant growth in the number of children and young people living in Barnet and this is projected to continue until at least 2020. Birth rates are rising, there is an increase in inward migration and the council has ambitious future plans to regenerate and grow parts of the borough through new housing developments.

We need to plan to either provide directly, or to encourage the development of, high quality new educational provision to meet both the increase in overall numbers but also to ensure that the local offer remains current and can meet the full range of needs among Barnet's children and young people.

This means ensuring appropriate early years, primary, secondary and special school places are available and provided in the right place at the right time. It also means ensuring there are a range of opportunities to ensure all young people successfully transition into adulthood and they are equipped to become economically independent. Whilst in Barnet, a high proportion of our young people in Barnet stay on at school to continue their studies and a higher proportion go on to university compared with elsewhere, there is emerging evidence of significant turbulence among young people aged 17. Current data suggests that participation for this age group is among the lowest in London. This may be as a result of a 'drop out' at the end of year 12 which could suggest that a greater proportion of young people fail to succeed at this chosen pathway at this age in Barnet than elsewhere. This is of particular concern in the light of impending changes to the A level curriculum and the requirements for young people to participate in employment, education or training for longer (Raising Participation Age). We have identified a need to broaden the range of local opportunities to ensure that a diverse offer of vocational, work-related and apprenticeship opportunities are available to strengthen the Barnet offer for young people.

### Our approach

Demand for education is growing rapidly in Barnet, and the council has a statutory duty to ensure that there is sufficient early years provision within the locality and that all children of statutory school age who require a school place can access one. The council must also secure sufficient suitable education and training provision for young people.

The borough hosts and celebrates a wide and diverse educational offer for primary and secondary pupils. Planning to meet the demand for new provision within Barnet together with the analysis of need within the borough is set out in detail in Commissioning School Places. In this document, we set out the guiding principles that underpin our planning for each of the stages of education.

**Early years;** the local authority has a range of duties in relation to early years including securing adequate childcare provision so that parents can work and train and securing free early years provision for 3 and 4 year olds and vulnerable 2 year olds. Delivering effective early years education, starting with a free entitlement for vulnerable two year olds and all three and four year olds, requires a sufficient supply of high quality settings that can meet the diverse needs of Barnet's children, located where it meets the needs of parents and their families. The pattern and funding of early years provision within Barnet has grown organically and comprises of nursery schools, nursery classes within schools, children's centres, child minders and private, voluntary and independent providers. We are committed to ensuring that all young children with a free entitlement have equal access to high quality early years provision.

We now believe, due a number of factors, that it is time to undertake a review of early years provision to ensure that we fund places that are commissioned against an agreed set of



services and outcomes and to ensure fair access. A review will undertaken in full consultation with all stakeholders during 2013.

**Primary and secondary phase:** ensuring there are sufficient school places available has to be the partnership's top priority for capital investment in education. However, whilst the statutory duty to secure sufficient provision still falls to the local authority, the changing education landscape with the increasing number of schools converting to academy status, means that the ability of the local authority to directly control supply is diminishing. The local authority has no jurisdiction with respect to the decision making process of an academy to expand and there is a presumption that all newly commissioned schools will be academies (or free schools). In addition, the Government controlled Free School Programme has to date, afforded little influence to local authorities regarding the establishment of free schools within an area. Within this new environment, developing a shared responsibility on how to best to meet need through understanding local pressures and capacity and establishing broad principles and priorities for investment across the partnership is key to delivering a sufficient and appropriate supply of provision.

This new landscape requires investment plans to be as flexible as possible and open to adaptation as new information or developments come to light. Current pressures mean that significant additional capacity has been, and will continue to be, required in primary schools and this will feed through to secondary schools within the next few years. Some initial investment in expanding secondary academies has been commissioned but further investment will be reviewed in the light of proposals to locate several new secondary free schools in the borough. Retaining flexibility is a significant challenge when designing and implementing a multi million pound investment programme that requires extensive consultation with schools, parents, local communities and other stakeholders.

Within this context, a detailed analysis of need for primary, secondary and special need provision is set out in our *Commissioning School and Learner Places 2013/14-2015/16*, together with an indication of how the need will be met through either temporary or permanent expansions or through the commissioning of new schools and provision. The principles underpinning our investment strategy are:

- where permanent additional provision is required to meet demographic pressure, existing popular and successful schools will be prioritised for expansion where the site allows, represents value for money in terms of building works, and where there is demand for places in the school's locality
- Barnet has a wide range of schools catering for families of different faiths and within the commissioning of new places, the council will seek to meet, where practical, demand for different types of faith school that offer an ethos that promotes cohesion within the borough as a place to live and study
- where new provision is to be commissioned as a result of large scale housing development or regeneration, the council will operate a local process to select a preferred provider for each new provision in accordance with non-statutory government guidance. The council will take into account each proposer's ability to meet local need when choosing a preferred option. 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
- we acknowledge that innovative and creative solutions are required to meet the educational needs of the anticipated growth in Barnet and London and we will work with schools, free school proposers and regeneration partners to find acceptable solutions through design that enable constrained sites to be brought forward. We will explore and encourage existing schools to bring forward proposals to work creatively in partnership or through other collaborative arrangements to maximise capacity on existing sites

- to meet demand, it is necessary to provide a large number of 'bulge classes' over the coming years. Whilst many can be planned in advance, inevitably, demand can be unpredictable and schools may be required to take additional pupils at short notice. The council will work to minimise this where at all possible
- schools taking additional pupils at the request of the local authority will receive sufficient funding for accommodation and equipment requirements
- we will invest in increasing resourced provision within schools to meet the needs of children with special educational where the opportunity arises as well as expanding our special schools to meet the demographic pressure
- the council welcomes existing successful independent schools who wish to enter the maintained sector, where there is proven parental and community demand, particularly if schools will help to meet the growing pressure for school places. Schools wishing to enter the state sector must have suitable and adequate school buildings to ensure that the council is not exposed to unnecessary financial liabilities as a result of taking on responsibility for poor condition premises
- the council is supportive of the development of free schools to meet local requirements where there is evidence of demand, a robust business case and available property. It will actively encourage free school proposals that meet the basic need for more school places within the borough and support this through more actively publicising areas of greatest pressure and the nature of proposals that would best meet Barnet's needs.
- in the interests of efficiency and value for money:
  - infant and junior schools are encouraged to consider amalgamation where the opportunity arises, for example when one headteacher leaves
  - in seeking to develop new provision, schools will need to offer at least two forms of entry and all new primary provision will be commissioned as all-through primary schools.
- we recognise that in the light of the pressure for school places, some facilities that may previously have been available to offer community services will be required to provide school places. We will need to be innovative and inventive and explore the potential to share resources across partnerships of schools.

**Alternative Provision for statutory age pupils:** a range of alternative provision is commissioned by schools and the local authority to meet a variety of needs. Barnet's provision for pupils permanently excluded from school, offered at The Pavilion is good and well regarded by our schools. Outstanding provision for young people with medical needs is offered through Northgate and Discovery Bay facility at Edgware Hospital provides for children while in hospital.

The Pavilion is mainly operating from a building not considered suitable for the curriculum offer and capital investment is required to develop a modern fit for purpose facility and learning environment. The majority of other alternative provision in use in Barnet is almost all commissioned directly by secondary schools. While much of this provision is valued, it is not the result of a system-wide commissioning process. Alongside these factors, there are national changes on the horizon: there is an expectation by the government that local authority alternative providers that are registered as pupil referral units (PRUs) should become state-funded academies by 2018 and there is the possibility that the government will make schools responsible for provision for permanently excluded pupils following exclusion, leading to schools having a new role as commissioners for pupil referral units.

These factors are leading to a review of our partnership's use of alternative provision for pupils either permanently or temporarily excluded from school. The review, due to report in Autumn 2013 will consider future commissioning intentions of the partnership and the local provision required to meet these intentions.

**Widening the offer post 16:** the partnership has reviewed the locally available opportunities to ensure that there is sufficient and suitable local provision to meet the needs and interests of all Barnet's young people to enable them to participate in education or training until at least 18 and up to the age of 25 for young people with learning difficulties and/or disabilities. We have identified the following:

- there is a good supply of opportunities for young people wishing to pursue an academic route through sixth form provision in schools and colleges
- we need to broaden the offer for young people wishing to pursue other avenues, such as apprenticeships, foundation learning and vocational programmes within Barnet to help young people equip themselves to access employment opportunities
- there is insufficient locally based provision to meet the range of need among young people with learning difficulties and/or disabilities necessitating long travel times to access provision elsewhere
- we need to work more closely in partnership with businesses and employers to seek opportunities for young people to access apprenticeships, to identify employers needs and help direct young people to make good career choices that better match the needs of the local and national economy.

With the secondary sector in Barnet now pre-dominantly academies, the local authority has less influence over the shape and type of provision offered locally. However, the sharing of data and analysis, working together to identify gaps in provision, and conversely where there is an oversupply of provision, helps lay the foundation for good decision-making by all parties. Where the local authority is asked by any funding agency to support or recommend proposals put forward by individual providers, the capacity of any proposal to meet the needs listed above will inform the local authority view.

This collective approach to prioritising meeting gaps in provision has already led to the development of a new collaborative sixth form approach to enable more young people to make a successful transition from school to Barnet and Southgate College and other further education colleges. To broaden and increase work based opportunities locally, the council has funded a programme of activity establishing a local Barnet Apprenticeship Training agency aimed at assisting small to medium employers in recruiting local apprentices, together with a range of other activity to enable young people aged 16-24 to gain employment experience and help them to become 'job ready'. To increase local opportunities for young people with learning difficulties and/or disabilities Oak Lodge and Barnet and Southgate College have been developing new local provision, focussed on employability skills, with a new capital project underway to develop state of the art provision within Barnet and Southgate College.

We need to build on this experience to further strengthen the presence of work based providers in Barnet and facilitate better links with employers to create greater opportunities for work experience and work based learning. Through these links we need to ensure that vocational training responds to the key growth sectors that serve the local and global economy. Our young people need to be helped to become 'job ready' and be assisted through high quality information, advice and guidance offered by schools to make appropriate career choices in the light of the future demands of Barnet, London and the national economy.

To broaden local opportunities, ensure young people are equipped to seize opportunities and to meet the needs of employers for skilled, 'job ready' applicants we will:

- increase opportunities for employers to communicate their requirements to schools for young people to be 'job ready'
- establish clear, simple information for local employers, schools and young people about local vocational opportunities with pathways
- promote networking opportunities for schools, local providers and employers
- share information with schools on the needs and characteristics of the local economy.

### **How we will know when we succeed**

We will know we have succeeded when there are sufficient early year and school places available, where the percentage of children receiving a primary or secondary school of their choice (one of top 3 preferences) exceeds 90% and when all young people are participating in education, employment or training to enable them to become economically independent. On our way to this goal, we aim for the proportion of 16-17 year olds recorded in education and training to exceed 95%.

## 6. Key deliverables to support the partnership

	<b>Key deliverable</b>	<b>Target Date</b>
1	Academy Accord that clearly sets out expectations of the local authority and an Academy Trust	June 2013
2	Programme of activity to support Primary schools to consider appropriate models of governance	Sept 2013
3	Local process to assess potential academy sponsors	Sept 2013
4	Streamlined process for the appointment of local authority appointed governors	July 2013
5	Review of the local authority Governor training programme	Sept 2013
6	Self -Assessment toolkit for Governing Bodies	
7	Annual Report for Barnet parents and residents - pilot	Jan 2014
8	Brokerage model for schools to access support from other schools within the partnership	Sept 2013
9	Review of Alternative Provision	Autumn 2013
10	Review of Early Years	Autumn 2013
11	Future delivery model for Barnet Partnership School Improvement	Autumn 2013
12	Inclusion strategy	Autumn 2013

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# Barnet Academy Accord

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## 1. Purpose of the Accord

- 1.1 The purpose of this Accord is to cement partnership working between the local authority and the Academy Trust to achieve continuous improvement in the educational outcomes for Barnet's children and young people. Our ambition in Barnet is for a world-class education offer that is rich and engaging, giving children and young people the skills, knowledge and abilities they need to achieve the best they can, delivering the vision set out in Barnet's Children and Young People Plan:

*All children and young people in Barnet should achieve the best possible outcomes, to enable them to become successful adults, especially our most vulnerable children. They should be supported by high quality, integrated and inclusive services that identify additional support needs early, are accessible, responsive and affordable for the individual child and their family.'*

- 1.2 The council as a commissioner and champion of children and parents wishes to work in partnership with Academy Trusts in Barnet, as the providers and facilitators of education and wider services for children and young people, to achieve this vision. The council believes that strong and productive relationships with Academy Trusts and collaborative working across the schools partnership is a key factor in bringing about sustained improvements to the lives of children and young people attending schools in Barnet.
- 1.3 This Accord sets out the framework for engagement between the council and the Academy Trust and takes account of the powers and duties retained by the local authority and of the government's policy position on academies, which is that they are autonomous, centrally-funded state schools.

## 2. Ensuring high standards

### 2.1 Data

- 2.1.1 The local authority will include data for academies and maintained schools in all data sets produced to enable academies to benchmark performance against similar schools in the area and to drive up standards
- 2.1.2 Barnet council and the Academy Trust agree that key performance data (to be agreed) will be shared to enable the council to fulfil its championing role, particularly in respect of vulnerable children and to enable the Academy Trust to meet its pupils needs.

### 2.2 School improvement

- 2.2.1 The underlying principle of school improvement is that academies are responsible – like community, trust and aided schools – for their own improvement. Barnet council respects the independence of the Academy Trust, and wishes to offer constructive support to the Trust's schools in the area. The Academy Trust will be invited to participate in all networks and forums co-ordinated by the local authority and will have full access to the range of school improvement traded services offered by the local authority.
- 2.2.2 The council and the Academy Trust agree, where requested by either party, to meet at least annually to 'keep in touch' and identify any local issues or concerns.
- 2.2.3 Where the council has particular concerns about the performance of an academy, it will ensure that the Academy Trust is fully informed of the concern. It will in the first instance

contact the Headteacher and Chair of Governors. Where appropriate, the local authority will make the Academy Trust aware of its recommended actions to meet the concern. The Academy Trust will share its plans for improvement with the local authority e.g. through an appropriate statement of action. The local authority may offer advice about (or broker access to) locally recommended school improvement support services.

- 2.2.4 The Academy Trust should clearly set out where it requires support from the local authority to resolve any issues about services for which the local authority has responsibility. The local authority will seek to resolve any identified issues for which it is responsible.
- 2.2.5 The local authority recognises that there may be circumstances where this arrangement is not effective. Where serious concerns arise (such as the school is in an Ofsted category requiring intervention or improvement: the school meets the criteria set out in the section 60(2) of the 2006 education and Inspections Act, 2006 where for a maintained school the local authority could consider a warning notice or there is evidence of poor leadership and/or governance) and the engagement has not been effective, the council will consider contacting the secretary of state and/or HMCI setting out its concerns, and the attempts it has made to agree with the Academy Trust action to tackle the issues that have been identified. The local authority commits to informing the Academy Trust before taking this course of action.

### **3. Admissions and school place planning**

- 3.1 The Council will ensure that the annual co-ordinated admissions processes are administered in accordance with legal requirements and the determined schemes. It will consult both the Academy Trust (and its schools) on the annual schemes.
- 3.2 The Academy Trust commits to actively engaging in the local place planning process and to sharing relevant information in support of that process.
- 3.3 The Headteacher and representative Governors will be invited to participate in Barnet's Fair Access Panel (on a rotating basis) that oversees the implementation of Barnet Fair Access Protocol
- 3.4 Barnet council and the Academy Trust agree to meet to discuss any admissions dispute involving an academy within the trust to seek to avoid any application to the Secretary of State for education to admit a child.

### **4. Vulnerable children**

The Academy Trust commits to participating in local arrangements for the early identification of children at risk of underachievement for a variety of reasons and to utilise local referral arrangements (e.g. the CAF) where appropriate to access locally co-ordinated support services offered by the local authority and other agencies and to work in partnership with them.

Barnet council and the Academy Trust agree to meet to discuss any disputes involving an academy within the trust in relation to the assessment, support, progress or placement of any vulnerable pupil (special educational need, Looked After Children, at risk of exclusion).

#### **4.1 Special educational need**

- 4.1.1 For the purpose of agreement about the provision made from delegated funds for special educational needs provision, the Academy Trust (and its schools) agree the 'additional



and different' arrangements it is expected to make for pupils at School Action stages and pupils with a Statement of Special Educational Need. These could relate to all aspects of school life: in the classroom, during the school day and in activities beyond the school day. They should include 'additional and different' arrangements for:

- teaching and learning;
- the way in which learning and wellbeing is assessed;
- the ways in which access to the curriculum is facilitated;
- drawing on specialist expertise, within and beyond the school;
- pastoral support;
- intervention programmes over and above high quality classroom teaching for all pupils;
- equipment that schools / academies provide;
- staffing arrangements to promote access;
- more intensive engagement with parents and carers; and
- monitoring and evaluating the impact of the 'additional and different' arrangements on progress and outcomes for pupils with SEN.

4.1.2 The Academy Trust agrees to ensure that additional funding for any individual pupil provided through a Statement is used in order to support that pupil (as stipulated in the detail of the Statement).

## **4.2 Looked After Children**

4.2.1 The Academy Trust recognises the particular role of the local authority as the corporate parent of Barnet children and young people Looked After, and will share data, progress and concerns as it would with any other parent.

4.2.2 The Academy Trust commits to contributing to the local arrangements for planning and monitoring of progress of Barnet's Looked After Children.

## **5. Exclusions and fair access**

5.1 Barnet council respects the independence of the Academy Trust to use exclusion in line with guidance issued by the DfE, but will offer constructive support to the Trust's schools in the area with regard to the use of permanent and fixed term exclusion. The Academy Trust commits to supporting Barnet council in its aim to reduce permanent exclusions from vulnerable groups by consulting the local authority when considering the exclusion of children in care, those with a statement of special educational needs and any others from over-represented groups.

5.2 The Academy Trust will be given equal access to the services offered by the local authority maintained pupil referral units through the use of positive referral managed by the local authority.

5.3 The local authority will work with the Academy Trust to support the commissioning of alternative education provision and the development of bespoke provision matching local needs.

5.4 The Academy Trust will follow the arrangements currently in place in Barnet for the flow of funding following a pupil after a permanent exclusion.

5.5 The Academy Trust will support local protocols and will abide by the fair access protocol.

## **6. Traded services**

6.1 The council sees no difference between maintained schools and academies in terms of offering traded services. All services offered by the council on a traded service basis will

be available to the Academy Trust.

## 7. Safeguarding

7.1 The local authority will ensure up-to-date local authority procedures are made available to the Academy Trust. It will also provide locally agreed pro-forma for self-evaluation and action planning.

7.2 The Academy Trust agrees to

- adopt the LA procedures;
- self-evaluate all aspects of safeguarding at least biennially using the authority's section 11 audit tool or an evaluation form of similar quality; and
- produce an action plan to meet concerns identified in the self-evaluation / audit, which should contain appropriate actions that are measurable, with deadlines and a named person responsible.

## 8. Catastrophes/Major incidents

8.1 The Academy Trust agrees to inform the appropriate senior council official of any catastrophe or major incident; and to assist the council in any dealings with statutory bodies resulting from the event.

8.2 The council will act promptly in response to any catastrophe or major incident in close liaison with the school or schools concerned, outside its statutory duties but in line with its capacity.

8.3 Where there is a serious incident, the council will use its resources – for example, communications staff, educational psychologists and other support teams to assist in any way practicable. There will be no difference between maintained schools and Academies in terms of access to the critical incident support provided by the Educational Psychology Team.

8.4 The council will liaise as appropriate with the responsible authorities in respect of any financial or other issues arising.

8.5 The Academy Trust agrees to assist the council in responding to any major incident or catastrophe within the borough that requires the assistance of schools.

Local Authority.....

Academy Trust.....

Date.....

Meeting	Cabinet
Date	24 June 2013
<b>Subject</b>	<b>Chipping Barnet Town Centre Strategy</b>
Report of	Cabinet Member for Planning and Regulatory Services
Summary	The Town Centre Strategy for Chipping Barnet will help to guide and manage future development and change, promote improvements to ensure its long term health and will help determine future planning applications within area.

Officer Contributors	Interim Assistant Director – Strategic Planning, Regeneration and Transport Planning Policy Manager
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix A: Chipping Barnet Town Centre Strategy Appendix B: Schedule of consultation responses
Contact for Further Information:	Nick Lynch Planning Policy Manager - 0208 359 4211

## **1. RECOMMENDATIONS**

- 1.1 That Cabinet approve the Chipping Barnet Town Centre Strategy (Appendix A).**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 On 3 April 2008, Cabinet (Decision item 10) approved the Suburban Town Centre Strategy for Barnet.
- 2.2 On 3 February 2010, Cabinet (Decision item 6) approved Responding to the Recession – Suburban Town Centres.
- 2.3 On 17 July 2012, Cabinet (Decision item 9) followed by full Council 11 September 2012 (item 4.1) approved the formal adoption of the Local Plan Core Strategy and Development Management Policies documents.
- 2.4 On 17 July 2012, Cabinet (Decision item 8) approved the Planning Framework for the Spires Shopping Centre, Market site and Territorial Army Centre.
- 2.5 On 11 March 2013 Business Management Overview and Scrutiny Committee (Decision item 8) considered and made comments and recommendations on the draft town centre strategies for Chipping Barnet and Edgware.

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

- 3.1 The following priority outcomes in the Corporate Plan 2013 -2016 are embedded within the Chipping Barnet Town Centre Strategy
- To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.
  - To maintain the right environment for a strong and diverse local economy.
- 3.2 Through the preparation of Town Centre Strategies the Council can deliver the Corporate Plan strategic objective of promoting responsible growth, development and success across the borough.
- 3.3 In September 2012 the Secretary of State for Communities and Local Government announced that he would change the Planning Use Classes Order to make it easier for offices to be converted into residential without planning permission. In February 2013 the Council applied for an exemption to the proposed change and this exemption included Chipping Barnet. The Secretary of State's statement of May 9<sup>th</sup> 2013 identified those areas where the exemption will apply from June 2013. This did not include any parts of Barnet. In his Budget Statement of March.2013 the Chancellor announced that he will introduce a similar change to make it easier for retail to be converted to residential. These changes reduce the ability of the Council, local communities and local businesses to manage change in town centres.

#### **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 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.
- 5.2 Individual Town Centre Strategies 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.
- 5.3 As part of the consultation the Chipping Barnet Town Centre Strategy was placed on the Council's Consultation Portal.

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

- 6.1 The cost of preparing the Chipping Barnet Town Centre Strategy was included in the Strategic Planning service approved budget for 2012/13 of £1.063m. Consultation and the majority of document preparation took place within 2012/13. Implementation of the Strategy will utilise existing resources.

#### **7. LEGAL ISSUES**

- 7.1 The development of Town Centre Strategies is currently not a statutory requirement. However, the London Plan which forms part of Barnet's Development Plan emphasises the strategic importance of town centres and contains a series of specific policies for London's town centres. This includes maximising choice in town centres and promoting sustainable access to goods and services.
- 7.2 The Town Centre Strategy is not a Supplementary Planning Document. However it is specifically identified in Barnet's adopted Core Strategy Policy CS 6 as a mechanism for promoting competitive town centre environments and promoting consumer choice. In delivering the Core Strategy it has significant weight as a material consideration.

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

- 8.1 Decision relating to the Town Centre Strategies are for the Executive as a whole. Responsibilities of the Executive are set out in Constitution, Part 3 (Responsibility for Functions).

## 9. BACKGROUND INFORMATION

- 9.1 Work on developing a strategy for Chipping Barnet started in 2009. Initially driven by the 2008 Suburban Town Centres Strategy and local concerns about high business turnover and vacancy levels, car parking, congestion, appearance of shopfronts and the future of Barnet Market. The context changed in 2011 with the creation of the High Barnet Town Team, the Localism Act 2011 and the review of High Streets by Mary Portas. A Chipping Barnet Town Centre Strategy Board was created to guide the Strategy
- 9.2 Prior to the Strategy a Planning Framework for three strategic sites (the Spires Shopping Centre, Barnet Market and the Territorial Army Centre) was adopted in July 2012. This Framework set out key development principles to support future growth while managing anticipated change. The Strategy goes beyond the Framework focusing on the wider issues facing the town centre, identifying what makes it distinctive and what can be done to improve it in both the short and long term. Collaboration with residents, traders, Barnet Market, local community groups as well as the Police and Barnet and Southgate College through the Town Team has created the following vision :

*'... a town centre that is economically, commercially and environmentally viable and is a vibrant destination with quality shopping and leisure facilities, well designed housing and a high quality sustainable environment that serves the needs of the local community'*

- 9.3 The Town Centre Strategy vision is delivered by five high level objectives
- To respect and celebrate the town centre's history and character;
  - To improve the quality and range of retail and leisure with re-provision of Barnet Market at its heart;
  - To improve accessibility, ensure better parking, cycling and traffic management;
  - To provide a high quality public realm and improved town centre appearance;
  - To promote cultural, leisure and student activities in town centre.
- 9.4 The focus of this Strategy for Chipping Barnet is about collective action and an Action Plan has been drawn up to clearly set out short, medium and long term actions to deliver its objectives. The delivery of the Action Plan will be monitored by the Strategy Board who will keep it up to date and ensure continuous improvement.
- 9.5 The Chipping Barnet Town Centre Strategy was subject to a four week period of consultation between February and March 2013. Members of the Strategy Board circulated the web consultation link to their membership of residents and businesses and posters advertising the consultation were displayed by local shops in the town centre. The Council issued a press release to further

publicise the Study. Hard copies of the document were made available for viewing at Chipping Barnet Library. Although the number of responses (14) was low in comparison with last years consultation on the Spires Framework respondents to the Strategy made a number of detailed comments about the document. Respondents included Theresa Villiers, Transport for London, English Heritage, Barnet Society, Friends of Barnet Market, Barnet Borough Arts Council and SPACES as well as a number of local residents. A summary of the consultation is set out at Appendix B.

9.6 Comments were generally supportive of the document in having a shared vision for the future of Chipping Barnet Strategy. A number of detailed issues combined with proposed solutions were raised about junction improvements, pedestrian safety and parking management. These cannot be addressed in this Strategy but can be considered more widely by the Council. More generally concerns :

- were expressed about lack of urban design content  
*The Town Centre Strategy is a platform for further work. It highlights that we will work with the new owners of the Spires and the Market to create an urban design led Masterplan. The Strategy sets out the foundations for future urban design work and in Appendix One clearly sets out general principles of urban design for the Town Centre Character Areas.*
- were expressed about the relationship between the Strategy and the Spires Planning Framework  
*The relationship between the two documents is more clearly set out at para 1.37 and more cross references have been added.*
- were expressed about lack of reference to how history has shaped the existing town centre and opportunities to make more of the proximity of the Battle of Barnet battlefield site.  
*A new section on the development of Chipping Barnet from medieval settlement to a district town centre has been added. The Strategy now highlights the proximity of London's only battlefield site.*
- were expressed about the lack of activity by the owners of Barnet Market and the Spires Shopping Centre in improving their sites  
*The Council will work with the new owners to bring these sites forward as part of an overall strategy for the town centre. Good foundations have been laid to secure the future of Chipping Barnet*
- were expressed about the junction between Wood Street and the A1000  
*this has been highlighted in the Strategy as a public realm improvement and specific action which will require further discussions with Transport for London in consultation with the community*
- were expressed about the lack of a night time economy as well as the need to manage it carefully  
*the night time economy has an important part to play in improving the offer of Chipping Barnet. As this economy grows it is important that it is managed effectively. The Mayor's draft SPG on Town Centres sets out the key areas of responsibility for managing the night time economy and a cross reference has been added to it.*

- were expressed about access to High Barnet station  
*Action 18 highlights how we will work with Transport for London to secure funding for improving pedestrian access to the station.*
- were expressed about inclusion of the Action Plan as an Appendix  
*the Action Plan sets out roles and responsibilities for taking the Strategy forward under the scrutiny of the Town Centre Strategy Board. It is therefore considered to add transparency to this collective approach for Chipping Barnet.*
- were expressed about the future role and constitution of the Chipping Barnet Town Centre Strategy Board
- *The Board have a clear role in ensuring delivery of the Strategy through the Action Plan and are due to meet to consider feedback on the document. More formal arrangements of the Board can be discussed at the next CBTCSB meeting.*

9.7 The Business Management Overview and Scrutiny Committee considered the draft Strategy document at its meeting of March 11<sup>th</sup> and made comments on :

- importance of students and education staff and their spending power to Chipping Barnet.  
*This is reflected in the designation of the Cultural Quarter to the south of the High Street.*
- traders considered that more could be done on parking charges.  
*Car parking charges have been highlighted as an issue in the Town Centre. Changes to the parking regime are monitored on an on-going basis.*
- level of consultation across the business community  
*through the members of the Town Centre Strategy Board consultation with residents and businesses has taken place.*
- importance of communicating with Transport for London and full engagement with elected Members.  
*Transport for London submitted comments. Ward Members for High Barnet and Underhill were notified of the consultation. Theresa Villiers MP for Chipping Barnet submitted largely supportive comments of the Strategy.*

## 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>CH</b>



# Chipping Barnet Town Centre Strategy



# Contents

Preface	3
1. Setting the context	4
2. Identification of the Issues	13
3. Objectives and Opportunities	18
4. Delivering the Objectives	29

## List of maps

1. Chipping Barnet Town Centre boundary	9
2. Primary and secondary town centre boundaries	10
3. Wider area and influences	11
4. Opportunity Areas	12
5. Four Character Areas	21
6. Proposed Retail Triangle	24
7. Public Realm Improvements	27

## Appendices

1. Analysis of Town Centre Character Areas	32
2. Action Plan	26

# Preface

Chipping Barnet is a historic town centre with a distinct character. As well as being home to Barnet Market, the Spires Shopping Centre and Barnet and Southgate College there are also a number of independent shops as well as an array of restaurants, cafes and bars located on the High Street. These facilities give the town centre a character which marks it out from others and is worthy of protection.

We have developed this Strategy with the High Barnet Town Team and the Chipping Barnet Town Centre Strategy Board to help the Town Centre to survive the economic downturn, protecting what is best about Chipping Barnet as well as setting out the boundaries for what the town centre has to offer in terms of future expansion.

The Strategy will help to guide and manage future development and change, promote improvements to ensure the town centre's long term health and will help determine future planning applications within the town centre.

In advance of this Town Centre Strategy the Council in Spring 2012 asked for views on the Spires Planning Framework covering three major sites in Chipping Barnet (The Spires, Barnet Market and the Territorial Army Centre). The Spires Planning Framework was adopted in July 2012 and set out key development principles for these sites.

The Town Centre Strategy goes beyond the adopted Planning Framework in focusing on the wider issues facing the town centre including

- Improving the mix of land uses, primarily for shops (at ground floor level) but also residential, leisure, employment and community uses;
- Improving public transport and pedestrian and cycle connections;
- Improving quality of buildings and public spaces;
- promoting a safer and more secure environment;
- creating a clear role for the town centre in respect of planned growth elsewhere such as at Brent Cross.

The draft Town Centre Strategy for Chipping Barnet was subject to a 4 week period of consultation in February / March 2013.

# 1. Setting the context

## 1.1. Introduction

1.1.1. Situated on the edge of London, Chipping Barnet, also known as High Barnet, is a historic district centre with a distinct character. Its original name “Chipping Barnet”, referred to Barnet Market, which is still in existence today. As well as being home to The Spires Shopping Centre, which offers High Street names and a good sized supermarket, there are also a number of independent shops as well as an array of restaurants, cafes and bars located on the High Street. The Barnet and Southgate College Wood Street campus is located within the town centre bringing a significant student population to the town centre on week days; while Barnet Hospital is a short distance to the west of the town centre. These facilities give the town centre an important additional draw – as a destination, a location for key services and as a source of employment

1.1.2. This document sets out a Strategy for the future improvement and development of Chipping Barnet Town Centre.

*Our vision is of a town centre that is economically, commercially and environmentally viable and is a vibrant destination with quality shopping and leisure facilities, well designed housing and a high quality sustainable environment that serves the needs of the local community.*

1.1.3. The Strategy will provide a framework to protect what is best about Chipping Barnet and set parameters for high quality expansion of the town centre offer. It will help to guide and manage future development and change, promote improvements to ensure the town

centre's long term vitality and viability and will be a material planning consideration in the determination of future planning applications within the town centre.

## 1.2. Purpose of the Town Centre Strategy

1.2.1. The purpose of a town centre strategy is to set out the opportunities to create the right environment for a vibrant and viable town centre through:

- addressing the mixture of land uses, primarily for retail (at ground floor level) but also residential, leisure, employment and community uses;
- providing a framework for making decisions on current and future proposals, in a manner that facilitates the overall improvement of the area;
- promoting and maximising existing and future movement opportunities including public transport and pedestrian and cycle connections;
- encouraging high quality buildings and public spaces throughout the centre to help foster local distinctiveness;
- promoting a safer and more secure environment in which all sectors of the community can have a sense of ownership of and pride in the town centre;
- creating a clear role for the town centre in the context of the planned growth at Brent Cross and other centres identified for change in Barnet and adjacent areas;
- identifying and taking account of the opportunities and constraints for sustainable development.

1.2.2. The Chipping Barnet Town Centre Strategy is supported by Barnet's Local Plan which was adopted in September 2012 and consists of a suite of planning documents. The Core Strategy sits at the heart of the Local Plan and sets out where, when and how change will take place in Barnet up to 2026. All other planning documents need to accord with its strategic direction and planning policies. A key objective of the Core Strategy is to support the continued vitality and viability of Barnet's town centres, (Policy CS6 – Promoting Barnet's Town Centres) focusing commercial investment in priority centres such as Chipping Barnet.

1.2.3. The Development Management Policies Document sits beneath the Core Strategy. It sets out the borough-wide planning policies for implementing development. It forms the basis for decision making by planning committees and the Planning Service. Formal boundaries for Chipping Barnet Town Centre are set out in the Development Management Policies document.

### 1.3. How the Town Centre Strategy has been developed

1.3.1. In April 2008 the Council produced a Suburban Town Centres Strategy to enable and facilitate investment and growth in Barnet's town centres. This focused on eight objectives:

- Improving the appearance of Barnet's town centres;
- Ensuring the appearance of Barnet's town centres;
- Managing development opportunities and changes in planning use effectively;
- Effectively regulating the street trading environment;
- Maximising take up of trade waste contracts;
- Improving residents' feelings of safety and security;

- Improving access to information on town centres
- Ensuring consistency with other corporate programmes

1.3.2. The Suburban Town Centres Strategy identified centres where more detailed planning frameworks could support the potential for future growth and manage anticipated change. These were:

- Chipping Barnet
- Edgware
- North Finchley
- Finchley Church End

1.3.3. Work on developing a strategy for Chipping Barnet commenced in 2009 and was driven by the eight objectives outlined above as well as the need to address specific concerns raised by local resident and business groups about high business turnover and vacancy levels, car parking restrictions and high charges, traffic congestion, the poor appearance of shops, maintenance issues in the conservation areas and the future of Barnet Market.

1.3.4. Since early work on the Town Centre Strategy in 2009/10 the context has changed both at a national and local level. A deepening recession has led to increasing vacancy levels in town centres across the country. The Mary Portas Review of the High Street underlined the need for a coordinated approach to support town centres through the recession and in particular promoted the concept of Town Teams to bring town centre stakeholders and businesses together to establish a shared vision for an area. This approach is reinforced through the Localism Act which provides the legislative context for local communities to directly influence the way in which their local areas change through working with a wide group of stakeholders.

1.3.5. Within Chipping Barnet, establishment of the High Barnet Town Team in summer 2011 led to a successful bid for funding from the Mayor's Outer



London Fund (OLF) and investment during 2011/12 of £415k OLF and £95k from Barnet's Local Implementation Plan (LIP) fund. This has delivered a range of improvements including decluttering and new street furniture, tree planting and hanging baskets a complete re-landscaping of the St John the Baptist Church Gardens, a number of pilot shopfront improvements plus business engagement and support.

1.3.6. Acquisition of the Barnet Market site by UBS, the current owners of the Spires Shopping Centre, in late 2011 and a roundtable discussion on the future of the Market site with local stakeholders in spring 2012, led to apparent progress in ensuring a long term future for the Market. However, this was not followed by action and failure to implement short term remedial work on the Market site has allowed the Market to further decline. The local community wishes to see the re-establishment of a thriving Market at the earliest opportunity and considers this to be a key component of Chipping Barnet's future as a viable town centre. UBS also recently purchased a site adjacent to The Spires on Salisbury Road from the Council for proposed expansion of the shopping centre. A number of opportunities have been looked at to improve and expand the shopping centre, including a more open frontage to the High Street and creation of a number of larger units within the shopping centre to attract a wider range of high street retailers, including another anchor store. Such proposals should be brought forward by way of a comprehensive Masterplan for the shopping centre, Although UBS confirmed in November 2012 that they are looking to sell their interest in the shopping centre and Market site, the need for a coordinated and planned approach will remain regardless of ownership.

1.3.7. In advance of the Town Centre Strategy a Planning Framework for three strategic sites in Chipping Barnet (The

Spires, Barnet Market and the Territorial Army Centre) was adopted in July 2012. The main purpose of the Planning Framework is to set out key development principles which support the potential for future growth while managing anticipated change. The sites represent a major development opportunity in the heart of the town centre which, through encouraging appropriate expansion, could enhance vitality and viability and act as a catalyst for the regeneration of the wider area.

1.3.8. Following on from the Planning Framework's focus on strategic sites the Chipping Barnet Town Centre Strategy supports the establishment of a clear vision and set of objectives for the town centre as a whole. The Strategy is the product of key stakeholders working together and goes beyond the adopted Planning Framework in focusing on the wider issues facing the town centre (as set out in Section 2). The Strategy also provides a link between the objectives for the development of key sites in Chipping Barnet and the emerging Site Allocations document which will form part of the statutory Local Plan.

1.3.9. From the outset, the development of the Strategy and its overarching vision has involved key stakeholders including residents, traders – from independents on the High Street to the Spires Shopping Centre (including Waitrose) - Barnet Market, Barnet and Southgate College, the Police and local community and arts groups. Many of these stakeholders are represented on both the High Barnet Town Team and the Chipping Barnet Town Centre Strategy Board which was created to guide the development of the Strategy.

1.3.10. Through this collaborative approach it is recognised that everyone has a role to play in the town centre's success and that no one action or organisation can develop or deliver a future vision alone. The Strategy therefore not only sets out a shared vision for the town centre but also actions that all stakeholders

have committed to delivering.

#### 1.4. Aims of the Chipping Barnet Town Centre Strategy

##### **The Chipping Barnet Town Centre Strategy:**

- Outlines the vision for the town centre;
- Identifies the strengths, weaknesses, opportunities and threats for the town centre and what makes it distinctive from other town centres in the area;
- Defines key objectives for improving the town centre;
- Identifies some short-term projects to improve the town centre, as well as proposals that will contribute to the town centre's longer term future development and regeneration;
- Will provide guidance for future and emerging development proposals in the town centre and surrounding areas;
- Can be used to attract funding, particularly from the private sector.

1.4.1. The Strategy is supported by an evidence base which sets out more detailed information on the town centre. Delivery of the Strategy will be underpinned by an Action Plan which will include a series of individual and joint actions including a number of short term actions that can be taken forward relatively quickly and with limited public sector investment.

#### 1.5. Defining the area covered by the town centre strategy

1.5.1. Map 1 defines the “fuzzy” boundary

around Chipping Barnet Town Centre that the strategy covers. This is a larger area than that formally set out (see Map 2) in the Development Management Policies document and is intended to include areas on the edge of the town centre which impact on or contribute to the vitality and viability of the area.

1.5.2. Key sites in the Town Centre Strategy area include:

- St John the Baptist Church, located at top of the hill and dominates the town centre
- The Barnet and Southgate College campus which sits to the south of the Church on the opposite side of the junction.
- The Bull Theatre, opposite the College campus.
- The Spires Shopping Centre with its main entrance from the High Street.
- Chipping Barnet Library at the rear of the Spires.
- The site of Barnet Market located just off St Alban's Road at the northern end of the High Street.
- The Territorial Army Centre at the northern edge of the town centre on St Albans Road

1.5.3. The Planning Framework provides a general analysis and summary of the problems and needs affecting the Spires, Market and Territorial Army sites.

1.5.4. Although outside the boundary of the town centre, other key sites and facilities, and how these change over time, will have both a direct and indirect impact on the town centre itself. These include Underhill Stadium, Dollis Valley Estate, Barnet Hospital, Hadley Manor Trading Estate, and nearby parks and open spaces such as the Old Courthouse Recreation

thereby improving the facilities at the hospital.

1.5.5. Proposals are emerging on a number of these sites as follows:

**Barnet Hospital:** Planning permission was granted in September 2012 for the enlargement of the facilities at Barnet Hospital including extensions to the A&E Department, Paediatric Assessment Unit and Obstetrics and Midwifery-Led birthing units. Additional ambulance bays and staff and visitor parking are also to be provided in association with the new development

**Dollis Valley Estate:** Countryside Properties were appointed in November 2011 as the Council's regeneration partner for the estate which lies to the south-west of the town centre. A comprehensive redevelopment of the estate to provide a new, mixed tenure development of over 600 new homes is anticipated to come forward shortly. A planning application was submitted in early 2013 with delivery of the new homes by 2020.

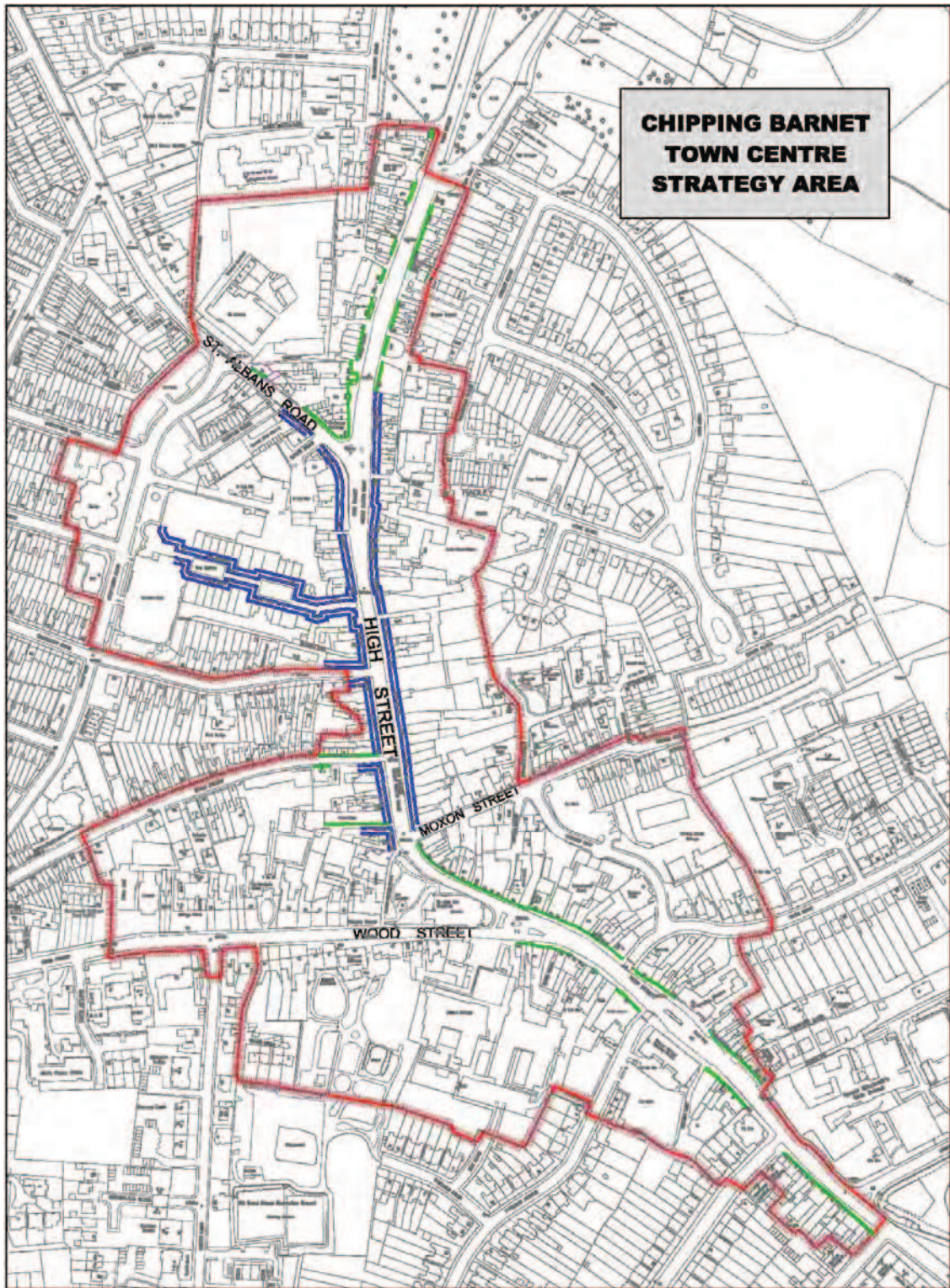






MAP SHOWING CHIPPING BARNET TOWN CENTRE BOUNDARY





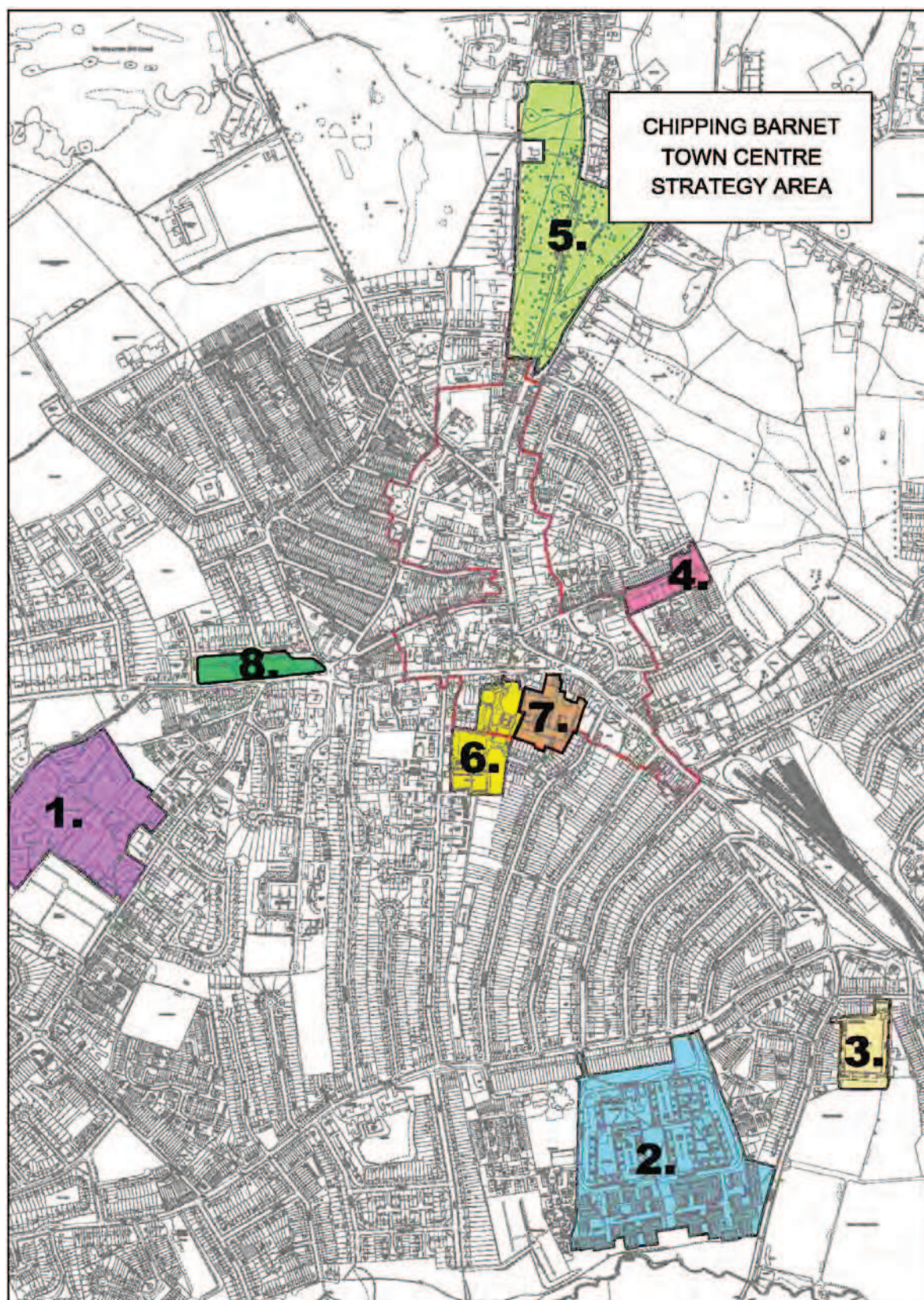
**CHIPPING BARNET  
TOWN CENTRE  
STRATEGY AREA**

MAP SHOWING CHIPPING BARNET PRIMARY AND SECONDARY TOWN CENTRE BOUNDARIES

- Primary Shopping Frontage
- Secondary Shopping Frontage

Map 2



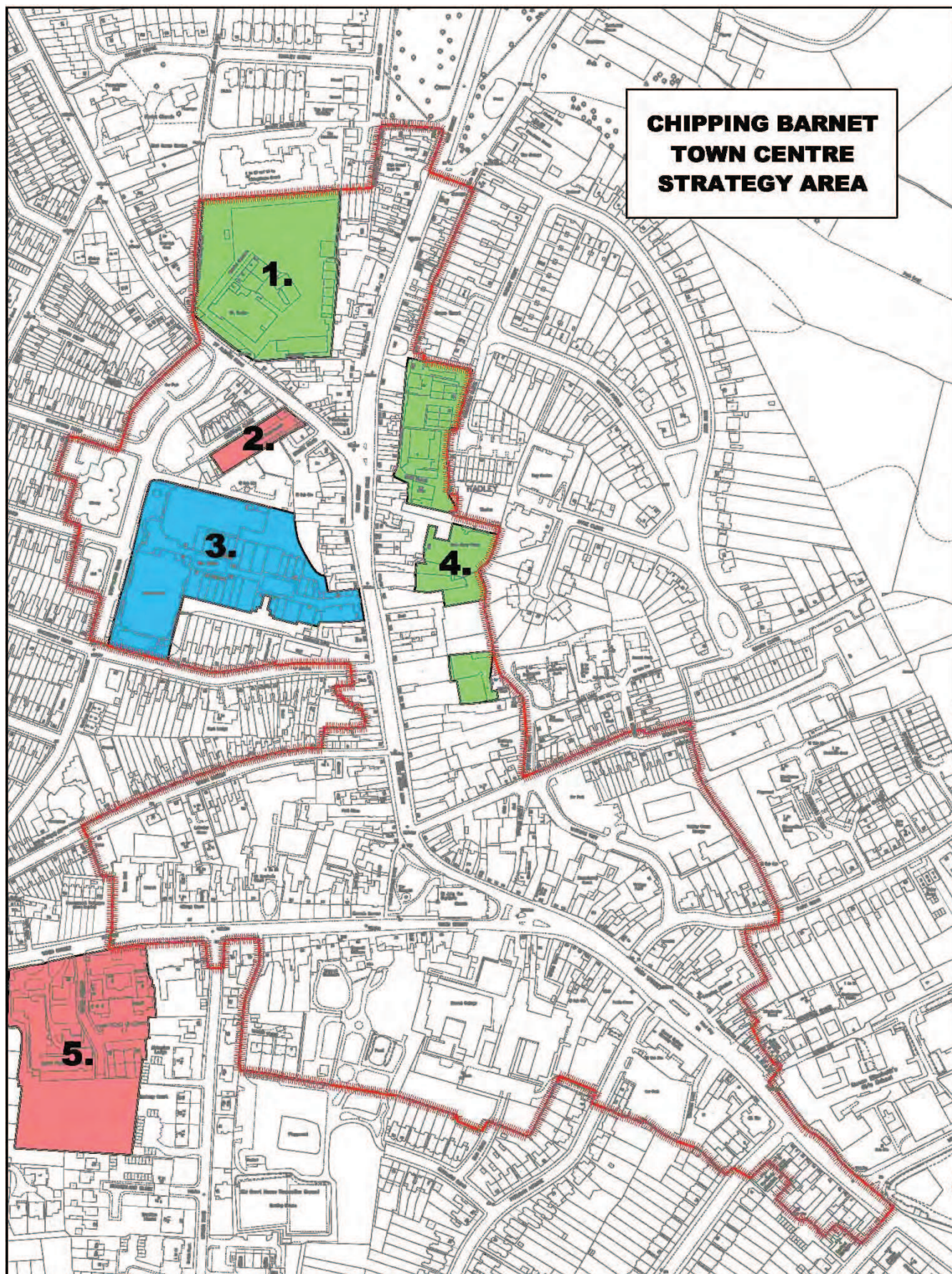


Map 3 LAND AND INFLUENCES

- |                                |                                     |
|--------------------------------|-------------------------------------|
| 1. Barnet Hospital             | 5. Hadley Green                     |
| 2. Dollis Valley Estate        | 6. Old Courthouse Recreation Ground |
| 3. Barnet Football Club        | 7. Barnet College                   |
| 4. Hadley Manor Trading Estate | 8. Ravenscroft Park                 |







**CHIPPING BARNET  
TOWN CENTRE  
STRATEGY AREA**

**OPPORTUNITY AREAS**

- |                               |  |
|-------------------------------|--|
| 1. Territorial Army           | 4. Land to the rear of 120-204 High Street |
| 2. Barnet Market              | 5. Marie Foster Site                       |
| 3. The Spires Shopping Centre |  |



## 2. Identification of the Issues

### 2.1 Introduction

2.1.1 Chipping Barnet has medieval origins. A market with a royal charter was first established in the 12<sup>th</sup> century and proved successful as the village became known as Chepyng Barnet (meaning of the market). By the 16<sup>th</sup> century the Barnet Market supplied nearly all of London's meat.

2.1.2 London's only battlefield site is located outside Chipping Barnet. The Battle of Barnet, a crucial encounter in the Wars of the Roses, took place at Hadley in 1471.

2.1.3 Chipping Barnet's location a day's ride out on the Great North Road allowed it to flourish as the first coaching stop out of London. Following the arrival of the railways in 1872 the medieval village core (around Wood Street and High Street) began to expand and large scale residential growth followed. Further details on the development of Chipping Barnet are set out in the Character Appraisals for the Monken Hadley and Wood Street Conservation Areas.

2.1.4 In 2009 Chipping Barnet was one of the joint leaders in Experian's league of the UK high streets most adversely affected by the economic downturn. While its vacancy rate of 13% was only a little above the national average, it was among the centres to have lost the most retailers to administration, the majority of these being small, independent retailers located around the southern end of the high street. The strengths, weaknesses, opportunities and threats analysis which was conducted in November 2009 identified issues facing Chipping Barnet Town Centre by analysing information from a range of different sources including academic studies conducted for a University of London (UCL)

research study, town centre health checks (carried out in December 2009 for the GLA) and statistics held by the Office of National Statistics (ONS). Information on community perceptions was also reviewed, including a residents' survey undertaken by the Barnet Residents Association and meetings with the Barnet Society as well as surveys with traders and residents commissioned by the Council.

2.1.5 Barnet's Town Centres Floorspace Needs Assessment (TCFNA) published in 2009 and updated in 2010 identified Chipping Barnet as a large centre which offers a good range of comparison, convenience and service goods provision from a mix of multiple and independent retailers. The focus of the town centre is the Spires Shopping Centre which provides a modern centre, largely occupied by multiple high street retailers and anchored by a 2,050m<sup>2</sup> Waitrose food store.

2.1.6 Key opportunities in Chipping Barnet for enhancement in the comparison retail offer were identified in the TCFNA. The 2010 update highlighted that there is a reasonable level of convenience capacity arising in Chipping Barnet despite new commitments in the town centre (Tesco Express and Sainsbury's Local). The update also highlighted that there is a modest capacity for comparison goods arising in Chipping Barnet.

2.1.7 Local evidence gathering also highlighted the potential development opportunities that exist around the Spires Shopping Centre/Barnet Market Site/Territorial Army (TA) Centre that if managed pro-actively could provide the potential to initiate and support the rejuvenation of the wider town centre. Map 4 shows the main development opportunities in Chipping Barnet. The issues arising from this analysis are outlined below

## Town Centre Character

### Strengths

<b>Well Established Heritage</b>	Chipping Barnet is a historic town, dating back to at least the twelfth century. The old buildings along the High Street and its famous Market are testament to this history.
<b>St John The Baptist Church</b>	Views of the St John the Baptist Church dominate the surrounding area and create a sense of arrival. Gardens at the rear provide an important green space in the town centre.
<b>Conservation Areas</b>	The Wood Street and Monken Hadley conservation areas cover a substantial part of the town centre.
<b>The Green Belt</b>	Approximately three quarters of the town centre's perimeter is surrounded by Green Belt or Metropolitan Open Land.

### Issues

<b>A gap between the Conservation Areas</b>	The middle part of the High Street, where buildings are of less historic value, falls in-between the boundaries of the two Conservation Areas
<b>Shop frontages and signs</b>	Many of the shops on the High Street have poor quality shop fronts and signage
<b>Setting of St John the Baptist Church</b>	Street furniture, signage and road markings detract from the quality of the setting of the historic church and a detailed scheme to address this while improving pedestrian accessibility is required.
<b>Empty Buildings</b>	Former public buildings not in use such as the old Magistrates Court Building detract from the quality of the Town Centre

## Town Centre Economy

### Strengths

<b>Barnet Market</b>	Barnet Market is a historic and popular market and has a key role to play in the character and vitality of the town centre.
<b>Quality and Range of Shopping</b>	There are a range of shops with independents and national establishments all represented. Small, specialist destination shops at either end of the High Street support the main retail offer in the centre.
<b>Spires Shopping Centre</b>	The shopping centre comprises nearly 8,400m <sup>2</sup> of retail space and includes a car park and medium sized Waitrose foodstore. Plans for improvement and expansion of the centre, including the entrance

<p><b>Large daytime population</b></p>	<p>from the High Street, are being developed by the current owners UBS.</p> <p>The Barnet and Southgate College, Wood Street campus opened in September 2010 and has over 2,000 students and staff visiting on a daily basis which offers a significant opportunity to support the local economy. The development has also created a quality external space fronting Wood Street which has the potential to be used for a wide range of events</p>
<p><b>Proximity of Barnet Hospital</b></p>	<p>Although located outside the town centre, large numbers of patients and visitors to the hospital pass through the town centre every day. Better connections between the hospital and the town centre could greatly increase footfall in the latter and benefit users of the former.</p>

### Issues

<p><b>Hidden 'High Street'</b></p>	<p>The Spires Shopping Centre is hidden from view and its entrance is discreet, although works are anticipated which will start to address this and open up the entrance to the High Street.</p>
<p><b>Future of Barnet Market</b></p>	<p>Uncertainty about investment in the Market over the last few years has led to temporary surfaces and stalls which have contributed to a poor perception of the quality of the Market offer and a decline in the Market's success</p>
<p><b>Lack of larger retail space to attract big names</b></p>	<p>Many big name stores require larger retail units than those currently available in the Spires or on the High Street which limits the range and quality of retail provision within the town centre</p>
<p><b>Retail Churn</b></p>	<p>Since the economic downturn there have been an increasing number of non-permanent retailers in the town centre – particularly Charity Shops – and an absence of quality sustainable lets.</p>
<p><b>Vacant units</b></p>	<p>In addition to this retail churn the town centre has seen an increase in vacancy rates overall with these peaking at 13% in 2009. The bottom end of the High Street has been particularly vulnerable to the impacts of the recession.</p>
<p><b>Competition</b></p>	<p>There are a number of town centres and retail parks within easy driving distance or a short bus ride from Chipping Barnet which make the centre vulnerable to competition – particularly from Potters Bar, Watford, London Colney and other town centres in Barnet.</p>
<p><b>Branding</b></p>	<p>Despite its distinctive historic character Chipping Barnet does not currently have a strong brand which distinguishes it from surrounding town centres.</p>

## Accessibility and Parking

### Strengths



<b>Accessibility</b>	The A1000 is the main arterial route running through the town centre, making it very accessible by car from both the north and south.
<b>Good Transport Links</b>	Thirteen bus routes link the centre with places such as St Albans, Brent Cross and Barnet Hospital; and the centre benefits from High Barnet station on the Northern Line.
<b>Parking Provision</b>	Within the town centre boundary there are four public car parks providing a total of 643 spaces, plus the station providing car parking for 127 cars. However, some of these car parks are more suited to commuter car parking than for use by shoppers.

## Issues

<b>Parking:</b>	
• <b>Availability</b>	Some of the parking in the town centre is taken up all day by commuters into Central London and into Chipping Barnet itself, reducing the amount available for shoppers and visitors to the town centre.
• <b>Charges</b>	Parking charges in the area and methods of payment are perceived by the community and local businesses to impact on trade.
<b>Lack of Loading Bays</b>	Traders along the High Street have expressed concerns that a lack of loading bays in the town centre is affecting trade by hampering their ability to unload deliveries.
<b>Narrow pavements and lack of crossing points</b>	Pedestrian movement around the town centre – particularly along the High Street – is restricted by narrow pavements and limited crossing points
<b>Distance of High Barnet Station</b>	Despite the advantage of having access to London's Underground network via High Barnet station its location requires a ten minute uphill walk to the heart of the town centre.
<b>Traffic Congestion</b>	The A1000 runs through the town centre and can cause high traffic volumes, particularly at peak times.

## Public Realm

### Strengths

<b>Proximity to green space</b>	The town centre is unique in its position. It is both close to the Green Belt and a number of managed parks and open spaces.
<b>Public Open Space</b>	The Barnet and Southgate College redevelopment provides a new open space fronting Wood Street. The Spires and St John the Baptist Church also have well-used public open spaces with

the latter having been improved in Spring 2012 with funding from the Mayor's Outer London Fund (OLF) and now providing a high quality space at the heart of the town centre.

## Issues

<b>Street Clutter</b>	Although a de-cluttering programme in early 2012 removed unnecessary guard railing, bollards and signs, the traffic lights, traffic islands and road markings continue to combine to create a cluttered appearance in some parts of the town centre – particularly at the High Street/Wood Sreett and High Street/St Albans Road junctions.
<b>Approach from High Barnet Tube Station</b>	Pedestrian accessibility from High Barnet station to the High Street is poor with narrow pavements in parts, a steep incline and a lack of pedestrian crossings.
<b>Building maintenance</b>	A number of buildings and shop fronts are in need of maintenance which has a detrimental impact on the streetscene.
<b>Signage</b>	Due to limited or poorly located signage many drivers and pedestrians may pass through Chipping Barnet without being aware of the town centre offer which includes a substantial shopping centre, a Market, several car parks and a number of places of historic interest.
<b>Need for further tree planting</b>	Although a significant number of trees were planted across the town centre in 2012 there is still a lack of trees – particularly in the busy High Street area

## Arts, Culture and Leisure

### Strengths

<b>A number of venues in and around the town centre for community, arts and cultural events</b>	There are a number of venues in the town centre which host arts, community and cultural events and activities. These include the Bull Theatre, which provides a performance venue and a full-time, educational theatre school, Barnet Museum, Wesley Hall, Ewen Hall, Christchurch and Church House. Just off the town centre is the Barnet Countryside Centre.
<b>Chipping Barnet Library</b>	The library, located opposite the entrance to the Spires Car park on Stapylton Road, is one of the borough's leading libraries and also contains a large meeting space for community use.
<b>A number of facilities for sports and other leisure activities are within proximity of the</b>	Barnet Football Club are due to start the 2013/14 season at new premises in Harrow. The future of their former ground (Underhill Stadium) remains uncertain. Next to the football ground are football pitches and a table tennis facility. There are several riding stables around the perimeter of the town centre,

<b>town centre</b>	two golf courses and a rugby club at the end of Byng Road. Green Belt land to the north and west of the town centre provides opportunities for walking.
<b>An active local community hold regular events</b>	Chipping Barnet has a number of active resident and community groups, as well as a Traders Association, all of whom are keen to improve the town centre. The active community is evident in the number of events that are organised – including an annual Christmas Street Fair and a Chipping Barnet Summer Festival.

### Issues

<b>Evening offer</b>	Chipping Barnet is perceived as not competing well on its leisure and evening offer when compared with other town centres in Barnet. Although there are a number of restaurants, pubs and bars in the town centre there is a general perception that the evening offer is not of a high quality.
<b>Lack of communication around events</b>	Although there is a lot going on in the town centre, there is limited communication of what is on offer – both to the local community and more widely.

### Most Important Issues Overall

During public consultation in September 2010 the community identified the following as the top issues that the Town Centre Strategy for Chipping Barnet should address:

1. Uncertainty around the future of Barnet Market
2. Number of vacant shops on the high street
3. Poor quality of many shop frontages and signs
4. Traffic congestion in and around the town centre
5. Parking charges

# 3. Objectives and Opportunities



From the analysis of strengths, weaknesses, opportunities and threats, five high level objectives for Chipping Barnet town centre have emerged. These objectives apply across the town centre and are underpinned by a range of actions, as set out below:

- To respect and celebrate the town centre's history and character;
- To improve the quality and range of the retail and leisure offer within the town centre with re-provision of the historic Barnet Market at its heart;
- To improve accessibility to the town centre and ensure better parking, cycling and traffic management;
- To provide a high quality public realm and improved appearance of the town centre;
- To enhance other opportunities unique to the town centre including promoting cultural, leisure and student activities.

### 3.1. To respect and celebrate the town centre's history and culture

3.1.1. Chipping Barnet town centre has a unique identity. Its history, setting, character, Market, large number of listed buildings and extensive conservation areas make the town centre different from nearby centres. We need to make more of this distinctive character by ensuring that buildings, particularly those of historic and cultural significance, are well maintained. We also need to ensure that the character and appearance of the conservation areas are enhanced by all forms of new development and that the conservation areas are well managed. There is also a need to ensure that the character and history of Chipping Barnet is used in a positive way to promote the town centre and differentiate it from neighbouring centres.

To achieve this objective we will:

- More strictly enforce against unlawful and unsympathetic development in the conservation areas to ensure that buildings and shop-fronts enhance the character and appearance of the town centre.
- Seek to join up the conservation areas to assist in enhancing the character of the town centre.
- Promote shop-front guidance and advice to traders to help them understand the importance of shop fronts and signage in the town centre and the basic principles that should inform new designs and alterations.
- Promote guidance for the potential redevelopment of sites to ensure the town centre's character is maintained and good design is promoted as set out in the Planning Framework for the Spires, Market and Territorial Army Centre sites

- Ensure buildings and landmarks of cultural and historical significance in the town centre are recognised and promoted.
- Review opportunities to locally list specific buildings of value within the town centre
- Encourage new uses within empty buildings wherever possible.

3.1.2. The character of Chipping Barnet varies across the town centre with a mixture of traditional and modern shop fronts which lack a cohesive town brand. While the above actions will enhance its overall appearance, the distinctiveness of different parts of the town centre should be encouraged and nurtured to support a healthy and successful centre. The concept of Character Areas provides a useful way of considering, in broad terms, the way in which different parts of the town centre could be encouraged to change over time. There are four Character Areas across the town centre (as shown on Map 5) which can be differentiated as:

**The Cultural Quarter** – the cultural, arts and student quarter of Chipping Barnet from High Barnet Station to Barnet College.

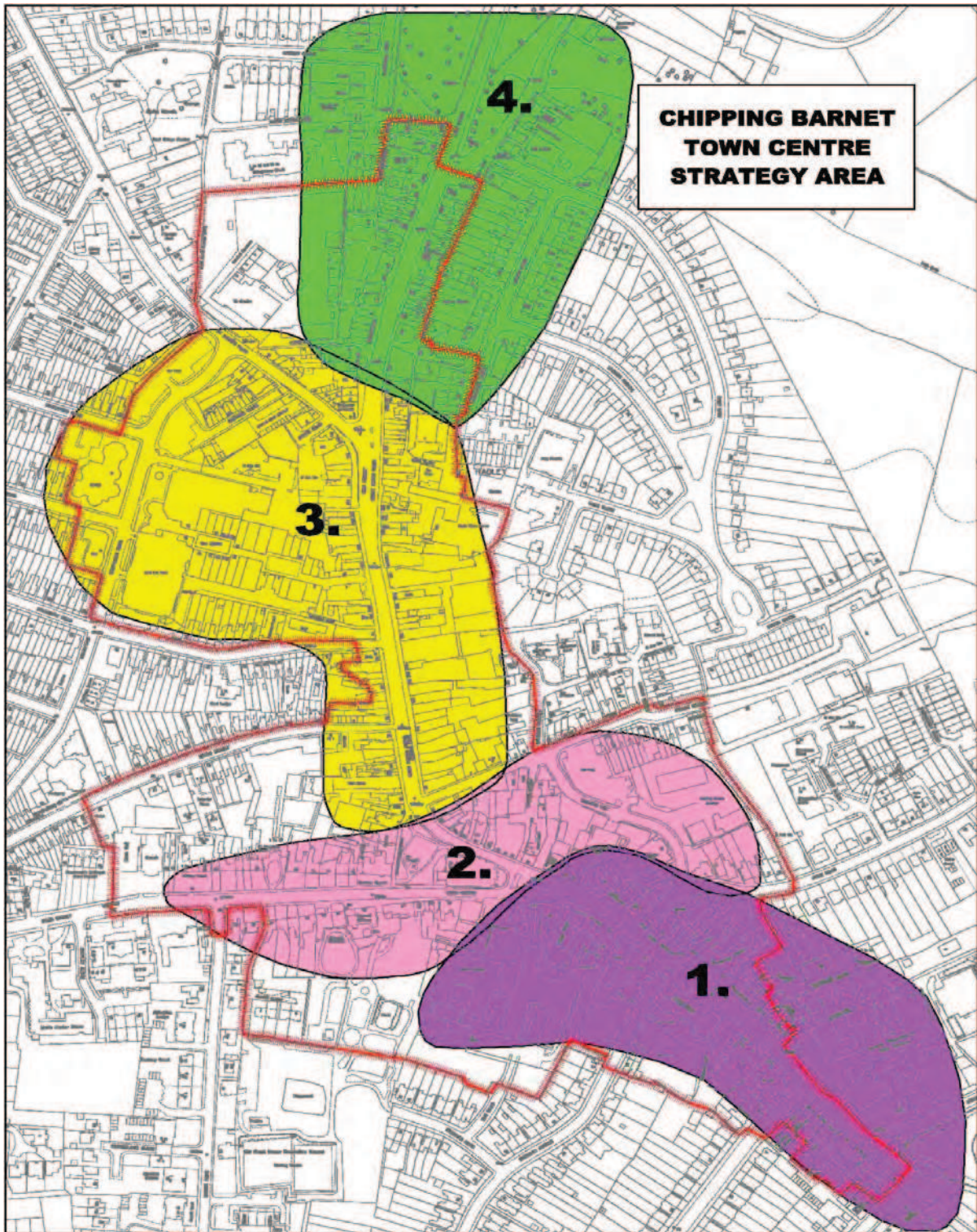
**The Historic Heart** – the most historic part of the town centre centred on St John the Baptist Church.

**The High Street** – the economic heart of Chipping Barnet from Moxon Street to St Albans Road.

**Hadley Edge** – the more “villagey” and less densely populated area of the town centre adjacent to the Green Belt from St Albans Road to Hadley Green.







#### FOUR CHARACTER AREAS

1. The Cultural Quarter (QE Girls, Arts Dept, Cafes, Pubs, Students, The Bull, Young People.)
2. "Historic Heart" (Church, Museum, Moxon Street.)
3. "High Street" (The Spires to the Market - Principle Retail Area.)
4. "Hadley Edge" (Up towards St Albans Road, Hadley Green.)

Map 5

3.1.3. An initial analysis of these four Character Areas, including opportunities for public realm enhancements and development opportunities, is set out in detail in Appendix One and is summarised below:

#### **Area One – The Cultural Quarter**

This Character Area includes the area from High Barnet Station to the top of Barnet Hill with the western end falling within the Wood Street Conservation Area. The overall character of the area is mixed, with the historic High Street on a steep (-ish) hill with some attractive buildings but with lower grade buildings bringing down quality in places. The whole area is dominated by St John the Baptist Church at the top of the hill. There are opportunities for public realm improvements, particularly at the southern end around the entrance to High Barnet Station and the frontage to QE Girls School.

#### **Area Two – The Historic Heart**

This Character Area includes the area from Park Road to Wood Street/Moxon Street, falls within the Wood Street Conservation Area and is dominated by the large scale of St John the Baptist Church. The area includes a number of high quality historic buildings including the Church, Tudor Hall and the Bull Theatre. The overall character is of a historic market town with quality public spaces fronting Barnet and Southgate College on the southern side of Wood Street and at the rear of the Church. The junction of Wood Street and the High Street needs improvement to improve the

setting of the Church and facilities for pedestrians.

#### **Area Three – The High Street**

This Character Area includes the area from Moxon Street to the former Corn Exchange/St Albans Road with the southern end falling within the Wood Street Conservation Area. The area includes the Barnet Market site at its northern end (which, following demolition of buildings and perimeter wall by previous owners, provides no proper enclosure, facilities or surface) and the Spires Shopping Centre which is hidden from view from the High Street. The overall character is of a mixed quality, small town high street. There are opportunities to improve the streetscape and in particular to consider opportunities to widen pavements where possible.

#### **Area Four – Hadley Edge**

This Character Area runs from the former Corn Exchange/St Albans Road to Hadley Green and falls within the Monken Hadley Conservation Area. This area is the northern 'Gateway' into Barnet and opens out to Hadley Green open space beyond. The overall character is of a traditional village/small town high street. The public realm is of a generally good quality, especially at Hadley Green and has benefitted from some recent tree planting. There is a significant development opportunity on the Territorial Army Site on the northern side of St Albans Road and an opportunity for improvements at the former garage site at the northern end of the High Street.

New development in any of the above Character Areas should aim to



complement and enhance the best features of the existing character and promote the highest quality of design.

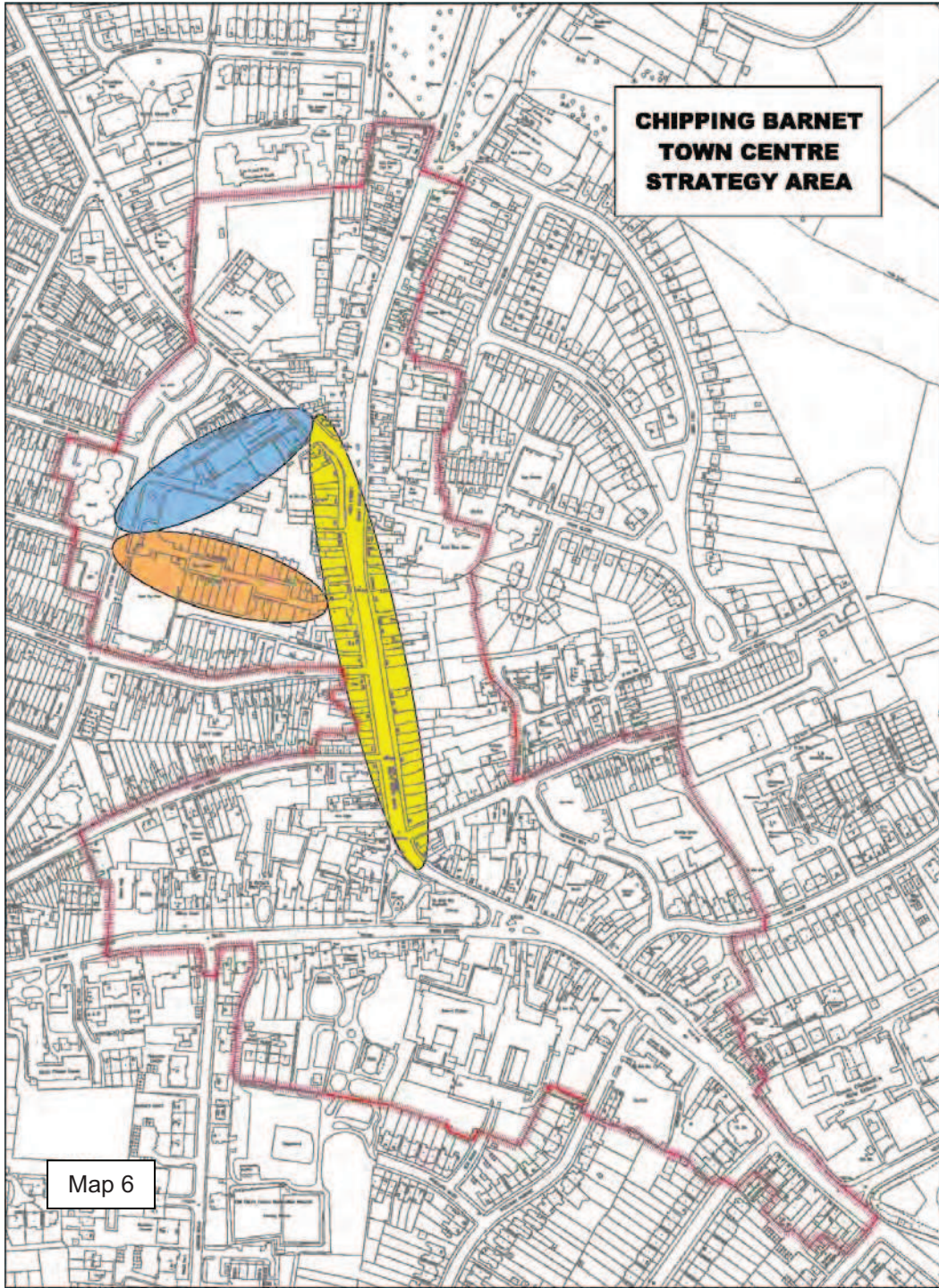
### 3.2. To improve the quality and range of the retail and leisure offer within the town centre with re-provision of the historic Barnet Market at its heart

3.2.1. Chipping Barnet is an established town centre and benefits from a busy daytime economy. However, it is recognised that the development of extended retail provision in nearby town

centres is drawing customers and footfall away from the town centre and it will suffer unless it is able to compete effectively in the future. There is a need to ensure that the three core elements of the economic heart of the town – the High Street, Barnet Market and Spires Shopping Centre (the 'retail triangle' as shown in Map 6), are strengthened and made to work together effectively as future development comes forward.







3.2.2. In the short term, this will rely on a coordinated approach between traders and landowners from the three areas to promote the town centre as a unified shopping destination. This is being led by the High Barnet Town team which is focussing on developing a marketing campaign for Chipping Barnet Town Centre which differentiates it from other areas. This includes promotion of a strong and consistent brand, late night openings to boost the evening economy, loyalty schemes and co-ordinated events.

3.2.3. In the longer-term there are a number of potential development sites in the area that present an opportunity to enhance the economic health of the Town Centre through an increase in retail and other town centre floorspace to make it a true destination, which will in turn allow it to compete more effectively. This includes the potential redevelopment and expansion of the Spires Shopping Centre which could create a real opportunity to open up the shopping centre to the High Street so that one flows into another. The current owners, UBS, have been developing plans including an improved frontage and entrance to the shopping centre from the High Street, larger units within the shopping centre and on the Salisbury Road site to attract more high street retailers and improvements to the Barnet Market which is also in their ownership.

3.2.4. Locating major attractions such as key retail units and the Market around the edges of the town centre can ensure even distribution of activity. Improving access across the town centre in particular between the High Street, Spires and Market, should create a 'retail triangle' bringing higher footfalls to business as well as more pedestrian

movement around the Spires.

3.2.5. Any new development within the area of the 'retail triangle' should be brought forward through an urban designed Masterplan which aims to open up and reinforce the connections between its three constituent parts.

3.2.6. The growth in the local retail and service economy also needs to result in a growth in jobs for local people and this will need to be a key success measure for this strategy.

To achieve this objective we will:

- Encourage reasonable expansion and improvement of the retail offer.
- Secure the future of Barnet Market so it is able to effectively contribute to the town centre economy.
- Identify development sites and encourage development on these to bring investment and new uses to the town centre.
- Develop planning briefs for key development sites which are consistent with the vision and objectives set out in this Strategy and the adopted Planning Framework for the Spires and adjacent sites.
- Work with the owners of the Spires Shopping Centre and Barnet Market site to develop a Masterplan which ensures future investment maximises potential for the retail triangle to be successful.
- Develop a community marketing scheme to promote Chipping Barnet as a destination town centre and link the different elements of the 'retail triangle'.
- Maximise the potential of Barnet College – in terms of both increasing student spend and



pursuing opportunities to involve students in improving and enhancing the town centre.

### 3.3. To improve accessibility to the town centre and ensure better parking, cycling and traffic management

3.3.1. The accessibility of a town centre by different means of transport and by pedestrians is core to its success and economic viability. Chipping Barnet already performs well in this regard, with a variety of means of getting to and from the town centre and a significant residential population within walking distance. However, the ease to which this can be achieved varies depending on mode of transport and time of day.

3.3.2. Where possible people need to be encouraged and enabled to consider alternative forms of transport to the car. Access by car will continue to be favoured by many shoppers and that in this regard, Chipping Barnet needs to be able to compete effectively with other shopping areas. Getting the balance right will enable commercial and cultural activity to flourish and will contribute to environmental objectives on air quality, noise, safety and the general ambience of the town centre.

To achieve this objective we will:

- examine traffic movement in the town centre, particularly at the two major junctions, looking at options which will provide the best flow of traffic, safety and ease of movement for pedestrians, and improved environmental quality.
- improve the High Street, looking at opportunities to make crossing easier for pedestrians by reviewing the balance between pavement and road space– with pavement widening where possible.
- review current parking arrangements to consider how the needs of shoppers, residents and commuters can be better balanced.

- improve signage to car parks.
- review accessibility of public transport in the town centre.
- encourage TfL and other providers to explore the viability of a ‘hopper bus’ service linking High Barnet Station, Barnet College, the High Street, The Spires, the Library and Barnet Hospital.
- explore the viability of a ‘drop and shop home delivery scheme’ to encourage people to leave their car at home.
- review facilities to encourage more people to cycle to the town centre.

### 3.4. To provide a high quality public realm and improved appearance of the town centre

3.4.1. Chipping Barnet Town Centre has a generally attractive public realm with well maintained public spaces, parks and open spaces nearby and little sign of graffiti or litter. However, the environmental quality of the town centre is affected by the high volumes of vehicles passing through it.

3.4.2. The town centre has recently been improved through investment from the Mayors OLF. This has enabled opening up existing green space at St John the Baptist Church and provided additional colour and greenery through tree planting and hanging baskets, as well as removal of street furniture which has created a cluttered and untidy street environment.

3.4.3. One of the key remaining opportunities is to enhance the setting of St John the Baptist Church and its relationship to the new Barnet College building and public space fronting Wood Street. Some of the main objectives here will include carrying out improvements to the public realm involving reducing the clutter of traffic signage and traffic lights and providing better crossing points for

pedestrians.

To achieve this objective we will:

- Progress improvements to the Wood Street/High Street junction and the setting of St John the Baptist Church and its relationship with the new Barnet and Southgate College building and public space fronting Wood Street.
- Work with Council's Highways service and TfL to redefine the relationship between road and footway in main section of High Street, to give more emphasis to pedestrians and to encourage opportunities for tree planting whilst maintaining traffic flow.
- Look at opportunities for brightening up the town centre through the use

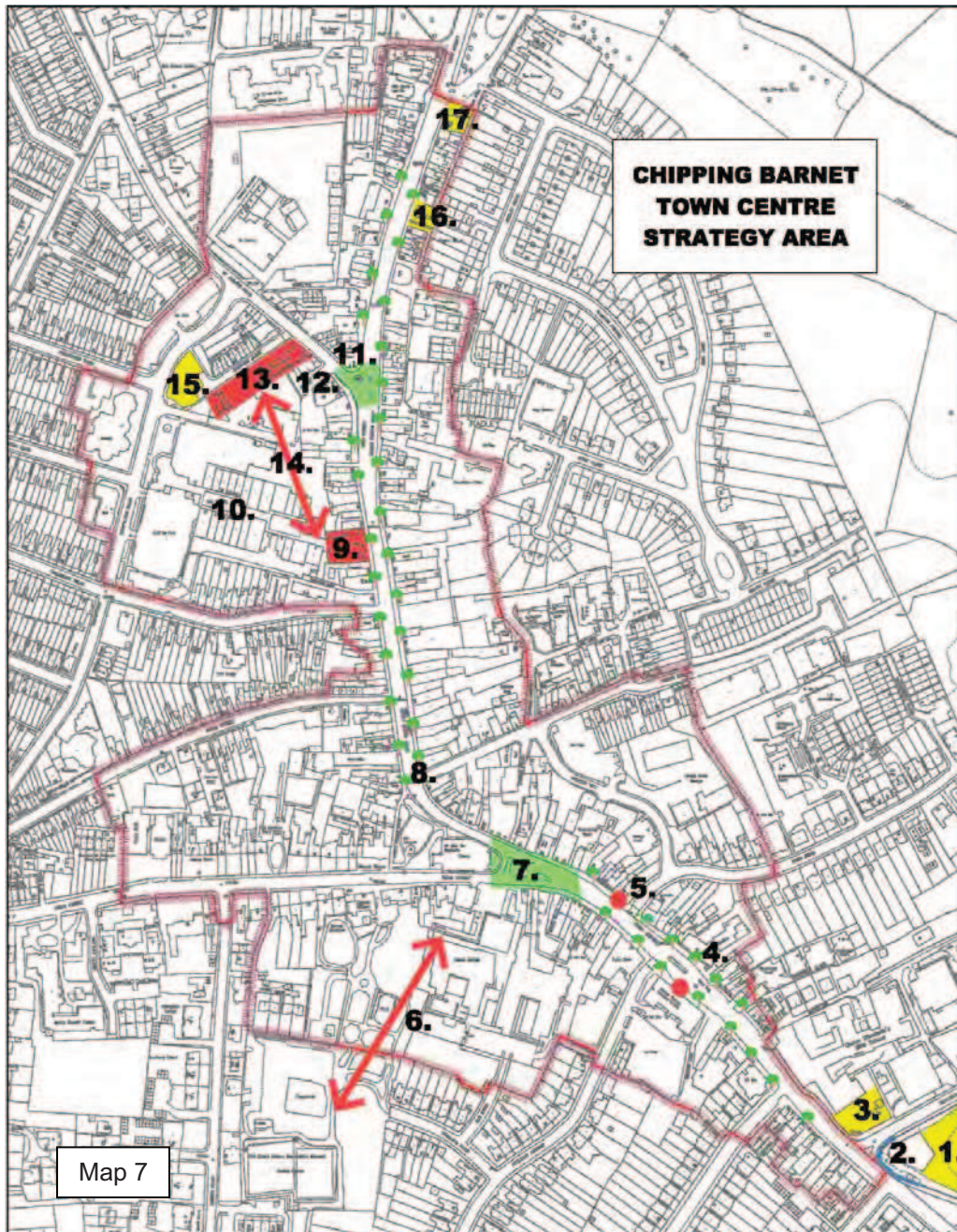
of flowers and more tree planting where possible.

- Use signage including walking distances and information boards to promote more effectively what the town centre has to offer
- Work with TfL to secure funding to improve access to High Barnet station and develop options for enhancing legibility, access and approach to the station

3.4.4. Map 7 sets out opportunities for a coordinated approach to public realm enhancement throughout the town centre. Not all of these ideas will be achievable but we are committed to exploring the viability of these proposals







### Public realm improvements

1. New public pedestrian space in front of tube station with steps up to Barnet Hill and direct access to bus stops (possible kiosks etc.). This will provide a much better welcome to Barnet.
2. Replace fencing with railings.
3. New public open space with public art, seating, high quality paving and retaining trees.
4. More street trees
5. Issue of turning of 34 bus addressed.
6. Pedestrian link to Barnet Park
7. New junction improvements to provide safe crossing for students and enhance setting of the church.
8. Treat as one public open space with road/pavement treatments
9. Open up The Spires Shopping Centre to High Street.
10. Redeveloped Spires site with enhanced public spaces.
11. Junction improvements.
12. Demolish and open up market.
13. Open Barnet Market to Bruce Road.
14. New Pedestrian Link
15. Open space improvements.
16. Improve open space in front of LBB Housing
17. Utilise space for cafes etc.



### 3.5. To enhance other opportunities unique to the town centre including promoting cultural, leisure and student activities

3.5.1. Chipping Barnet already has the basis for a strong arts, cultural and leisure offer with parks and open spaces, the Bull Theatre, Chipping Barnet Library and a number of other venues all within walking distance of the town centre. The annual Christmas Street Fair has been successfully running for many years and a new Chipping Barnet Summer Festival has been established since 2010.

3.5.2. There is potential for enhancing and better promoting this offer. This can be done through holding more public events during the year, bringing public and street art to the town centre and looking at opportunities to maximise the use of all existing cultural and community facilities. This will raise the profile of Chipping Barnet and in turn attract more

visitors.

To achieve this objective we will:

- continue to improve and promote the annual Christmas Street Fair, the Chipping Barnet Summer Festival and other local festivals.
- host arts projects in vacant units/public spaces and bring public art to the town centre.
- explore ways to secure future of the Bull Theatre as a town centre venue.
- improve communication of cultural activities on offer and examine ways of celebrating Chipping Barnet's history through walks, leaflets and boards in the town centre and promotion of the Barnet Museum
- explore ways of working with Barnet and Southgate College to utilise campus facilities for an increased range of cultural, leisure and student activities



# 4. Delivering the objectives

## 4.1 An Action Plan for Chipping Barnet

4.1.1 The focus of the Chipping Barnet Town Centre Strategy is about collective action with everyone having a stake in the town centre's success. It is not just about the long-term parameters for development in the town centre; we need to consider what we can do now, in the short-term, to make a difference. The Action Plan sets out a series of short, medium and long term actions to deliver the objectives of the Strategy. The Action Plan identifies who will lead and the timescales for delivery. The Action Plan is attached at Appendix Two. Some short term goals already have timescales, others are longer term, sometimes dependant on acquisition of funds, and timescales for these will be worked up by the Chipping Barnet Town Centre Strategy Board as the strategy is implemented and monitored. Other actions are not one off activities but an ongoing change of approach.

4.1.2 Delivery of the Action Plan will be monitored by the Chipping Barnet Town Centre Strategy Board. Over time new initiatives and projects will be added to ensure the Action Plan remains up to date and that continuous improvement is promoted.

## 4.2 Monitoring Delivery

4.2.1 The overall success of the Strategy will be monitored by focusing on a range of indicators that will measure the health of the town centre over time. Specific indicators to measure the health of all town centres in Barnet are set out in the Local Plan Core Strategy and Development Management Policies documents. These indicators apply to

Chipping Barnet and focus on:

- Total amount of new floorspace for main town centre uses (retail, leisure, offices, hotels, arts and culture)
- Net additional dwellings in town centres
- Town centre trends – maintaining proportion of retail units (Class A1 uses) in primary town centre frontages ie the concentration of most popular, central shops. Baseline for Chipping Barnet in 2012 is 73% of primary town centre frontage is A1 use

4.2.2 In addition to the monitoring of Chipping Barnet through the Local Plan more specific indicators to measure the success of the Strategy against a 2012 baseline include:

- Reduction in vacancy levels. Baseline for Chipping Barnet in 2012 is 8.7 % of units in primary and secondary frontages.
- Achieving a diverse range of destination and comparison shops with a healthy balance between the number of independents and multiples.
- Avoiding over domination of any one sector by charity shops, betting shops, convenience stores or other. See Table 1 for Baseline in 2012
- Increased footfall and spending in the town centre (to be quantified) Baseline of £83m turnover for comparison goods in 2008 in London Town Centre Health Checks
- Increased resident and trader satisfaction with the town centre (to be surveyed)

**Table 1: Diversity of Retail in Chipping Barnet Town Centre in 2012**

Type of shop	Units in Chipping Barnet	Town centre with most units
Convenience store	2	Finchley
Grocer	0	Temple Fortune
Betting Office	2	Finchley
Estate Agent	16	Chipping Barnet
Beauty Salon	7	Finchley
Hairdresser	14	Chipping Barnet
Ladies clothes	14	Edgware & Temple Fortune
Shoes	4	Chipping Barnet
Cafes	4	Brent Street
Coffee Shop	4	Edgware, North Finchley, Finchley & Temple Fortune
Take aways	10	Cricklewood Chipping Barnet and Brent Street
Restaurants	13	Edgware
Charity Shops	8	Chipping Barnet

#### 4.3 Use of S106 and CIL

4.3.1 Progress against these indicators will be set out in the Authorities Monitoring Report.

4.3.2 Barnet has developed a strategic approach to the implementation of the Community Infrastructure Levy (CIL). Through CIL local authorities are able to set a standard charge for development to contribute towards the costs arising from new development. CIL becomes

operational on May 1<sup>st</sup> 2013. Any new development in Chipping Barnet will contribute appropriately through CIL to meeting infrastructure requirements and will complement the Council's approach to securing S106 contributions.

4.3.3 CIL implementation will help secure wider transport / public realm improvements to Chipping Barnet. Planning obligations through Section 106 Agreements will remain appropriate for improvements relating directly to specific development proposals and their associated impacts.

4.3.4 The priorities for planning obligations for development on sites within the Strategy area are to :

- Improve pedestrian routes in key locations through measures such as the widening of pavements and reducing width of crossings
- Provide additional tree planting in the High Street, particularly the treeless central section, utilising widened pavements and in front of St John the Baptist Church
- Improve appearance of key junctions by simplifying layouts and signage, reducing road markings and planting trees
- Improve the appearance of 'gateways' into the town centre with creation of more high quality public realm
- Improve sense of arrival and of place at the main pedestrian entrance to High Barnet station, creating a new public piazza and improving visual connectivity





## APPENDIX ONE

### Detailed analysis of the Town Centre Character Areas

#### Area One – The Cultural Quarter

From High Barnet Station to the top of Barnet Hill

Western end falls within Wood Street Conservation Area (CA)

Height & Massing	Considerable variety, but mostly 2 & 3 stories, some 4 storey. Majority of buildings have pitched roofs, some behind parapets. Some roofs have dormers
Enclosure & layout	Southern 'Gateway' into Barnet. To east is open space of Barnet Hill and land around tube station. Strong sense of enclosure along older frontages, disrupted by newer buildings such as Met Police Station. Pavements wide in places (particularly on south side in front of Graseby House) and raised (2-3 steps). Series of carriageways through to yards behind still evident in places. Curve in road towards western end. Road is wide, particularly at western end in front of church (site of former market place).
Materials	Brick, stucco, slate roofs (some clay tiles), mix of shopfronts, metal/upvc windows to some buildings, timber sash windows
Function	Mix of school/college/former court house with shops/business at ground floor some with residential above
Age	17 <sup>th</sup> - 20 <sup>th</sup> century
Principal & Listed Buildings	The Old Court House, 31 High Street (The Old Red Lion PH), 40-42 High Street (former bank, The Honey Bee-Domino's Pizza), 47 High Street (former PH, now Less Tax to Pay), 56-66 High Street (George's Café-Tesco).
Public Realm	Generally medium to poor. Improved by some recent tree-planting (OLF funded) but needs more.
Opportunity Sites	For public realm improvements: corner of Meadway at QE Girls School; opposite corner and footpath to tube station
Overall Character	Mixed: historic High Street on steep (-ish) hill with some very good buildings but with low grade buildings bringing down quality in places; whole dominated by St John the Baptist Church at top of hill.

## Area Two: The Historic Heart

From Park Road to Wood Street/Moxon Street

Falls within Wood Street CA

Height & Massing	2 - 4 stories; dominated by large scale of St John the Baptist Church. Majority of buildings have pitched roofs, some behind parapets. Barnet and Southgate College has flat roofs
Enclosure & layout	High Street widens as it reaches top of hill. Sense of enclosure opens out with public spaces in front of Barnet College and Tudor Hall; churchyard garden. 15-27 Wood Street lie at back of pavement but beyond, buildings are set back. Houses on Wood Street have front gardens.
Materials	Brick, stucco, slate roofs (some clay tiles), timber sash windows. Use of timber at Barnet and Southgate College
Function	Shops/restaurants/businesses at ground floor with residential above; residential; church; education; community
Age	16 <sup>th</sup> – 21 <sup>st</sup> century
Principal & Listed Buildings	St John the Baptist Church, Church House, The Hyde Institute, Tudor Hall, Barnet and Southgate College, nos 10-20 and 15-41 Wood Street, the Post Office, The Mitre PH, The Bull Theatre
Public Realm	High quality: public space in front of Barnet College and recently-opened up churchyard garden; however road junction at fork with High Street and space in front of St John the Baptist needs improvement
Opportunity Sites	Improvements to the setting of Tudor Hall through removing or better masking the car park area to its front
Overall Character	Historic market town

### Area Three: The High Street

From Moxon Street to the Corn Exchange/St Albans Road

South end falls within Wood Street CA

Height & Massing	Mostly 2 & 3 stories. Majority of buildings have pitched roofs, some behind parapets
Enclosure & layout	Consistently back of pavement, few gaps linking to series of alleys running behind. At northern end, buildings set back with wide pavement. Barnet Market site (which, following demolition of buildings and perimeter wall by previous owners, provides no proper enclosure, facilities or surface) , open space. Spires shopping centre hidden from view
Materials	Brick, stucco, slate/clay roofs, timber sash windows, metal windows & shopfronts, panels, dormers and gables
Function	Mostly shops at ground floor with business above; Barnet Market; shopping centre; empty shops
Age	Mix of early–late Victorian, early-late 20 <sup>th</sup> century
Principal & Listed Buildings	101-105 (former Burtons), 140 High Street (HSBC bank), former spires of Methodist Church, 85-97 High Street (Specs Direct – Barclays Bank).
Public Realm	Generally poor; generally streetscape would benefit from tree planting and wider pavements
Opportunity Sites	Barnet Market; The Spires
Overall Character	Mixed quality, small town high street

## Area Four: Hadley Edge

From the former Corn Exchange/St Albans Road to Hadley Green

Falls within Monken Hadley CA

Height & Massing	Mostly 2 & 3 stories, some single storey. Majority of buildings have pitched roofs, some behind parapets
Enclosure & layout	Northern 'Gateway' into Barnet; opens out to Hadley Green open space beyond. Mostly back of pavement, few gaps. At southern end, buildings set back with wide pavement. Series of alleys running behind
Materials	Brick, stucco, slate roofs (some clay tiles), timber sash windows
Function	Mostly shops/business at ground floor with residential above; car showrooms; some residential at ground floor; church
Age	Principally early–late Victorian; some 20 <sup>th</sup> century
Principal & Listed Buildings	The former Corn Exchange, 151 High Street and Hadley Cote – The Grange on Hadley Green Road
Public Realm	Generally good, especially at Hadley Green; recent tree planting at southern end; opportunity for improvements at former garage site at northern end of the High Street and at entry to Grove Court; generally streetscape would benefit from more tree planting
Opportunity Sites	Territorial Army Centre
Overall Character	Traditional; village/small town high street

## APPENDIX TWO

### CHIPPING BARNET TOWN CENTRE STRATEGY: ACTION PLAN WINTER 2012/13

REF	ACTION	LEAD/S	TIMESCALE
<b>Objective 1: Respect for and celebration of the town's history and character</b>			
1	<p><b>Enforce against unlawful and unsympathetic development on the conservation area</b></p> <p>Use existing powers to ensure better enforcement where changes are made to buildings and shop-fronts which detract from the character or appearance of the area.</p> <p>Consider the area of the High Street in-between the conservation areas. Either add to one of the existing conservation areas or develop specific guidance for a "High Street " conservation area.</p>	<p>London Borough of Barnet</p> <p>London Borough of Barnet with Town Team</p>	<p>Ongoing</p> <p>tbc</p>
2	<p><b>Promote design quality</b></p> <p>Promote shop front guidance and advice so that traders understand the importance of good shopfront design and the impact that poorly conceived schemes can have on the appearance of the town centre and on the shopping experience.</p>	<p>London Borough of Barnet/ Town Team</p>	<p>Ongoing</p>
3	<p><b>Ensure buildings and landmarks of cultural and historical significance in the town centre are recognised and promoted</b></p> <p>Propose buildings for statutory and local listing where appropriate</p> <p>Identify empty buildings to be brought back into use and develop a strategy for implementing this</p> <p>Support applications for blue plaques</p>	<p>Resident Groups</p> <p>Town Team</p> <p>Resident Groups</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

REF	ACTION	LEAD/S	TIMESCALE
	Develop a collection of essays/promotional material to publicise buildings of interest	Barnet Local History Society / Resident Groups	tbcb by leads
	Develop a leaflet on Chipping Barnet walks which identifies key buildings and landmarks along the way (NB this will build on the conservation area character appraisals)	Local schools / Resident Groups / Traders	tbcb by leads
	Provide town maps at the entrances to the town and in car parks	London Borough of Barnet / Resident Groups to explore potential funding streams	tbcb
<b>Objective 2: Enlargement in the quality and range of shopping with the historic Barnet Market at its heart</b>			
4	<b>Promote Chipping Barnet as a destination town centre and link the different aspects of the 'retail triangle'</b>		
	Raise the profile of the wide range of shops and businesses in the area by pooling resources, developing a brand and marketing campaign, developing incentives to encourage people to shop there, and identifying particular target groups/ markets	Town Team working with the community (e.g. Barnet College, Barnet Market, local schools, residents etc).	Ongoing?
	Promote the town centre and its unique selling points through: <ul style="list-style-type: none"> <li>Developing a website which pulls together information on the town centre – its shops, pubs, restaurants and other facilities, places of interest/things to do and events taking place</li> <li>Developing a magazine for the local area, with publicity and advertising supporting its design and production.</li> </ul>	Town Team working with the community (e.g. Barnet College, Barnet Market, local schools, residents etc).	Ongoing?
	Explore opportunities for a town centre resource to support and promote the town centre eg a Business Improvement District (BID) or a Town Centre Manager		

REF	ACTION	LEAD/S	TIMESCALE
	<b>Secure the future of Barnet Market so it is able to effectively contribute to the town centre economy</b>		
	Work with UBS (owners of the Market) and their advisors to develop ideas for and deliver improvements to the Market	Friends of Barnet Market (with support from the London Borough of Barnet)/UBS	Planning application for improvements Winter 2012??
	Develop Barnet Market: <ul style="list-style-type: none"> <li>• Explore partnerships to encourage more food focussed events</li> <li>• Investigate the opportunity to use the market space for other markets/events during the week.</li> </ul>	Friends of Barnet Market/UBS	tbc
5	<b>Develop planning briefs for key development sites which are consistent with the vision and objectives set out in this strategy and other planning documents</b>		
	Develop <b>planning briefs</b> for potential development sites in Chipping Barnet town centre to manage future proposals for development	London Borough of Barnet	??
6	<b>Maximise the potential of Barnet and Southgate College – in terms of both increasing the student spend and pursuing opportunities to involve students in improving and enhancing the town centre</b>		
	Promote the shops and facilities in the town centre to students at Barnet and Southgate College through events such as the Freshers Ball and Fashion shows.	Town Team	Ongoing
	Develop special projects with Barnet and Southgate College students on relevant courses	Barnet and Southgate College, Friends of Barnet Market and Town Team	Ongoing
<b>Objective 3: Improved accessibility to the town centre and better parking and traffic management.</b>			
7	<b>Review accessibility of public transport in the town centre and develop plans to improve it</b>		
	Explore the viability of a Hopper Bus service <b>to be funded by the private sector/TfL</b> to link the station, different parts of the High Street and the Market and Hospital.	Resident Groups, Barnet Traders Association, TfL, LB Barnet	tbc



REF	ACTION	LEAD/S	TIMESCALE
	Consider with TfL how the turning of the 34 bus on the High Street can be addressed and seek to achieve termination of the 34 bus at Barnet Hospital	London Borough of Barnet, TfL	??
8	<b>Explore the viability of a drop and shop scheme</b>		
	Explore the viability of a drop and shop scheme in the High Street to encourage people to do large shops in the town centre but not necessarily come by car.	Town Team	tbc
9	<b>Review current parking arrangements to consider how the needs of shoppers, residents and commuters can be better balanced</b>		
	Undertake a parking review in the town centre to ensure arrangements are fit for purpose.	London Borough of Barnet	Winter 2012
10	<b>Encourage cycling in and to the town centre</b>		
	Encourage cycling in and to the town centre through: <ul style="list-style-type: none"> <li>• publicity leaflets in public buildings</li> <li>• events at Barnet and Southgate College</li> </ul>	Barnet and Southgate College,	Ongoing
11	<b>Improve signage on car parking</b>		
	Explore opportunities for improving signage on the location of car parking in the town centre and the number of parking spaces available.	London Borough of Barnet	tbc
12	<b>Review traffic movement and the balance between pedestrian and road space</b>		
	<a href="#">Explore opportunities for pavement widening along the High Street.</a>	LB Barnet	tbc

REF	ACTION	LEAD/S	TIMESCALE
<b>Objective 4: Provision of high quality public realm and improved appearance of the town centre</b>			
13	<b>Enhance the Wood Street/High Street junction and the setting of St John the Baptist Church</b> Enhance the Wood Street/High Street junction and the setting of St John the Baptist Church and its relationship to the new Barnet and Southgate College building.	London Borough of Barnet, TfL in consultation with the community	??
14	<b>Develop plans to enhance public spaces</b> <ul style="list-style-type: none"> <li>• Clean Buildings</li> <li>• Enhance lighting</li> </ul>		
15	<b>Explore opportunities to continue to improve the public realm</b> Explore longer-term opportunities for improvements should funding become available, including: <ul style="list-style-type: none"> <li>• pavement widening</li> <li>• further de-cluttering of the High Street</li> <li>• pedestrian improvements</li> <li>• street lighting (design, appearance and positions)</li> <li>• street furniture (colour coding).</li> </ul>	London Borough of Barnet	??
16	<b>Look at additional opportunities for brightening up the town centre through the use of flowers and greenery</b> Identify funding sources to enable hanging baskets to continue to be provided in the town centre and opportunities for seasonal displays	Town Team	??
17	Explore opportunities for additional tree planting in the town centre – particularly as part of any pavement build outs on the High Street	LB Barnet	??
<b>Use signage and information boards to promote more effectively what the town centre has to offer</b>			

REF	ACTION	LEAD/S	TIMESCALE
	Identify what signage/information boards are needed to promote the town centre, where these are best placed and explore funding streams to support these.	Resident Groups Town Team	tbc
18	<b>Seek funding to develop options for enhancing the tube station in association with TfL</b>		
	Improvements to the pedestrian environment and access to the station	London Borough of Barnet /Town Team	tbc
<b>Objective 5: Enhancement of cultural, leisure and student activities across the town centre</b>			
19	<b>Continue to improve the annual Christmas Fair and promote the Chipping Barnet Summer Festival</b>		
	Detail to be added by residents groups etc	Resident Groups Barnet and Southgate College, Bull Theatre	tbc
20	<b>Explore ways to secure the future of the Bull Theatre as a performance venue for the town centre</b>		
	Reach agreement on the current lease for the Bull Theatre.	London Borough of Barnet	tbc
21	<b>Communicate the many cultural activities on offer and look at ways of celebrating the town's history through walks, leaflets and boards in the town centre.</b>		
	<ul style="list-style-type: none"> <li>• Develop and sustain a cohesive marketing approach</li> <li>• Promote cultural and local events through various mediums</li> </ul>		

For more information:

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## APPENDIX B

### Responses to Consultation on the Chipping Barnet Draft Town Centre Strategy

Respondent	Section	Summary of comments	Proposed Response
<p><b>Theresa Villiers MP</b></p>	<p><b>General</b></p>	<p>1. Highlights that proposed redevelopment of Spires and possible sale of TA Centre means that we are at a turning point for the town centre and should not waste this opportunity to ensure that we get the right design for new buildings. I welcome the statements in the Strategy document in support of a collaborative approach.</p> <p>2. Recognises that Strategy covers number of same issues as the Spires planning brief and reiterates some of the points made in relation to that document. As the Barnet Society highlight there is a need for more detailed references to the earlier document so that we can be confident that there is effective coordination between both the two processes.</p> <p>3. The Strategy contains a sound analysis of the challenges facing our local town centre and sets out some good ideas for addressing those challenges. Like Barnet Society, I would have welcomed more work on urban design to underpin an effective strategy and put in place the kind of planning framework needed if the Council, representing the local community, is to maximise the influence it has over redevelopment of key sites.</p> <p>Recognises that considerable amount of work has gone into the document and commends input of the Town Centre Strategy Board and the Town Centre Team.</p>	<p><b>1. We welcome this support for our approach on Chipping Barnet Town Centre and the positive suggestions for improving the document.</b></p> <p><b>2. Our objective is to create a clear and concise document which sets out a vision for all the town centre and therefore goes beyond the three development sites highlighted in the Planning Framework. However we do recognise the merits of making further cross references to the Planning Framework to ensure the documents are joined up. At para 1.3.7 we have set out the relationship with the Spires Planning Framework.</b></p> <p><b>3. We consider that this document is a platform for further work. The Strategy highlights that we will work with the new owners of the Spires and the Market to create an urban design led Masterplan. The Strategy sets out the foundations for future urban design work and in Appendix One clearly sets out general principles of urban design for the Town Centre Character Areas.</b></p>
<p><b>Theresa Villiers MP</b></p>	<p><b>Chipping Barnet's</b></p>	<p>1. Welcomes ideas for capitalising on Barnet's history. Urges Town Team and Council to focus on highlighting</p>	<p><b>1. One of the foremost objectives of the Strategy is to respect and celebrate the town centre's history and</b></p>

	<b>heritage and culture</b>	<p>our heritage as a way to revitalise town centre and attract more visitors and shoppers.</p> <p>2. Notes that Barnet Society want more reference to history of town centre as something which still shapes the way it works today. I hope that the Council will take this on board. Agrees with emphasis on protecting Conservation Areas in Chipping Barnet and enforcing Conservation rules robustly. Also crucial to ensure new development at Spires and TA Centre is sympathetic with and in keeping with nearby Conservation Areas.</p> <p>3. Notes emphasis on culture and agrees that this can boost our high street. Events such as the Christmas Fair are important ways to bring people to the town centre. Bull Theatre played a very positive part in the 2012 Fair. Barnet Museum is also strengthening its links with local community and reaching out more widely than it has in the past.</p> <p>4. Welcomes reference to nearby Barnet Countryside Centre which does great work and hopefully will go from strength to strength when Noah's Ark Children's Hospice take over as their landlords at Byng Road.</p>	<p><b>culture. Heritage has a key role in positively promoting the town centre.</b></p> <p><b>2. We have added new text at paras 2.1.1 to 2.1.3 that summarises the development of Chipping Barnet from medieval settlement to a district town centre. A cross reference to the Character Appraisals for the Conservation Areas has been added.</b></p> <p><b>3. and 4. No change</b></p>
<b>Theresa Villiers MP</b>	<b>Shop fronts</b>	<p>Notes concerns about the state of shop fronts in Chipping Barnet. Although some improvements have been made as a result of the work funded by the Mayor's Outer London Fund, I agree that more could be done to smarten up our shops.</p>	<p><b>The Mayor's Outer London Fund Round 1 helped to pilot a small number of shop front improvements which were well received by those visiting the town centre. The Council works closely with the Chipping Barnet Town Team to support them in capacity building equipping them with the knowledge and skills to progress improvement programmes and to bid for future funding to deliver similar schemes. The Strategy serves as a platform to support further funding opportunities. The Council will continue to explore opportunities for improvements through</b></p>

<p><b>Theresa Villiers MP</b></p>	<p><b>Collective marketing</b></p>	<p>Supports more of a collective brand for promotion of the town centre such as a website and considers the Town Centre Team well placed to take forward initiatives of this kind.</p> <p>Highlights “shop local” campaigns around London such as in Richmond.</p>	<p><b>development.</b></p> <p>With regards to shop fronts in the Conservation Area English Heritage provide support on accessing funding as well as providing advice on historic shop front design.</p> <p>As part of the Mayor’s Outer London Fund Round 1, the Council worked closely with the Town Team who have established themselves as an independent and effective group. The Council will support initiatives brought forward by the Town Team and continues to work with them in identifying funding opportunities to support marketing and promotional initiatives’ as well as wider town centre initiatives. The Council is also exploring best practice and piloting initiatives in North Finchley and Cricklewood town centres. These have received Outer London Fund Round 2 funding. Such initiatives can be replicated elsewhere should further funding be identified.</p>
<p><b>Theresa Villiers MP</b></p>	<p><b>Barnet Market</b></p>	<p>1. Vital that any future plans for Chipping Barnet town centre include permanent site for Barnet Market, at current location or preferably at a better, more visible, site within the framework boundary. Equally important that binding obligation to run a stall market, which is a condition of the planning consent for the market’s current site, is retained. Despite recent decline, Barnet Market still enjoys strong local support. It is regrettable that improvements promised by UBS to the market site have not yet happened. Hopes that pending sale of Spires and Market will not hold up progress on vitally needed improvements such as re-surfacing and removal of hoardings around the Market. The Market could be a huge community asset and a magnet for shoppers but this will not happen while its home is so dilapidated. Urgent action needed to remedy</p>	<p>1. We are working with the new owners of the Spires and the Market in taking forward our objectives for the town centre. This is identified as an action in the Action Plan. The importance of the Market to Chipping Barnet is highlighted in this Strategy as well as the Planning Framework. The Market is seen as a potential catalyst for improving the town centre as a key element of a retail triangle. It is an objective of the Strategy that improvements to the historic Barnet Market will place it at the heart of the local retail offer.</p> <p>2. The Strategy recognises the impact of the hidden ‘high street’ and the council is working with the owners of the Spires to open up the entrance to the High Street. To make the retail triangle work a design</p>

		<p>current state of Market which is making life much harder for traders and is deterring even their most loyal customers. Relatively modest changes could make a massive difference. Essential that UBS press ahead with the improvements they promised rather than waiting for their proposed sale to go through.</p> <p>2. Key goal for Town Centre Strategy should be an outcome where Market, Spires and High Street can complement and support one another. Although there are inevitably elements of competition between these three sectors, with good design and careful thought, it should be possible to come up with a plan for the town centre whereby these three different types of retail sector provide mutual benefits by together drawing in more footfall. Key to achieving this will be a lay-out which ensures real inter-connection between all three so that it becomes natural for a shopper who might be attracted to the high street by one of these three elements to end up visiting all of them. Very supportive of the "retail triangle" concept suggested by Barnet Society and included in draft Strategy. Permeability and ease of pedestrian flows and access are key to securing right outcome for the town centre. Strongly supports changes aimed at making Market more visible and linking it with both Spires and High Street.</p>	<p><b>led Masterplan is required which opens up and reinforces the connections between the Spires, Market and High Street</b></p>
<p><b>Theresa Villiers MP</b></p>	<p><b>The Spires</b></p>	<p>1. Any redevelopment of Spires should be sensitive to local surroundings in particular the unique characteristics and heritage of the High Barnet Conservation Areas..</p> <p>2. Making Spires more visible could be really helpful in attracting shoppers and supporting the high street. A more visible Waitrose is key to the economic success of the town centre.</p>	<p><b>1. Future redevelopment of the Spires will be guided by the Strategy and the Planning Framework ensuring that the character of Chipping Barnet is respected</b></p> <p><b>2. As stated above we will work with the new owners to open up and reinforce the connections between the Spires, Market and High Street</b></p> <p><b>3. Signage is important as highlighted by Actions 11</b></p>



		<p>3. There may also be a case for making availability of parking more visible through better signage, though I accept that this is not necessarily easy to reconcile with the pressing need for de-cluttering.</p> <p>4. Agree that providing for larger shops in the redeveloped Spires might assist in attracting high quality retailers and enhancing the commercial viability of the high street.</p> <p>5. After purchasing the Fern Room from Council, UBS indicated that they would provide alternative accommodation for Barnet Old People's Welfare who currently use this property. I hope this plan survives sale to a new owner. The work of Barnet Old People's Welfare is very important and it would be impossible for them to provide the support which they do if they had to move somewhere in the borough which was away from their current client base.</p>	<p>and 17. The Council will work to improve information on car parking including availability of parking spaces Using the Town Team and Resident Groups to identify what signage is needed to promote the town centre where it should be and how to fund it is a realistic approach</p> <p>4. No change</p> <p>5. The issue of accommodation for Barnet Old People's Welfare will be raised with the new owners of the Spires.</p>
<p><b>Theresa Villiers MP</b></p>	<p><b>Night time economy</b></p>	<p>Note various references to improving the "night time economy". Although this could generate economic benefits, I feel that care should be exercised to ensure that any expansion of the evening economy does not lead to anti-social behaviour.</p>	<p>The night time economy does have to be carefully managed. The Mayor of London has recently issued draft supplementary planning guidance for Town Centres in which he sets out the elements of an integrated approach to managing the night time economy. By identifying key areas of responsibility the risks of anti social behaviour can be reduced</p>
<p><b>Theresa Villiers MP</b></p>	<p><b>Public realm</b></p>	<p>1. Welcome acknowledgement of importance of improvements to public realm. The changes delivered through Mayor's Outer London Fund have been very positive with good work on decluttering and improving street furniture. Strategy is right to acknowledge that more needs to be done.</p> <p>2. New Barnet College building has done much to improve the street scene at the junction of Wood Street and the</p>	<p>1. A number of longer term opportunities for public realm improvements are highlighted at Map 7. We are committed to exploring the viability of these proposals.</p> <p>2. Action 13 of the Action Plan specifically addresses this junction and we will work with Transport for London in consultation with the community in delivering this improvement. Action 15 highlights</p>

		<p>A1000. Welcomes removal of deteriorating railings outside College. Further de-cluttering would be welcomed by many residents. This junction was where the community of Barnet first originated and it is sad that the complicated system of traffic lights, grimy and decaying bollards and other tatty street furniture obscures a part of our high street which has played such an important role in our history. Barnet Church surroundings make an unattractive gateway to our town centre. Strategy acknowledges scope for improvement of this junction. This also ties in with the stress on improving gateways to the town centre. Hope that Council will consider this junction to be a priority as the visual impact of this junction is crucial in determining whether we can attract people to our town centre.</p> <p>3. How much public realm work will be affordable in the current climate remains to be seen but the Strategy's emphasis on working with a range of stakeholders may provide assistance. For example, provision of hanging baskets might be deliverable with private sector sponsorship.</p>	<p><b>further work on de-cluttering should funding become available.</b></p> <p><b>3.Action 16 highlights how the Town Team can work to identify funding sources for hanging baskets</b></p>
<p><b>Theresa Villiers MP</b></p>	<p><b>Access to the town centre</b></p>	<p>1. Focus of Strategy on improving gateways to town centre is welcome. At present, we fail to make the most of the assets we have in Chipping Barnet town centre. Supports efforts to improve access to town centre from High Barnet station and welcomes work with TfL to improve the means by which pedestrians get from the station to the high street, for example by installing steps and relocating bus stops.</p> <p>2. The steep walk up from the station to the shops will always be a barrier to public transport access to the town centre. Appreciates that constrained Council/TfL resources will place limits on what can be achieved but</p>	<p><b>1. Action 18 highlights how we will work with Transport for London to secure funding for improving pedestrian access to the station.</b></p> <p><b>2. Despite Transport for London's (TfL) comments about the hopper bus we will continue to encourage such provision subject to viability.</b></p> <p><b>3. Maintenance of traffic flow remains an important consideration for the Council and TfL in redefining the relationship between road and pavement.</b></p>

		<p>believe that there is more we could do to ensure we welcome pedestrians and public transport users to Chipping Barnet. A hopper bus to help people up the steep hill would also be welcome though I appreciate that this may be difficult to fund within the limited budgets available.</p> <p>3. Notes ideas in Strategy for giving more space to pavement. Important to ensure that town centre is as pedestrian-friendly as possible. However, almost everyone who visits our high street comes by road (bus, the car or bicycle) so it will be important not to make changes which slow down flow of traffic on a road which is already congested at peak times.</p>	
<p><b>Theresa Villiers MP</b></p>	<p><b>Marie Foster Home site</b></p>	<p>Although this site is not within area covered by the Strategy, it is close enough to have a real impact on our town centre. Something has to be done about the Marie Foster Home site owned by the new Clinical Commissioning Group. It is an eyesore. It is frustrating that sites like this are left unused when there is a need to provide new housing on brownfield sites. Hope that Council and NHS give serious consideration to finding a use for this site which is in keeping with wider efforts to ensure we have a successful town centre in Chipping Barnet.</p>	<p><b>With the introduction of the Clinical Commissioning Group and improvements in the housing market we expect this site to come forward for redevelopment. If progress is not made the Council will identify it as a development site when it produces the Site Allocations document in 2014/15.</b></p>
<p><b>Transport for London</b></p>	<p><b>General</b></p>	<p>Shares Council's vision to enhance the environment of the town centre, to ensure a vibrant destination serving needs of local community. High street Barnet (A1000) forms part of the Strategic Road Network (SRN); TfL acknowledges that the town centre area is suffering from traffic congestions during the peak hours.</p>	<p><b>We welcome this support from Transport for London</b></p>
<p><b>Transport for</b></p>	<p><b>Section 3.2</b></p>	<p>Supports strategy in principal but proposed development</p>	<p><b>The Council requires development proposals to be</b></p>

<b>London</b>		<p>would need to be planned in such a way that would result in nil detriment to the local highway network. Therefore it is essential that robust transport impact assessment is to be undertaken for proposals to ensure the resultant impact would be adequately mitigated.</p>	<p>accompanied by satisfactory mitigation with regard to the local highway network. Nil detriment could conflict with Barnet's adopted policies on residential car parking.</p>
<b>Transport for London</b>	<b>Section 3.3</b>	<p>1. Intention to improve crossing facilities is supported but this must not reduce traffic capacity in town centre area, as High Street forms part of SRN.</p> <p>2. Supports review of parking arrangements in town centre. Important balance between need of shoppers, residents and commuters while promoting use of green travel. Therefore excessive parking provision should not be encouraged.</p> <p>3. Considers that there is already a good bus service between High Barnet Station and the town centre; and does not currently support 'hopper' service on this route. There is no spare bus stand capacity at Barnet Hospital, which means additional buses cannot stand there.</p> <p>4. Supports the intention to improve cycle facilities in the town centre to encourage cycling.</p>	<p><b>1. Maintenance of traffic flow remains an important consideration for the Council and TfL in redefining the relationship between road and pavement.</b></p> <p><b>2. New parking associated with new development in the town centre will be provided in accordance with standards outlined in the London Plan</b></p> <p><b>3. We note TfLs comments on the 'hopper bus' proposal. We will continue to encourage such provision subject to viability</b></p> <p><b>4. No change</b></p>
<b>Transport for London</b>	<b>Section 3.4</b>	<p>1. Willing to work with Council to enhance environment of A1000 High Street Barnet and ensure traffic capacity on the SRN will be maintained. Requests clarification of meaning of 'redefine the relationship between road and footway', as this is ambiguous.</p> <p>2. Willing to work with Council to improve access, legibility to High Barnet Station. Council should secure funding via</p>	<p><b>1. We welcome this commitment to work with the Council on improving the appearance of the town centre and providing a high quality public realm. We consider that giving more space to pedestrians helps to redefine the relationship between road and footway</b></p> <p><b>2. Improving access at High Barnet station is highlighted as a priority for S106 at para 4.3.4 of the Strategy</b></p>

<p><b>Transport for London</b></p>	<p><b>Objective 3 Improved accessibility to the town centre and better parking and traffic management</b></p>	<p>s106 contribution/ CIL from developments in local area.</p> <p>1. Hopper Bus - Route 384 already provides links with a 4 bph Monday to Saturday daytime service between station, High Street, Library, and Hospital. It also provides links to Cockfosters and New Barnet providing many links for local residents to access Chipping Barnet town centre.</p> <p>2. Route 34 – Bus currently stands at Barnet Church and uses junction between High Street and Wood Street to turn round. This junction provides the quickest method of turning buses with minimal running between last and first stop. Removal of this turning facility will add time, mileage and cost to running of the route therefore London Buses oppose any junction design that removes this facility. It is already a long route running from Barnet to Walthamstow and any further extension is not desirable. Routes 263, 307 and 384 already serve Barnet Hospital and there are numerous opportunities to interchange between these routes and route 34. Additionally, the Barnet Hospital bus stand is at capacity and cannot accommodate any additional routes.</p> <p>3. Review of parking arrangement is supported. A balance should be achieved between needs, and excessive parking provision should be discouraged to restrain car based trips, minimising impact to the SRN and help to promote the use of Green Travel modes.</p> <p>4. Better cycling facilities, for example, secured/ covered cycle parking should be provided in the town centre</p> <p>5. Any proposal for footway widening should be of nil detriment to the traffic capacity of A1000 High Street</p>	<p>1. We note TfLs comments on the 'hopper bus' proposal. We will continue to encourage such provision subject to viability.</p> <p>2. With regard to the 34 bus, turning around at the High Street / Wood Street junction / terminating at Barnet Hospital, this is identified as an action to improve accessibility and therefore remains an issue for further discussion with TfL.</p> <p>3. New parking associated with new development in the town centre will be provided in accordance with standards outlined in the London Plan</p> <p>4. The Strategy highlights that cycling facilities should be reviewed in order to improve accessibility.</p> <p>5. Nil detriment could conflict with Barnet's adopted policies on residential car parking.</p>
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<p><b>Transport for London</b></p>	<p><b>Objective 4</b>  <b>Provision of high quality public realm and improved appearance of the town centre.</b></p>	<p>Barnet (SRN).</p> <p>1. In addition to comments on route 34. It is important that the junction highlighted as '1' in the map on page 27 maintains all existing manoeuvres as bus routes currently undertake all the existing manoeuvres.</p> <p>2. Will work with council to improve accessibility to High Barnet Station. TfL Buses also agrees in principle to improved pedestrian access between bus stops and High Barnet LU station. In addition, it is suggested the council to secure funding via s106/ CIL from local developments.</p>	<p><b>1. See previous comments above.</b></p> <p><b>2. See previous comments above.</b></p>
<p><b>Barnet Borough Arts Council</b></p>	<p><b>General</b></p>	<p>1. Highlights no mention of Battle of Barnet which took place on or near Hadley Green in 1471. A project is planned to examine three sites to try to establish the Battle's exact location. Create a HERITAGE WALK from High Barnet station to Hadley Green to attract visitors. There should be improved signage on Hadley Green. Three kings were present at the Battle. The battlefield is unique in being easily reached by public transport from Central London and links should be sought with Visit London and national tourist agencies to strengthen publicity. This could be the catalyst giving Barnet a unique flavour as a town centre.</p> <p>2. Acknowledgment of Battle in architecture of The Spires where Edward's symbol, <i>the sun in splendour</i>, is reproduced. More information should be visible in The Spires. Opportunities for a statue on hillock in grass area by bus stops in Stapylton Road at back of The Spires or wall panels or plaques.</p> <p>3. Welcome comments in Strategy on importance of purpose built Bull Theatre, and the need for a new lease to be negotiated. Needs to be a similar recommendation for Barnet Museum. Both have potential to have leading role in involving the local community in improvement of quality of life, and as a big element in development of</p>	<p><b>1. A reference to the town centre being close to the location of London's only battlefield site has been added at para 2.1.2. However as exact location of Battle of Barnet is subject to further investigation it would be premature to support a heritage walk at this stage.</b></p> <p><b>2. The Strategy is supportive of bringing public art to the town centre. In terms of specific works of public art this is a detailed matter best addressed at the planning applications stage for significant developments in the town centre.</b></p> <p><b>3. Reference is made in the Strategy at para 3.5.3 to the promotion of Barnet Museum in highlighting the town centre's cultural offer.</b></p> <p><b>4. With regard to any development at High Barnet station this would be a proposal for Transport for London to bring forward. This proposal would have to be in accordance with Barnet's Local Plan.</b></p> <p><b>5. These events are acknowledged in the Strategy</b></p>

		<p>tourism with its opportunities for employment, especially with possibility of working with students at Barnet &amp; Southgate College.</p> <p>4. Needs to be a hotel in the town, possibly at High Barnet station.</p> <p>5. BBAC arranges Barnet Christmas Fayre. The event provides a street market of 90 stalls hired by community, charity and commercial groups and offers opportunities to new businesses. The event also allows BBAC theatre, music, dance, art and history group members a showcase. The organisers are keen to develop the historical and arts aspect. Supports High Barnet Summer Festival which is organised by Barnet Residents Association.</p>	
<b>English Heritage</b>	<b>General</b>	<p>Welcomes Strategy which helps conserve Chipping Barnet's historic environment, and enhance its conservation areas and settings of its designated heritage assets.</p>	<b>We welcome this support from English Heritage</b>
<b>English Heritage</b>	<b>Section 1</b>	<p>Propose section on historic environment which provides a brief explanation of town centre's historic development as background for the conservation objectives and actions which follow later in the Action Plan. It would be useful to show the conservation area and heritage assets (including any locally listed buildings) on a plan (this would be particularly useful as an aide to the information provided in appendix 1). The evidence for this could be drawn from the conservation area appraisals for Monken Hadley and Wood Street, as well as from the Borough-wide characterisation study (Study Area 1, Chipping Barnet).</p>	<p><b>We have added a new section at paras 2.1.1 to 2.1.3 on the development of Chipping Barnet from medieval settlement to a district town centre. Appendix 1 clearly sets out the four character areas which are shown on Map 5. We consider this is sufficient detail to inform the Strategy. We have also added cross references to the character appraisals for Monken Hadley and Wood Street at para 2.1.3</b></p>
<b>English Heritage</b>		<p>Welcome range of historic environment objectives provided in the document, and detailed analysis of town Centre Character Areas provided for the historic environment in appendix 1. To support these, we suggest that the Issues section could focus more closely on need of future development at key sites to ensure that they</p>	<p><b>These issues are already addressed in the portfolio of planning documents covering Chipping Barnet. The Town Centre Strategy considers the setting of St John the Baptist Church and is supported by the Wood Street Conservation Area Character Appraisal. The Spires Planning Framework highlights as its first</b></p>

		<p>enhance the character and appearance of the Conservation Area. It could identify particular management issues such as the need to respond to the historic materials, styles, and plot widths, and to respect historic landmarks such as St John the Baptist Church.</p> <p>Suggest that the vision should reflect the document's role in protecting local distinctiveness, which is a key thread within the objectives which follow later in the document.</p>	<p><b>development principle the importance of ensuring that development is sensitive to variations in character across the town centre.</b></p>
<p><b>English Heritage</b></p>	<p><b>Para 1.1.2</b></p>		<p><b>We consider that the underlying objectives of the Strategy are delivering the vision. As the first objective is to respect and celebrate the town centre's history and culture we do not consider the vision requires amendment.</b></p>
<p><b>English Heritage</b></p>	<p><b>Para 1.1.3</b></p>	<p>It is stated that the strategy will be a material consideration in future planning applications within the town centre boundary – is it the intention therefore to adopt the strategy as a Supplementary Planning Document? If so, this should be made explicit here for clarity.</p>	<p><b>The Town Centre Strategy is not a Supplementary Planning Document. However it is specifically identified in Barnet's adopted Core Strategy Policy CS6 as a mechanism for promoting competitive town centre environments and promoting consumer choice. In delivering the Core Strategy it has significant weight as a material consideration.</b></p>
<p><b>English Heritage</b></p>	<p><b>Para 1.2.1</b></p>	<p>A key purpose of the Strategy, in reflection of NPPF para 126, and as borne out in the objectives and delivery proposals which follow, is the intrinsic conservation of the historic environment, including heritage assets and their settings. We suggest that an additional bullet point be inserted to reflect this.</p>	<p><b>No merits in adding an additional bullet specific to Chipping Barnet as this is a general outline of what a town centre strategy or framework is. This wording is derived from Barnet's adopted and NPPF compliant Core Strategy</b></p>
<p><b>English Heritage</b></p>	<p><b>Para 1.3.2</b></p>	<p>EH can provide advice on strategies to address conservation areas issues identified here and help provide advice in the formulation of bids to the Heritage Lottery Fund and other funding bodies, as well as advice on historic shop front design.</p>	<p><b>We welcome this offer of support from English Heritage</b></p>
<p><b>English Heritage</b></p>	<p><b>Paras 1.3.5 to 1.3.6 and para 3.1.1</b></p>	<p>Welcome commitment to developing site briefs and masterplans for strategic sites within the Town Centre, such as Barnet Market, The Spires and the Territorial Army Centre. These planning frameworks should help ensure that any development at these sites is informed by an understanding of the historic significance of the</p>	<p><b>The site briefs / masterplans will be produced in accordance with the Local Plan and therefore will address these issues.</b></p>



		<p>Conservation Area, and that it is designed to enhance the Town Centre's character and appearance, and settings of any listed buildings which may be affected.</p> <p>1. EH can provide advice on a range of historic environment issues identified in section 3.1 based on our guidance on the Setting of Heritage Assets (2011) and our Guidance on Tall Buildings (2007).</p> <p>2. As part of objectives (3.1) it might be useful to state a commitment to investment in historic environment through locally available funds such as Community Infrastructure Levy.</p>	<p><b>1. We welcome this support from English Heritage. Our approach to tall buildings is clearly set out in the adopted Core Strategy.</b></p> <p><b>2. Our priorities for use of S106 are set out at para 4.3.4</b></p>
<p><b>English Heritage</b></p>	<p><b>Section 3.1</b></p>		
<p><b>Tom Shaw – Local resident</b></p>	<p><b>General</b></p>	<p>1. In full support of the plans. To make Barnet a more vibrant place to live it needs to attract more young people and young professionals with disposable income.</p> <p>2. The Spires needs to be modernised with larger high street shops with appeal to young people are needed. A department store would be ideal for encouraging more to shop in Barnet.</p> <p>3. Market should become unique selling point for Barnet. The quality and number of stalls needs to be increased, to encourage more shoppers. As well as more traditional stalls, there should be themed days</p> <p>4. Supports tidying up of High Road on approach from station. As part of this encouraging galleries/music space would help encourage young people.</p> <p>5. Town centre is very quiet at night, mostly down to lack of choice. More late night bars and restaurants should be</p>	<p><b>1. We welcome this support.</b></p> <p><b>2. Planning applications to extend Waitrose and redevelopment of units 22 to 26 of the Spires are currently being considered. Our boroughwide approach as set out in the Local Plan Core Strategy is to support larger shop units in town centres to attract major retailers.</b></p> <p><b>3. We want the future of Barnet Market to play a key role in the success of the town centre</b></p> <p><b>4. No change</b></p> <p><b>5. The Strategy recognises that the evening offer is limited and supports opportunities to improve it particularly in the Cultural Quarter</b></p> <p><b>6. With the introduction of the Clinical Commissioning Group and improvements in the housing market we expect this site to come forward for redevelopment. If progress is not made the Council will identify it as a</b></p>

		<p>encouraged</p> <p>6. Marie Foster site is highlighted on the plans for the Chipping Barnet strategy but not mentioned. This site would be ideal for development.</p> <p>7. Young families - the town centre could do more for young families to encourage more to move to the area.</p> <p>8. Town centre should promote good quality architecture and not be afraid of modern buildings. Despite conservation areas, good quality modern architecture can fit in well amongst more traditional older buildings. It is important prevent cheap construction and "watered down" designs that will age badly.</p> <p>9. Station entrance – supports improved access to station and surrounding area as this provides first impressions of Barnet for visitors.</p>	<p>development site when it produces the Site Allocations document in 2014/15.</p> <p>7. Town centres need to appeal to a wide range of people in order to attract visits</p> <p>8. Appendix One sets out general principles of urban design for the Town Centre Character Areas which we would expect new development to respect.</p> <p>9. No change</p>
<p><b>Barnet Society</b></p>		<p>Supportive of development and general direction of Strategy, having asked the Council for such a document for Chipping Barnet back in 2008 and having been involved in its formation from the beginning. We fully support the Vision and Objectives contained within the document.</p> <p>1. We have been asking from early on (and repeatedly since) for a section including urban design analysis of the town centre, the way it works and the opportunities to mend and improve same. This is absent and much of the strategic thinking is therefore missing. We understand there have been resourcing issues and a lack of urban design staff, but we did offer one of our group, who is an experienced and talented urban designer, to carry out the work on behalf of the Council (for a fee), but the offer was rejected.</p> <p>2. When you explained that the issue of a previous draft was delayed pending production of further diagrams, we had hoped</p>	<p><b>We welcome this support from the Barnet Society</b></p> <p><b>1. We consider that this document is a platform for further work. The Strategy highlights that we will work with the new owners of the Spires and the Market to create an urban design led Masterplan. The Strategy sets out the foundations for future urban design work and in Appendix One clearly sets out general principles of urban design for the Town Centre Character Areas.</b></p> <p><b>2. We are disappointed with the reaction of the Barnet Society to the Strategy. The diagrams are not</b></p>

		<p>that meant that, at last, we were going to get something better. Instead, we have a final document with diagrams that look pretty amateur, are incorrect and contain no urban design input at all. The diagram named Public Realm Improvements was produced from some rough notes Lucy Shomali asked me to put onto a plan at one of our meetings when I asked for inclusion of such things in the document – I had assumed these would be developed into something more meaningful, but they are still there, literally as I annotated them onto the plan. And they have not been followed through in the strategy document. The thing that is difficult to understand is that a number of other town centre strategies that have been produced recently do include some urban design analysis and diagrams (New Barnet and Edgware Town Centre Frameworks), so why not this one?</p>	<p><b>'amateur'. In terms of public realm improvements we have to start somewhere and the ideas shown on Map 7 require further work on viability. Several of these are identified in the Action Plan.</b></p>
<p><b>Barnet Society</b></p>		<p>1. There is very little reference to the town's history and development – why it is the way it is (coaching inns, alleyways etc) – why there is somewhere known locally as the 'squeeze' (the bottleneck where the High Street turns next to St John the Baptists Church) and how that influences movement around the town centre. How the presence of the Green Belt and other protected open space prevents development outwards, meaning that any expansion of the town must be from within, etc etc. There seems to be much more of this in the earlier Spires Planning Framework, but it should be here too.</p> <p>2. And why is there no reference to the earlier document? There is repetition between the two and differences that could lead to confusion.</p>	<p><b>1. We have added new text at paras 2.1.1 to 2.1.3 that summarises the development of Chipping Barnet from medieval settlement to a district town centre. A cross reference to the Character Appraisals for the Conservation Areas has been added.</b></p> <p><b>2. Our objective is to create a clear and concise document which sets out a vision for all the town centre and therefore goes beyond the three development sites highlighted in the Planning Framework. However we do recognise the merits of making further cross references to the Planning Framework to ensure the documents are joined up. At para 1.3.7 we have set out the relationship with the Spires Planning Framework.</b></p>
<p><b>Barnet Society</b></p>		<p>1. We were promised a section on opportunity sites in and around the town centre. There is now a plan showing some of these (Map 4) but, without guidance (informed by strategic thinking), this is pretty meaningless.</p> <p>2. We asked, from the outset, for inclusion of a plan showing LBB's land ownership within the strategy area, but it's still not there.</p>	<p><b>1. Further guidance on future uses at these sites will be provided in the Site Allocations document which is expected in 2014/15.</b></p> <p><b>2. We do not consider there are merits in highlighting landownership in the town centre.</b></p>

<p><b>Barnet Society</b></p>		<p>1. And there is the confusion of an Action Plan at the end of the document that we have been questioning for months – why is it included in a planning document that will be a material consideration for future proposed development in the town centre? It is mostly aimed at the community and does not appear to put any requirements onto potential/future developers (other than UBS)? Other town centre strategies don't have such action plans and are clearer for it. We have previously suggested the Action Plan is taken out of the Strategy and used as a side document for our own use and monitoring purposes.</p> <p>2. The strategy document states the Board will continue to meet to do this but when asked for confirmation of the Council's commitment to this, we get a resounding silence.</p>	<p><b>1. The Action Plan was created to set out short, medium and long term actions to deliver the objectives of the Town Centre Strategy. This is supported by specific indicators to measure success of the Strategy against a 2012 baseline as well as a range of boroughwide indicators that measure the health of Barnet's district town centres. The prominence of the Action Plan provides transparency in terms of roles and responsibilities as well as timelines for delivering the Strategy</b></p> <p><b>2. The Strategy clearly states that the delivery of the Action Plan will be monitored by the Strategy Board who will keep it up to date and ensure continuous improvement. The Town Centre Strategy Board therefore have a key role in ensuring the successful delivery of the Chipping Barnet Town Centre Strategy.</b></p>
<p><b>Barnet Society</b></p>		<p>The retail triangle idea seems to have been mangled. This was a phrase I came up with some years ago to suggest a relationship between the three principal elements of the retail activity of the town centre. I identified these were not working together but, if they did, they would strengthen the retail offer and reinforce one another. The aspiration is to form a retail triangle where one doesn't currently exist and it does not need to be limited to the geographical location of the elements as they are today – the market site could/should, for example, move into a more central and visible location. Map 6 is too literal and should be omitted. There is a much clearer and better explanation of the concept contained within the earlier Spires Planning Framework.</p> <p>Since we began on this strategy, Barnet Market has declined to the point where it hardly exists at all, thanks to the demolition and destruction of the old market buildings. This is scandalous. A thriving, vibrant market that underpinned the vitality of this historic town centre has been all but destroyed. It is more important than ever that we ensure any new development of The</p>	<p><b>We consider that the Proposed Retail Triangle in Map 6 is a useful visualisation of the three core elements of the economic heart of Chipping Barnet. It does not preclude any change of location for Barnet Market. We have incorporated text from para 6.6.3 of the Spires Framework with regard to the Retail Triangle</b></p>
<p><b>Barnet Society</b></p>			<p><b>The importance of the Market to Chipping Barnet is highlighted in this Strategy as well as the Planning Framework. The Market is seen as a potential catalyst for improving the town centre as a key element of a retail triangle. It is an objective of the Strategy that improvements to the historic Barnet Market will place</b></p>

		Spires and surroundings includes the market and secures its future.	it at the heart of the local retail offer.
<b>Barnet Society</b>		I'm sorry that we have to be so negative at this late stage, but the document as it stands is not a town centre strategy. We think this is mainly due to the way the Council has approached the latter stages of its production. After an excellent start, and huge amounts of hard work by all involved, the Council decided to put the initiative on hold for an extended period (without proper explanation). Last summer, after much lobbying, we heard that it was re-starting, but with a very short timetable. Too short, it appears, to ensure it is being done properly. It is a very disappointing conclusion to the exercise.	<p>We consider that this is a robust town centre strategy that will serve as a good platform for the future of Chipping Barnet.</p> <p>We recognise that this document has had a longer gestation period than other town centre strategies / frameworks but a key strength of this work has been the drive of the Town Centre Strategy Board. The Board now have a role in ensuring delivery of the Strategy through the Action Plan</p>
<b>Melvyn Dresner – Local resident</b>	<b>General</b>	<ol style="list-style-type: none"> <li>1. Generally supportive of the strategy</li> <li>2. Bring public facing services into the town centre to make them more accessible to users.</li> <li>3. Encourage lifestyle change such as working from home, make provision for children and elderly, and promotion of healthy living.</li> <li>4. Propose increased opening hours for Spires Shopping and create a public right of way. Market needs to attract at least 20 to 40 more stalls</li> <li>5. Turnover is misleading as estate agents create a dull high street but may have very high financial turnover. Charity Shops add to high street unlike other businesses that create much footfall and little interest (cash for gold, estate agents etc.).</li> <li>6. Do not attract larger footprint buildings into the town centre. The strategy should set out what floor space you consider reasonable?</li> <li>7. Vacant units created by rents/ rates and for new starts the initial cost of fit out as well as poor retail ideas. Can Council influence this through business rate relief or cross subsidy. Enquires about surplus retail space and retail market restructuring.</li> <li>8. Challenge of online presents opportunity for local</li> </ol>	<ol style="list-style-type: none"> <li>1. We welcome this support.</li> <li>2. Other accessible town centres in Barnet have more suitable accommodation to locate public facing services.</li> <li>3. These are issues that are outside the remit of the Town Centre Strategy but have been addressed at a boroughwide level by the Core Strategy.</li> <li>4. These are management issues for the owners of the Spires and Barnet Market.</li> <li>5. Turnover of comparison goods is a good measure of the health of the Town Centre. A reference to the Core Strategy Policy on Promoting Barnet's Town Centres has been added at para 1.2.2</li> <li>6. Our boroughwide approach as set out in the Core Strategy supports the creation of larger shop units in town centres to attract major retailers and sets out floorspace</li> <li>7. Council has a clear facilitative rather than interventionist role in creating the conditions for vibrant town centres ie we encourage temporary permissions in order to reduce the number of vacant properties.</li> <li>8. Branding of town centre is an issue that can be</li> </ol>

		<p>businesses Branding needs to be considered.</p> <p>9. The pedestrian crossings are too wide and take too long to be crossed. Is there potential for a traffic free day one a month or even every week.</p> <p>10. Shopkeepers should work together and coordinate their deliveries. Encourage shops to encroach on street to create a stronger presence.</p> <p>11. Congestion at Wood Street/ High Street junction is a problem as highway is designed for a very short peak use when most of the time there are few cars. Priority is accessibility and not traffic flow, south of the Church. Need to safely facilitate informal crossing by design/ extension of existing traffic islands</p> <p>12. Welcome idea of discouraging commuter car parking, does this include extending the CPZ, local car club, encouraging shop workers to travel by public transport?</p> <p>13. Improve town centre lighting to focus on pedestrians to create a warmer feeling at night.</p> <p>14. Buses – suggests improving northbound bus stops south and north of church. Bus stops poorly configured to rear of the Spires – opportunity to improve this area (as civic space/ for bus users) next to the Library/ public car park and Spires rear area. Suggests that buses running empty along the high street to the garage pick up passengers.</p> <p>15. High Barnet Station create more space around the entrance, improve lighting and train information outside the station. Need to improve crossing times at junction outside station.</p> <p>16. Welcome more efficient use of campus space and potential for a better evening study offer for adults.</p> <p>17. Encourage niche/ footloose retailers e.g. we have music instrument shops/ art shops, two and half bookshops, antique shops/ second hand objects none of these are mentioned.</p> <p>18. To develop an evening economy, you need to replace</p>	<p>considered by the Town Team. Equipping town centre businesses to expand online is recognised as another element of promoting town centres.</p> <p>9. This is a detailed issue outside the remit of this Strategy.</p> <p>10. The Town Team provides the forum to address these issues. Encroachment onto pavements is not encouraged</p> <p>11. Action 13 of the Action Plan specifically addresses this junction and we will work with Transport for London in consultation with the community in delivering this improvement.</p> <p>12. The Council is considering extending the Chipping Barnet Zone 'D' CPZ to include the currently uncontrolled sections of Elton Avenue, Woodfall Avenue and Milton Avenue. This is likely to have an impact on car park usage in the town centre. We will require occupiers of new and significant trip generating developments to manage Travel Plans to minimise increases in road traffic and meet travel mode split targets.</p> <p>13. Lighting in the town centre has not been considered as a major issue in the evidence gathering for the Strategy</p> <p>14. Configuration of bus stops not specifically identified as a public realm improvement. Any changes will be subject to discussions with TfL.</p> <p>15. This junction has not been specifically identified as an issue in the Strategy but we will work with Transport for London to enhance access and the approach to High Barnet station. Improving access at High Barnet station is highlighted as a priority for S106 at para 4.3.4 of the Strategy</p> <p>16. Comments received on the Strategy will be considered by the Town Centre Strategy Board of which Barnet and Southgate College is a member.</p>
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		shops with other uses – this contradicts the strategy 19. Promote leisure as well as commuter cycling	<p><b>17. The Strategy highlights how specialist shops support the main retail offer. Improving the main retail offer will help such shops.</b></p> <p><b>18. This is not a contradiction. Policies on protecting designated retail frontages are set out in the Local Plan. As part of an overall vision for the town centre the Strategy encourages the night time economy in the Cultural Quarter and specifically supports new uses within empty buildings.</b></p>
<b>Friends of Barnet Market</b>	<b>Barnet Market</b>	<p>1. Progress in making any proposed amendments to the DSD should be carried out as swiftly as possible. It needs to go before the Cabinet for adoption at the earliest possible opportunity. The Chipping Barnet Town Centre Strategy Board must be retained and properly constituted in order to carry out proposals contained within the DSD and to monitor progress once the DSD is adopted.</p> <p>2. The CBTCSSB should have elected representatives on both sides and meet at regular monthly intervals. It should have the authority to propose corrective action where there are significant deviations from the adopted strategy.</p>	<p><b>1. A key strength of the work on the Strategy has been the drive of the Town Centre Strategy Board. The Board as highlighted in Section 4 now have a role in ensuring delivery of the Strategy through the Action Plan.</b></p> <p><b>2. There are no plans to have elected representatives on the CBTCSSB</b></p>
<b>SPACES</b>		<p>SPACES are very much in favour of the document and its recognition of the potential of Barnet Market and the risks associated with current lack of progress on the site. Any further work required before the strategy can be adopted is carried out swiftly so that document can be put before Cabinet at the earliest possible opportunity,</p> <p>Town Centre Strategy Board to be retained in order to monitor progress once the strategy document is adopted. It should meet at regular intervals and have the authority to propose corrective action where there are significant deviations from the adopted strategy.</p>	<p><b>We welcome this support from SPACES</b></p> <p><b>A key strength of the work on the Strategy has been the drive of the Town Centre Strategy Board. The Board as highlighted in Section 4 now have a role in ensuring delivery of the Strategy through the Action Plan.</b></p>

<b>Malcolm Humphreys</b> Local resident	<b>General</b>	<p>1. Proposal for pedestrianising the high street with traffic diverted to wood street and stapleton road and a new bus terminus at the old territorial army base with housing above. Barnet Market could then be relocated to the high street as the first part of the transformation to a much better high st experience. Add flats above the Spires to encourage more business. Another expensive option is to relocate High Barnet station to the old territorial army base and created a new transport terminus</p> <p>2. Proposal for providing pedestrian access between the hospital car park and the end of West End Lane to makes for a more attractive trip into town.</p> <p>3. Other options to improve the pedestrian journey could include better pedestrian crossings at the Wood Street/Union Street roundabouts and better pedestrian signage at Bells Hill/Wood Street and the entrance to the one way part of Union Street. (Something like "Town Centre 7 mins walk. &gt;")</p>	<p>1. These are interesting proposals for major infrastructure improvements to secure the future of Chipping Barnet. These are not likely to be viable.</p> <p>2. The Strategy does highlight the importance of making pedestrian crossings on the High Street easier and reviewing the balance between pavement and road space. Wider pavements may encourage more pedestrians.</p> <p>3. We have added a reference to walking distances as an element of signage to promote the town centre</p>
<b>George Tranda –</b> Local resident	<b>Parking</b>	<p>Highlights potential for combined use parking bay that runs along the Great North Road to the north of the High Street bordering Hadley Green, immediately to the north of Sidney Chapman Way, is a five to ten minute walk from the shops of the High Street and from Barnet Market. At present the parking restrictions in this stretch of road are lifted after 2.30pm on Mondays to Fridays but restrictions are in place for the whole of Saturday. Lifting restrictions on Saturdays after 2.30pm would help attract shoppers.</p>	<p>The Strategy highlights that car parking arrangements need to be reviewed to improve access to the town centre. These bays have already been reviewed as part of the Town Centre Shopping Parades review and the charges reduced. Changes to the parking regime are monitored on an on-going basis.</p>
<b>George Tranda –</b>	Pedestrian Crossings at	<p>Concern expressed about pedestrian safety at this junction outside High Barnet station.</p>	<p>This junction has not been specifically identified as an issue in the Strategy but we will work with Transport</p>



<p><b>Local resident</b></p>	<p>the junctions of the Great North Road/Barnet Hill and the Meadway General</p>		<p>for London to enhance access and the approach to High Barnet station</p>
<p><b>Jean Ratcliff – Local resident</b></p>		<p>1. Concern expressed about future of Barnet Market. Highlights poor environment for stall holders and customers. To secure its future it should be relocated to council owned land.</p> <p>2. Considers Spires to be 'a hidden' shopping mall lacking any promotional aspect to draw customers in.</p> <p>3. Parking spaces and charges must be addressed.</p> <p>4. Possibility of using the old Barnet Football Club as a multi- sports stadium/club with banqueting facilities</p> <p>Focus on these issues to bring much appreciated results for residents of Barnet and attract more visitors.</p>	<p>1. The importance of the Market to Chipping Barnet is highlighted in this Strategy as well as the Planning Framework. The Market is seen as a potential catalyst for improving the town centre as a key element of a retail triangle. It is an objective of the Strategy that improvements to the historic Barnet Market will place it at the heart of the local retail offer.</p> <p>2. The Strategy recognises the impact of the hidden 'high street' and the council is working with the owners of the Spires to open up the entrance to the High Street. To make the retail triangle work a design led Masterplan is required which opens up and reinforces the connections between the Spires, Market and High Street.</p> <p>3. With respect to car parking charges this is acknowledged in the Strategy as an issue. The Strategy also highlights that car parking arrangements need to be reviewed to improve access to the town centre. Extensive work on this aspect has already taken place with changes to the parking regime including tariffs and payment mechanisms being introduced both on and off-street.</p> <p>4. The future of Underhill Stadium is outside the remit of this Strategy but it is recognised as having an influence on the town centre.</p>

<p><b>Phil Exon – Local resident</b></p>		<p>1. Considers approach to be well thought through and wide ranging in its considerations.</p> <p>2. Concerned about parking and charges and considers current policies exclude those who benefit from the use of a car, namely the elderly or those who movement is impaired. Favours return to the previous cash meter approach to paying for parking. If a card scheme is the only way forward, then could a first 20 minutes free approach be taken to allow a quick stop and shop approach that would benefit both shoppers and shops in area.</p>	<p><b>1. We welcome these supporting comments on our approach.</b></p> <p><b>2. With respect to car parking charges this is acknowledged in the Strategy as an issue. The Strategy highlights that car parking arrangements need to be reviewed to improve access to the town centre. Extensive work on this aspect has already taken place with changes to the parking regime including tariffs and payment mechanisms being introduced both on and off-street.</b></p>
<p><b>Helen Howson – Local resident</b></p>	<p><b>General</b></p>	<p>1. Many residents feel excluded from council decision making and unable to propose 'new ideas'. Chris Smith has many positive ideas for saving Barnet's heritage. The market and the spires are a big issue and must not be taken from us. We need to keep them as our identity and prevent them being destroyed.</p> <p>2. Change parking restrictions on certain days to bring more revenue back to our High Street.</p> <p>3. Talk to shop landlords to lower their rent or council to give new would-be retailers a loan. A busy high street attracts more shoppers and more revenue.</p> <p>4. Improve market site including the ground conditions and set rents at a reasonable rate to attract new vendors. When the market is not in use, to use it as a) farmers market b) charity events i.e. jumble sales etc. c) usage for summer events i.e. outdoor cinema or school events such as cycle riding tuition for youngsters etc.</p>	<p><b>1. As highlighted at Section 4 the focus of the Strategy is about collective action with everyone having a stake in the town centre's success. The Chipping Barnet Town Centre Strategy Board, which includes stakeholders such as the owners of the Spires and the Market site as well as the Friends of Barnet Market is responsible for ensuring delivery of an Action Plan which sets out short, medium and long term actions to deliver this Strategy. The importance of the Market to Chipping Barnet is highlighted in this Strategy as well as the Planning Framework.</b></p> <p><b>2. The Strategy highlights that car parking arrangements need to be reviewed to improve access to the town centre. Extensive work on this aspect has already taken place with changes to the parking regime including tariffs and payment mechanisms being introduced both on and off-street.</b></p> <p><b>3. Council has a clear facilitative rather than interventionist role in creating the conditions for vibrant town centres ie we encourage temporary permissions in order to reduce the number of vacant</b></p>

		<p>properties.</p> <p>4. There is an opportunity for the Town Team to discuss future management of the Market</p>
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Meeting	Cabinet
Date	24 June 2013
<b>Subject</b>	<b>Edgware Town Centre Framework</b>
Report of	Cabinet Member for Planning and Regulatory Services
Summary	The Town Centre Framework for Edgware will help to guide and manage future development and change, promote improvements to ensure its long term health and will help determine future planning applications within the town centre.

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Officer Contributors	Interim Assistant Director – Strategic Planning, Regeneration and Transport Major Developments Manager
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix A: Edgware Town Centre Framework Appendix B: Schedule of consultation responses
Contact for Further Information:	Peter Alsop, Major Developments Manager - 0208 359 4658

## **1. RECOMMENDATIONS**

- 1.1 **That Cabinet approve the Edgware Town Centre Framework (Appendix A) for formal adoption.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 On 3 April 2008, Cabinet (Decision item 10) approved the Suburban Town Centre Strategy for Barnet.
- 2.2 On 3 February 2010, Cabinet (Decision item 6) approved Responding to the Recession – Suburban Town Centres.
- 2.3 On 17 July 2012, Cabinet (Decision item 9) followed by full Council 11 September 2012 (item 4.1) approved the formal adoption of the Local Plan Core Strategy and Development Management Policies documents.
- 2.4 On 11 March 2013 Business Management Overview and Scrutiny Committee (Decision item 8) considered and made comments and recommendations on the draft town centre strategies for Chipping Barnet and Edgware.

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

- 3.1 The following priority outcomes in the Corporate Plan 2013-2016 are embedded within the Edgware Town Centre Framework
- To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.
  - To maintain the right environment for a strong and diverse local economy.
- 3.2 Through the preparation of Town Centre Strategies the Council can deliver the Corporate Plan strategic objective of promoting responsible growth, development and success across the borough.
- 3.3 In September 2012 the Secretary of State for Communities and Local Government announced that he would change the Planning Use Classes Order to make it easier for offices to be converted into residential without planning permission. In February 2013 the Council applied for an exemption to the proposed change and this exemption included Edgware. The Secretary of State's statement of May 9<sup>th</sup> 2013 identified those areas where the exemption will apply. This did not include any parts of Barnet. In his Budget Statement of March.2013 the Chancellor announced that he will introduce a similar change to make it easier for retail to be converted to residential. These changes reduce the ability of the Council, local communities and local businesses to manage change in town centres.

## **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. Without a framework in place to guide and encourage development on key sites within Edgware town centre, the opportunity for investment and to secure improvements to the town centre could be lost.

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

- 5.1 Town centre frameworks 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.
- 5.2 Individual Town Centre Frameworks 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.
- 5.3 As part of the consultation the Edgware Town Centre Framework was placed on the Council's Consultation Portal.

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

- 6.1 The cost of preparing the Edgware Town Centre Framework was included in the Strategic Planning service approved budget for 2012/13 of £1.063m.

## **7. LEGAL ISSUES**

- 7.1 The development of Town Centre Frameworks is currently not a statutory requirement. However, the London Plan which forms part of Barnet's Development Plan emphasises the strategic importance of town centres and contains a series of specific policies for London's town centres. This includes maximising choice in town centres and promoting sustainable access to goods and services.
- 7.2 The Town Centre Framework is not a Supplementary Planning Document. However it is specifically identified in Barnet's adopted Core Strategy Policy CS 6 as a mechanism for promoting competitive town centre environments and promoting consumer choice. In delivering the Core Strategy and determining planning applications for development it has significant weight as a material consideration.

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

- 8.1 Decisions relating to the Town Centre Frameworks are for the Executive as a whole. Responsibilities of the Executive are set out in Constitution, Part 3 (Responsibility for Functions).

## 9. BACKGROUND INFORMATION

- 9.1 A draft strategy for Edgware was originally prepared in 2007/08 which responded to the Mall Corporation's aspirations at the time for comprehensive redevelopment of the Broadwalk Shopping Centre. This document was never consulted upon or taken into the public domain. Progression of the strategy was then delayed due to the change in ownership of the shopping centre in 2008/09 and the onset of recession which hampered previous owners, Bride Hall Developments Limited, in developing proposals for expansion of the retail floorspace. The Broadwalk Shopping Centre was then bought in May 2012 by Scottish Widows Investment Partnership who are now looking at investing in the shopping centre to expand and improve the retail offer and introduce new leisure uses.
- 9.2 Edgware is classified as the only Major Town Centre in Barnet and is one of the Borough's Priority Town centres as identified in the Core Strategy for which the Council is preparing town centre frameworks to guide and manage future change. Investment in Edgware town centre is considered to be necessary to ensure that it maintains its position in the Borough's retail hierarchy and continues to compete successfully with other centres. There are several development opportunities which have the potential to deliver major improvements and investment in the town centre and expand the number and quality of shops on offer as well as introduce other uses and activities. If managed correctly, this will provide the opportunity for Edgware to respond positively to the issues it faces and the growing competition from other nearby centres and the changing pace of high street retailing nationally.
- 9.3 A Town Centre Framework has been prepared for Edgware which seeks to create the right environment to encourage private sector investment and growth, and secure a vibrant and viable future for the town centre. The Framework responds to several development opportunities that are emerging in the town centre and aims to guide future proposals for key sites, manage changes in land use and secure infrastructure improvements.
- 9.4 The Edgware Town Centre Framework is the result of detailed analysis of the issues and opportunities for the town and information gathered from questionnaires and traders. This has included discussions with Transport for London in relation to Edgware Underground Station, Bus Station and bus depot and the current owners of The Broadwalk Shopping Centre, Scottish Widows Investment Partnership. Officers have also engaged with the Edgware Town Team.
- 9.5 The Town Centre Framework is intended to be a high level strategy for Edgware that sits within Barnet's overall Local Plan. The Framework does not establish new planning policies but it does provide specific guidance on the implementation of development plan policies within Edgware. It is therefore a material consideration for planning applications in Edgware Town Centre will be used to inform planning discussions with developers, and to make decisions on planning applications within the town centre over the next 5 to 10 years.
- 9.6 The Framework is composed of four sections. This first section provides a vision for Edgware town centre and sets out the opportunities and objectives that underpin it. Section 2 of the document sets out some of the issues facing



Edgware town centre and provides the physical, socio-economic and planning policy context for the strategy. Section 3 sets out an overarching spatial strategy for the town centre which identifies key development sites along with 7 elements of infrastructure which underpin the development opportunities. Section 4 contains information on how the changes in Edgware town centre can be delivered.

### Vision and Objectives for the Town Centre

9.7 A key objective of this planning framework is to enhance and expand the town centre offer in Edgware. This means providing new and better shops that will attract modern retailers to the town centre. This will in turn encourage private investment by retailers in the existing shops within the shopping centre and high street. Other town centre leisure uses such as a cinema, hotel and restaurants can also help attract people to Edgware. Introducing residential flats above some sites will also provide activity at different times of the day and night.

9.8 The following long term vision has been set for Edgware which responds to local issues and opportunities, a sense of the town centres' local distinctiveness and character.

*“Edgware town centre will be a successful and thriving place with new and expanded shops around The Broadwalk Shopping Centre integrated with Station Road and the surrounding residential suburbs by new streets and connections. Improved public space outside Edgware Underground Station will provide opportunities for markets and local events while improvements to the public realm and junctions along Station Road will make Edgware a place that people will enjoy shopping and spending time in.”*

9.9 The following objectives underpin the town centre framework and set out how the vision for Edgware will be achieved:

- Protect and enhance Edgware's position as Barnet's Major Town Centre by identifying sites for retail growth and other town centre uses to enhance the range of shops on offer and secure a vibrant local economy;
- Secure transport and infrastructure improvements so that new retail development is fully integrated with Station Road;
- Reduce congestion on Station Road and encourage more people to access the town centre by walking and cycling along attractive routes and streets;
- Encourage the development of a distinct Northern Quarter around the Hale Lane and Edgwarebury Lane area with specialist shopping and services;
- Identify and deliver new public spaces and improved public realm including new tree planting and improved environment and public space outside Edgware Tube Station;
- Provide an attractive and safe environment, encompassing the highest quality urban design, architecture and open spaces.

## The Spatial Strategy

- 9.10 The spatial strategy is a plan within the Town Centre Framework that provides a visual representation of the vision and objectives for Edgware. It identifies the key development sites in the town centre that could accommodate new mixed use development to deliver expanded retail floorspace, new shops and other town centre uses. It also identifies new infrastructure and physical improvements that are required to ensure that potential new development is integrated with the rest of the town centre to ensure that any retail expansion compliments the existing high street rather than competes with it.
- 9.11 Edgware town centre can be divided into three broad character areas covering the northern, central and southern parts of Station Road. Each of these areas provide different uses and have slightly different functions in the town centre. There are three key sites within the Central Zone which represent opportunities for development that could accommodate a mix and range of town centre uses that will help deliver the vision and objectives of the Town Centre Framework. These are:
- a) The Broadwalk Shopping Centre;
  - b) The Forumside sites; and
  - c) Land around Premier House
- 9.12 The spatial strategy also identifies new streets, spaces, infrastructure and physical improvements that are required to ensure that new development is integrated with the rest of the town centre. These are the Elements of Infrastructure:
1. A new street from Station Road into the Broadwalk Shopping Centre Site
  2. Junction improvements along Station Road
  3. A new street through Forumside connecting the Broadwalk Shopping Centre car park site to the A5
  4. Improved public open space around Edgware Station
  5. Improved public realm along Station Road
  6. Improved bus interchange
  7. A new pedestrian/cycle route from Deans Lane to the town centre
- 9.13 Each site and element of infrastructure is presented in the document and appraised in terms of the issues, proposals, benefits and challenges that relate to it.

## Delivery and phasing

- 9.14 The key sites that offer the opportunity to deliver change and improvements in Edgware are in private ownership. Therefore commercial constraints, and in places complex land ownership will need to be resolved. The scale of change and development anticipated to come forward is significant and cannot be delivered in one go or by one landowner. A phased approach will therefore be necessary in order to coordinate developments with the delivery of infrastructure.

- 9.15 The Council's role will be to bring the key landowners and stakeholders in the town centre together to ensure that their individual aspirations and development proposals are consistent with the vision and objectives of this Framework. To help facilitate this, the Council will consider setting up a stakeholder group to monitor and implement the objectives of the Framework. The Council will also continue to engage with the Edgware Town Team on emerging proposals within the town centre.
- 9.16 The Council will encourage developers to work together to coordinate their plans and proposals within the overall context of the Spatial Strategy. It will be important that different landowners take account of neighbouring land interests to ensure that schemes do no prejudice wider development coming forward.

#### Public Consultation

- 9.17 The Edgware Town Centre Framework was subject to an 8 week period of public consultation from Thursday 29 November 2012 to Friday 25 January 2013. Exhibition boards explaining the draft Town Centre Framework were displayed at Edgware Library and within the Broadwalk Shopping Centre for the duration of the consultation period. Four exhibition sessions were also held in The Broadwalk Shopping Centre where Council officers were present to explain the plans and answer questions. Residents were notified by leaflet and an advert was placed in the local papers.
- 9.18 The draft document and information about the consultation was placed on the Council's Consultation Portal ([engage.barnet.gov.uk](http://engage.barnet.gov.uk)) including an online survey which members of the public were encouraged to fill out. Printed copies of the survey were also left at the library and shopping centre. 74 people completed some or all of the survey with 85% of responses coming from people who live or shop in Edgware. The consultation received a very positive reaction to the draft Framework with 86% of respondents either strongly agreeing or agreeing with the vision. The positive reaction to the Vision is also reflected in the response to the proposed Spatial Strategy with 79% of respondents agreeing (including 26% strongly) and only 8% disagreeing.
- 9.19 The consultation revealed general concerns regarding the current state of Edgware high street, which generally tend to focus on traffic congestion on Station Road, the adverse affects of buses on this congestion and dominance of pound shops in Edgware Town Centre. Specific concerns were raised by the head teachers and parents from Edgware Junior and Infants schools in relation to proposed new streets which were shown within close proximity to the entrances to the two schools. Specific meetings were held with the head teachers from both schools to understand the concerns.
- 9.20 All the objectives received high support (averaging 80% agreeing or strongly agreeing) with the exception of the fourth objective (Development of the Northern Quarter) which received 64.8% agreement with 13% not agreeing. The proposed improvement and creation of a public square/space outside Edgware Tube Station was recognised as a key feature of the town centre and was generally supported with some respondents identifying problems regarding the space's current use as a drop off and pick up facility, stating that it was "extremely poor" and caused congestion. However other respondents

seemed satisfied with this current use of space and raised anxiety over the possibility of the station development becoming a meeting point for “vagrants”.

- 9.21 Across the questionnaire, buses consistently appear as an issue, particularly regarding its contribution to congestion on Station Road as they turn into the bus station. Infrastructure improvements that respondents felt were absent from the strategy focused on the provision of a cinema and more traffic calming measures.
- 9.22 TfL provided comments on the draft Framework. Comments relate primarily to the operational requirements of Edgware tube station, bus station and bus depot.
- 9.23 Officers also attended meetings of the Edgware Town Team (formerly Edgware Business Forum) to present the draft Framework to local traders and stakeholders and to hear their views. There is recognition that something needs to be done in Edgware and the Town Team welcomed the Council taking the initiative to prepare a strategy for the town centre. However, the economic downturn and challenges facing high streets across the country mean that traders are apprehensive about retail expansion in Edgware.
- 9.24 Part of the town centre falls within the London Borough of Harrow. Harrow Council was consulted on the draft document and have confirmed that they welcome the preparation of a Framework for the town centre and its potential to realise some significant retail growth and investment opportunities in the ‘central zone’ between the Underground station and High Street (the A5). Harrow officers particularly support the Framework’s recognition of the potential need to remodel the A5/Station Road/Whitchurch Lane junction, and for this to improve the quality of the public realm and pedestrian crossing facilities.
- 9.25 A full report on the responses and feedback from the online survey is provided in Appendix B.
- 9.26 The overall response to the consultation was positive with support for the vision, objectives and spatial strategy. Some minor updates to text have been made but otherwise the structure of the document remains unchanged. A number of amendments have been made to parts of the document in response to specific consultation responses.

#### Business Overview and Scrutiny Committee

- 9.27 The Business Overview and Scrutiny Committee considered the draft Edgware Town Centre Framework at the meeting on the 11<sup>th</sup> March 2013 and made the following comments on the document:
- 9.28 The Committee noted that the information gathered had included discussions with Transport for London in relation to the Edgware Underground Station and Bus Station, as well as the owners of the Broadwalk Shopping Centre.
- 9.29 The Chairman questioned how many responses had been received from residents following consultation on the scheme.  
*A total of 74 surveys were completed. A summary of consultation responses is provided above and in Appendix B.*

- 9.30 Members commented on the importance of rent and parking on the success of town centres. A Member noted that these issues had not been referred to in the report.  
*The Framework is intended to be a high level planning strategy for the town centre to guide development opportunities and new infrastructure. As a Planning document, the Framework doesn't seek to affect rents on private property. The Framework recognises the importance of the existing Broadwalk Shopping Centre car park and commuter car park which serve the wider town centre and advises that the same number of car parking spaces should be reprovided in any redevelopment. Detailed parking surveys have been undertaken separately by the Traffic and Parking team and new parking controls have been trialed in the town centre.*
- 9.31 The Chairman advised the Committee that he had received a comment from Cllr. Helena Hart, a Ward Member for Edgware, regarding the Edgware Town Strategy. She had emphasised the importance of maintaining and increasing the quality and number of shops in the town centre.  
*This is reflected in the Vision and Objectives contained within the Framework.*
- 9.32 A Member noted that there was not cinema in Edgware and considered that it was important to embrace the evening economy culture of such entertainment venues and eating out to ensure the success of town centres. The Committee stressed the importance of good quality shops to ensure the success of the high street.  
*This is reflected in the Framework which supports the development of a new cinema in the town centre along with associated food and drink to support a healthy evening economy.*
- 9.33 Members voiced concern regarding the number of derelict buildings in the area and advised that action should be taken to bring these back into use.  
*The importance of bring the Grade II Listed former Railway Hotel building back into use is recognised and supported in the Framework.*
- 9.34 The Chairman outlined three factors that were important in attracting people to a town centre:
- 1) Security
  - 2) A no-drinking area
  - 3) Parking
- The Framework is intended to be a high level planning strategy for the town centre to guide development opportunities and new infrastructure. As a Planning guidance document it does not set out detailed proposals in relation to no-drinking areas. The guidance provided in the document in relation to the potential development of the Key Sites as set out in the Spatial Strategy are underpinned by good urban design principles which seek to create safe and secure streets and spaces. The Framework recognises the importance of the existing Broadwalk Shopping Centre car park and commuter car park which serve the wider town centre and advises that the same number of car parking spaces should be reprovided in any redevelopment.*

### Conclusion

- 9.35 The Edgware Town Centre Framework is now ready to be considered for adoption.

**10. LIST OF BACKGROUND PAPERS**

10.1 None.

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

# Edgware Town Centre Framework

June 2013







Looking south along Station Road outside the bus and underground interchange



# Contents

<b>Preface</b>	<b>5</b>
<b>1. Introduction</b>	<b>7</b>
<b>2. Understanding the issues</b>	<b>13</b>
<b>3. The Spatial Strategy</b>	<b>24</b>
<b>4. Delivering the Plan</b>	<b>51</b>



# Preface

This Town Centre Framework aims to create the right environment to encourage private sector investment and growth in the town centre to secure a vibrant and viable future for Edgware.

The framework will provide the basis for managing and promoting positive change in the town centre and offers a significant opportunity to secure infrastructure improvements to support existing businesses, address traffic issues and enhance the attractiveness of Edgware as a place to live, work and shop.

The framework will:

- address the mixture of land uses in the town centre, focusing on main town centre uses of retail, leisure, entertainment (cinemas), offices, and hotels but also including residential uses
- create a strategy, which promotes and maximises existing and future

movement opportunities including public transport and pedestrian and cycle connections

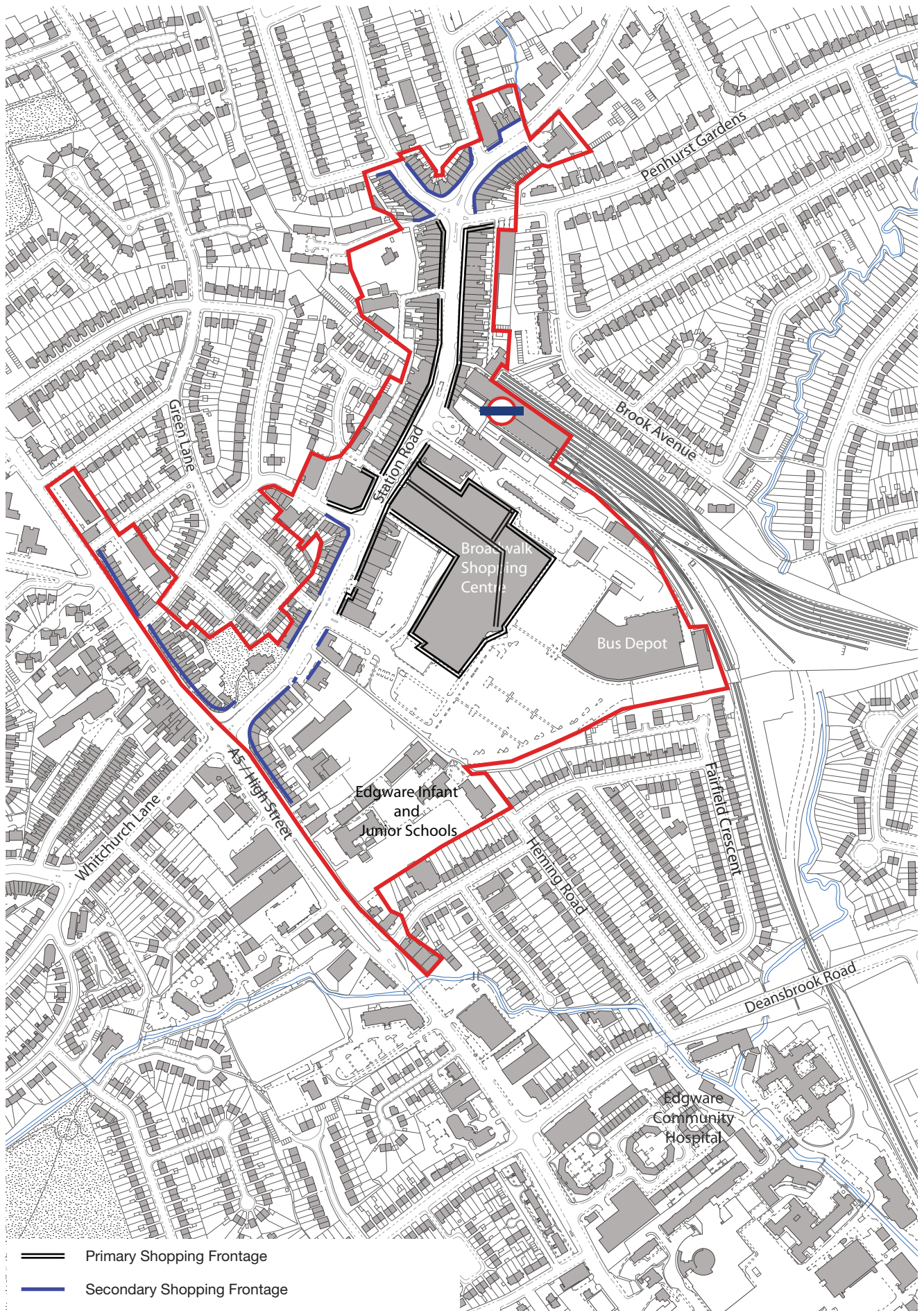
- promote a safer and more secure environment in which all sectors of the community can have a sense of ownership of and pride in the town centre
- create a clear role for the town centre in the context of the planned growth at Brent Cross and other centres
- identify and take account of the opportunities and constraints for sustainable development

The framework has been prepared in consultation with land owners, local businesses, residents and other stakeholders to help shape the future of Edgware town centre.

The framework can also be downloaded from the Council's website at [www.barnet.gov.uk/planning](http://www.barnet.gov.uk/planning).







- Primary Shopping Frontage
- Secondary Shopping Frontage

Edgware Town Centre Framework boundary

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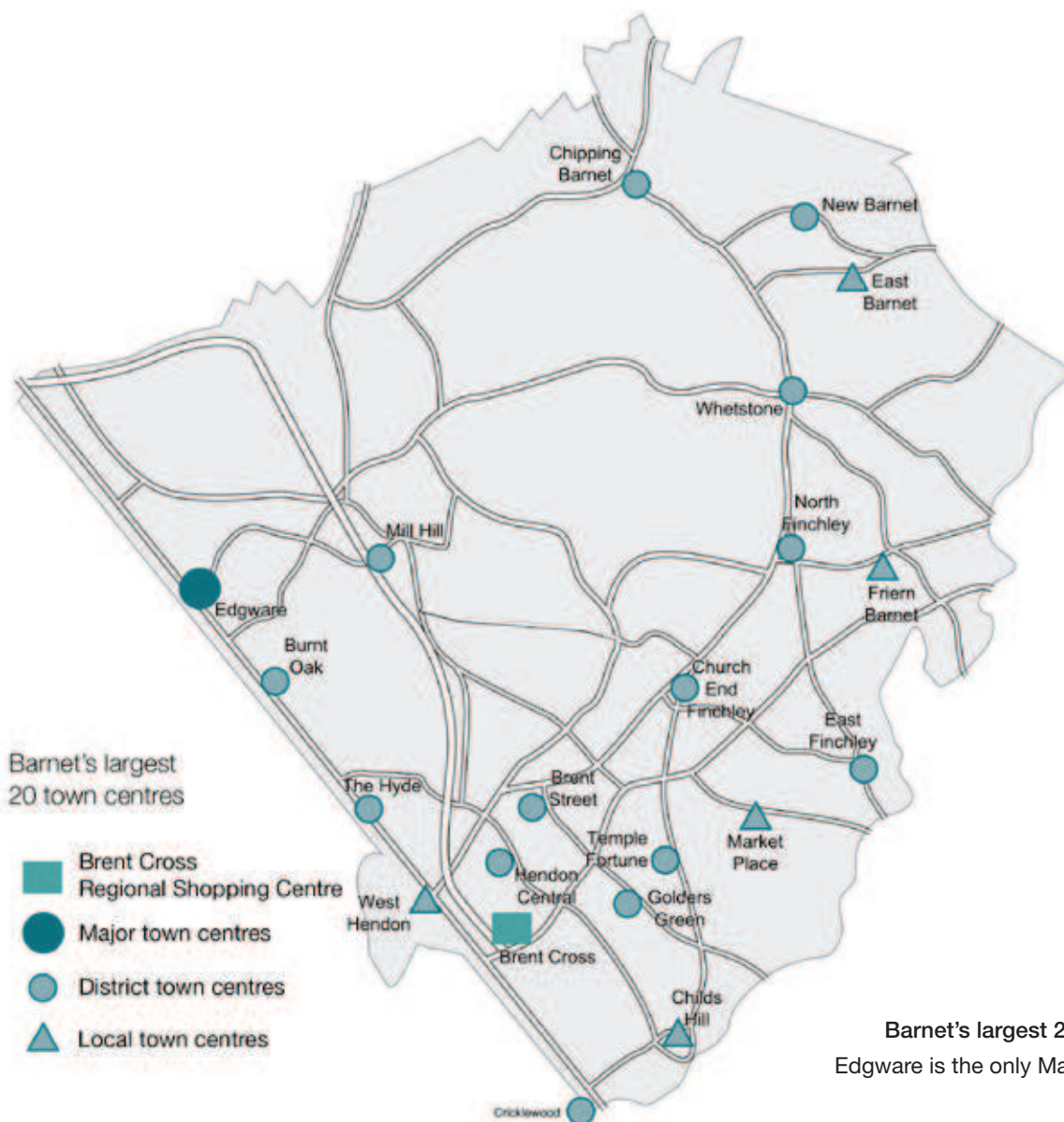
# 1. Introduction

## 1.1. Background

Barnet’s suburban town centres are the economic, civic, retail, leisure and transport hubs of Barnet and a good indicator of the economic, environmental and social health of the borough. The network of 20 town centres in Barnet plus Brent Cross shopping centre contributes significantly to the economic prosperity of Outer London as a whole. Nearly every resident in Barnet lives within half a mile of a town centre. Each centre has a special character that contributes to Barnet’s distinctiveness.

Edgware is classed as the only major centre in Barnet beneath which there are 14 district centres, 5 local centres and 10 neighbourhood centres. The map below shows how these are distributed across the borough.

In order to promote Barnet as a place of economic growth and prosperity the Council aims to support the continued vitality and viability of 20 town centres in the borough, focusing commercial investment in the four priority town centres of Edgware, Chipping Barnet, Finchley Church End and North Finchley.



**Barnet's largest 20 town centres**  
Edgware is the only Major town centre in the borough



## 1.2. The purpose of the framework

As one of the objectives of Barnet's adopted Core Strategy (September 2012) set out in Policy CS6 - 'Promoting Barnet's town centres', this Framework sets out the Council's planning strategy for Edgware town centre.

The Framework responds to the development opportunities that are emerging in the town centre by providing a spatial strategy to guide future development proposals for key sites, manage changes in land use and secure necessary infrastructure improvements within the town centre.

The Town Centre Framework is intended to be a high level strategy for Edgware that sits within Barnet's overall Local Plan. The Framework does not establish new planning policies but it does provide specific guidance on the implementation of development plan policies within Edgware. It is therefore a material consideration for planning applications in Edgware Town Centre.

The Town Centre Framework will be used to inform planning discussions with developers including negotiations over infrastructure and planning contributions, and to make decisions on planning applications over the next 5 to 10 years.



Aerial view of Edgware  
Town Centre



Cities Revealed® aerial photography; copyright The  
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### 1.3. Structure of the Framework

The Framework is composed of four sections. This first section provides a vision for Edgware town centre and sets out the opportunities and objectives that underpin it.

Section 2 of the document sets out some of the issues facing Edgware town centre and provides the physical, socio-economic and planning policy context for the strategy.

Section 3 sets out an overarching spatial strategy for the town centre which identifies key development sites along with 7 elements of infrastructure which underpin the development opportunities.

Section 4 contains information on how the changes in Edgware town centre can be delivered and the next steps in the process.

### 1.4. Town Centre boundary

This town centre framework uses the same boundary for Edgware town centre as the one identified in the adopted Local Plan Development Management Policies document (September 2012) and is shown on the plan on page 6. This covers the primary and secondary retail frontages that make up the main retail and business core of Edgware Town Centre within Barnet's control. This includes the Broadwalk Shopping Centre, the high street along Station Road and the businesses along the east side of the A5.

The wider residential area around Station Road has also been reviewed to ensure that proposals have a strategic approach and integrate successfully with the surrounding area.

### 1.5. Opportunities in Edgware

Edgware is one of the most sustainable locations in Barnet with excellent public transport facilities at Edgware Tube station and Edgware Bus Station. The average weekly footfall through the centre is estimated to be around 130,000 with a broad catchment population of approximately 400,000. Edgware's role as a commuter interchange with large numbers of associated footfall present a key opportunity to capture this audience and encourage them to stop, linger and spend time and money in the town centre rather than pass through.

While the property market in Edgware has fared relatively well during the recession, there is a recognised need to strengthen the town centre in order to maintain its function as a major centre in light of the prevailing economic climate, competition from nearby retail destinations and the projected population growth for the borough (12% between 2010 and 2026). The largest and key anchor stores currently in the town centre are Sainsbury's which is currently approximately 4,645m<sup>2</sup> gross (2,787m<sup>2</sup> net) and Marks and Spencer which is approximately 1,858m<sup>2</sup> gross (1,239m<sup>2</sup> net).

The Council updated its Town Centre Floorspace Needs Assessment (TCFNA) for the borough in 2010 (GVA Grimley 2010). This informed the amount of retail development planned for in the adopted Barnet Core Strategy. The TCFNA identified key opportunities for substantial enhancement in the comparison retail offer in Edgware, Chipping Barnet and North Finchley.

In this context, there are a number of development sites within Edgware town centre which, if managed properly, offer opportunities to deliver improvements to Edgware that will help retain existing retailers and attract new retailers to the town centre.

The biggest development opportunity lies around the Broadwalk Shopping Centre which currently has approximately 18,500m<sup>2</sup> of floorspace shared between 43 individual retailers and benefits from 1,100 car parking spaces. The car park and land to the rear of the shopping centre could potentially accommodate extensions to provide new retail units.

Other opportunities exist to redevelop derelict land around the Forumside area and land around Premier House. These sites could deliver retail and other town centre uses to contribute to the vitality and viability of Edgware town centre.

In addition to retail development the town centre is also an appropriate location for new residential development which would help provide a mixture of uses to make the town centre feel active, particularly in the evenings.

Edgware town centre is an important public transport node in the borough with the benefit of both an Tube station and bus interchange. It is therefore





New and enhanced range of shops



Space for markets and community events



Improved public realm and spaces for people to sit and meet



Vibrant local economy



Improved bus interchange and transport infrastructure



vital that plans and proposals for the town centre and interchange area are taken forward in partnership with Transport for London.

## 1.6. Vision for Edgware

A key objective of this planning framework is to enhance and expand the retail offer in Edgware. This means providing new and better shops that will attract modern retailers to the town centre. This will in turn encourage private investment by retailers in the existing shops within the shopping centre and high street. However it is important that new development provides new and improved connections to Station Road so that any retail expansion complements the existing high street rather than competes with it. Other town centre leisure uses such as a cinema, hotel and restaurants can also help attract people to Edgware. Introducing residential flats above some sites will also provide activity at different times of the day and night.

The following vision has been set for Edgware town centre which responds to local issues and opportunities as well as a sense of the town centres' local distinctiveness and character.

### Vision

Edgware town centre will be a successful and thriving place with new and expanded shops around The Broadwalk Shopping Centre integrated with Station Road and the surrounding residential suburbs by new streets and connections. Improved public space outside the Tube Station will provide opportunities for markets and local events while enhancements to the public realm and junctions along Station Road will make Edgware a place that people will enjoy shopping and spending time in.

## 1.7. Objectives of the Town Centre Framework

The following objectives underpin the Town Centre Framework and set out how the vision for Edgware will be achieved:

- Protect and enhance Edgware's position as Barnet's Major Town Centre by identifying sites for retail growth and other town centre uses to enhance the range of shops on offer and secure a vibrant local economy;
- Secure transport and infrastructure improvements so that new retail development is fully integrated with Station Road;
- Reduce congestion on Station Road and encourage more people to access the town centre by walking and cycling along attractive routes and streets;
- Encourage the development of a distinct Northern Quarter around the Hale Lane and Edgwarebury Lane area with specialist shopping and services;
- Identify and deliver new public spaces and improved public realm including new tree planting and improved environment and public space outside Edgware Tube Station;
- Provide an attractive and safe environment, encompassing the highest quality urban design, architecture and open spaces.



Looking north along Station Road, at the junction for access to the Broadwalk Shopping Centre

## 2. Understanding the issues

**This section provides analysis of the urban environment, socio-economic profile, local property market and planning policy context and looks at some of the issues affecting Edgware Town Centre.**

### 2.1. Edgware Town Centre

Edgware town centre is Barnet's largest town centre and the only one in the borough classified as a Major Centre (as defined in the London Plan). Edgware is approximately 10 miles north-west of central London and acts as one of the northern termini for London Underground's Northern Line and is directly served by 19 bus routes, most of which terminate in the centre. It also has good access to the A1, A41 and M1.

### 2.2. Urban analysis overview

The quality of Edgware town centre's connections, both to its immediate hinterland and to strategic London-wide links, are important for the town's long term economic success. The quality of the buildings, streets and public spaces within the town centre also has a bearing on the perceived attractiveness of Edgware as a place. In addition, the distribution and range of activities in the centre provides a measure of Edgware's vitality and impacts strongly on the way people use and move around the centre. These factors are looked at in more detail under the headings below.

#### Public transport and connections

Public transport connections between Edgware to the wider London area are very good with the extensive bus network serving the centre, a total of 19 day time services, and the Northern Line underground service. However pedestrian links to the town centre from the surrounding residential neighbourhoods are more limited. This is partly due to the large area occupied by the Broadwalk Shopping Centre, its car park and the TfL bus and tube depots, which, along with the railway tracks, create a barrier which limit access to the town centre, particularly from the east. This large area is dominated by access for vehicles

and surface car parking and has a character more suited to an out of town retail area than a town centre.

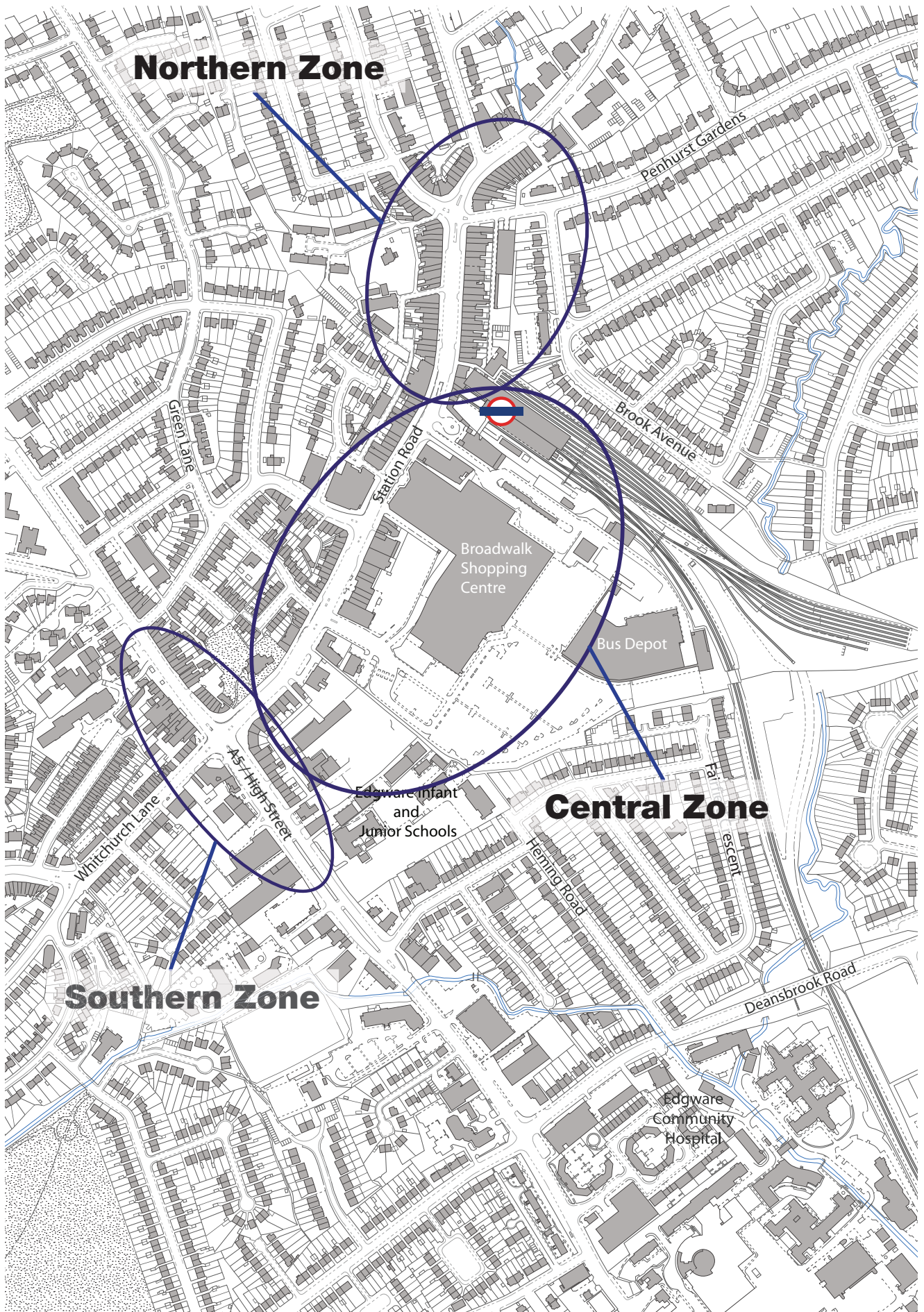
Edgware has a fully functional but uninspiring bus interchange, which is adjacent to but distinctly separate from the tube station. Although well used, it is generally not as welcoming to passengers as it could be. The existing site of the bus station is fairly constrained and is operating at full capacity with no scope for future proofing within the existing footprint.

The volume of buses that travel along Station Road has an impact on the quality of the environment within the town centre which contributes to Edgware being perceived as a less attractive destination compared to other competing town centres.

Current access arrangements for buses mean that 17 of the 19 services go through the bus station using the entrance adjacent to the Tube station. These bus movements conflict with pedestrians who have to cross this busy access road and creates a barrier to movement which results in severance between the shopping centre and the Tube station. The turning movements also contribute to congestion on Station Road as other vehicles have to wait when buses are turning into and out of the access road. This is further compounded by the fact that the current routing of the buses mean that almost all buses have to travel along the length of Station Road.

There would be some environmental and amenity benefits for the town centre if the junction between the bus station access road and Station Road could be improved and made safer for pedestrians. In the longer term reviewing the existing bus routes and considering new routes through the town centre could help make Station Road a more pleasant place to shop and spend time.





Character zones within Edgware Town Centre

## Townscape and public realm

Edgware's growth as a suburban centre was precipitated principally by the opening of the Tube station in 1924. By this time Station Road had developed into the town's principal shopping street with a cinema facing the original train station. However, passenger services from the over ground station ceased to run in 1939 and goods traffic ceased by 1964. The overland station building was demolished in 1961 and the Broadwalk Shopping Centre was built on the site in 1990.

The town is characterised by three to four storey interwar brick built buildings typical of London suburbs. This pattern of development results in well defined commercial streets with ground floor shops and frequent doors providing access to the offices and residential flats on the floors above which all have windows directly overlooking the street. This character is most evident along the length of Station Road north of the Tube station. This type of layout works well at creating a lively, varied and durable high street that is of a human scale, can accommodate a wide range of activities and adapts well to change. However, these high street retail units are less well suited to the requirements of today's major retailers who favour larger, purpose built units with servicing facilities. The Broadwalk Shopping Centre currently provides for these types of larger unit with rooftop servicing.

## Character zones

Edgware town centre can be divided into three broad character zones covering the northern, central and southern parts of Station Road. Each of these areas provide different uses and have slightly different functions in the town centre. The three areas are each described in more detail below.

### - Northern Zone -

The stretch of Station Road north of the Tube station is perhaps the most intact part of Edgware town centre with consistent and architecturally high quality buildings forming the shopping parades either side of the high street. It also has the greatest concentration of Edgware's independent traders with a high proportion of specialist ethnic and kosher retailers and restaurants located at the northern end of Station

Road and along Hale Lane and Edgwarebury Lane forming a discrete and distinctive character area.

The environmental quality of the public realm within this area is generally good with wide pavements that have recently been resurfaced. However, unlike other suburban town centres there is a noticeable lack of street trees in Edgware.

With small building plots and multiple land and lease ownerships, there are few opportunities for major development or change in the Northern Zone.

The focus in this area should be on enhancing the environment and protecting and strengthening the independent retail offer.

### - Central Zone -

The central area between the Underground Station and St Margaret's Church is more varied in character. The Broadwalk Shopping Centre, Premier House and the development on the former cinema site differ significantly from the character of the Northern Zone. The scale and form of Premier House at 14 storeys, in particular deviates from the more traditional prevailing two and three storey high street developments.

The Broadwalk Shopping Centre is located within this area on the east side of the high street. The shopping centre frontage lacks presence within the context of Station Road and is easily overlooked. The main entrance is at a lower level to the road and as a result it is divorced from the street environment. The central mall through the shopping centre leads to a large car park to the rear. The shopping centre and associated car park takes up a significant area of land and there are few public streets or routes through this part of the town centre.

There is less of a prevailing character in this central area although it tends to be dominated by national high street retailers rather than independents. However, there are several individual buildings of note which contribute positively to the area including the Grade II Listed buildings of the former Railway Hotel and St Margaret's Church. The former Railway Hotel is a picturesque interwar half-timbered roadhouse and considered to be one of the best examples of its type in the country. The building has been vacant for





The northern zone north of Edgware Tube station



The central area of Station Road, with the existing frontage to the Broadwalk Shopping Centre



The southern end of Station Road including the former Railway Hotel

a number of years and is in need of refurbishment. Development which enables this property to be brought back into use whilst respecting the character and setting of the building will be encouraged.

Whilst there have been some recent improvements, the environmental quality and public realm in this central zone is generally poor. Pedestrian crossing facilities and the physical relationship between the Tube station, Bus Station and the shopping centre is also poor.

The Central Zone contains the majority of the development opportunities within the town centre. This mainly comprises the three key sites of: The Broadwalk Shopping Centre, the sites in and around Forumside, and the land around Premier House. The Argos store at 158 Station Road which sits between the shopping centre and Edgware Tube station is also an important site which, if it came forward for redevelopment in the longer term, has the scope to be developed in a way that could radically improve the relationship and linkage between the shopping centre and the Tube station and improve the pedestrian environment at this key junction in the town centre.

Redevelopment of these key sites within the Central Zone have the potential to transform the town centre and bring about positive change that would benefit the Northern and Southern zones.

#### - Southern Zone -

The third principal character area in the town centre is the southern end of Station Road and the Edgware Road (A5) area, of which the western side of the A5 is in the London Borough of Harrow. Edgware Road is a busy dual carriageway south of the junction with Station Road. The area is a marginal retail location and has developed a role as a location for bulky goods, retail warehousing and self storage. The environmental quality of this part of the town centre is dominated by the busy road and buildings that have not been particularly well maintained. Edgware Junior and Primary School is located to the south east of this zone.

The area to the north of the Edgware Road/Whitchurch Lane junction is within the Edgware High Street Conservation Area within the London Borough of Harrow.

Beyond the commercial centre of Edgware are established, leafy and generally attractive and well maintained areas of suburban housing. These attractive housing areas are characterised typically by spacious Edwardian and post-war two storey detached and semi-detached housing with established gardens.

### 2.3. Land ownership

The Broadwalk Shopping Centre and with it a large portion of the land with the greatest development potential within the town centre, is owned by Scottish Widows Investment Partnership (SWIP) who acquired the centre in May 2012. Sainsbury's are a key leaseholder within the existing shopping centre and will be central to any redevelopment proposals.

London Underground own the freehold to the Argos building (158 Station Road) which could be redeveloped in conjunction with improvements to the plaza in front of the Tube Station and the bus station access road. London Buses, who own the bus station and depot, also have a major stake in the town centre and would need to be key partners, along with TfL in any alterations to the transport interchange.

Premier House, the adjacent parade of shops on Station Road and the car park behind it also present opportunities for development that could integrate with the high street. Premier House and the car park to the rear is owned by Reichmann Properties.

The Forumside area is made up of a number of sites which are under multiple land ownerships, some of which are unknown. However Sainsbury's own a major part of the land in this area which could help unlock its potential. The former Post Office site and health clinic to its rear also offer opportunities for development that could be incorporated into a wider masterplan. The freehold of the health clinic building is owned by London Buses.

## 2.4. Socio-economic profile

The following provides a summary of Edgware's socio-economic context, initially specifically the town centre (using the four relevant lower level super output areas each of which typically comprise approximately 1,500 people) followed by the ward of Edgware:

Edgware town centre:

1. The average household income in Edgware town centre is 17% less than the average for the borough.
2. Edgware town centre has a higher than average number of job seekers allowance claimants compared to the borough.
3. Edgware town centre ranks 34% in the index of Multiple Deprivation 2007 which is worse than the borough average of 45%.
4. Edgware town centre has a significantly higher than average proportions of Mosaic Group C – 'older families living in suburbia' and Group D – 'close-knit, inner city and manufacturing town communities'.
5. However Edgware town centre has a lower than average proportion of Group A – 'career professionals living in sought after locations compared to the borough average' and Group E – 'educated, young, single people living in areas of transient populations'.

Edgware's catchment (ward) population:

1. Edgware Ward population accounts for 5% of Barnet's population which equates to approximately 16,000 people.
2. The average household income in Edgware Ward is 5% less than the average for the borough.
3. Edgware Ward has a better (lower) than average number of job seekers allowance claimants compared to the borough.
4. It ranks 44% in the Index of Multiple Deprivation 2007 which is broadly in line with the borough average.
5. Edgware Ward has a significantly higher average proportion of Mosaic Group A – 'career professionals living in sought after locations'.

6. However Edgware Ward has a lower than average proportion of Group E – 'educated, young, single people living in areas of transient populations'.

Edgware is home to one of London's major Jewish communities and contains the country's first "eruv", a boundary within which Orthodox Jews can do basic tasks otherwise forbidden by the Sabbath. The local Jewish population is an important characteristic which is shaping the nature of the town centre and the type of shops that are on offer.

Analysis of the local socio-economic profile reveals the differences between the characteristics of those living within the town centre and those living around it within the wider catchment. Broadly speaking Edgware's residential hinterland includes people earning good incomes who are well placed to support the town centre economy. However, given the intense competition between centres and the choice of other retail destinations on offer, people are choosing not to spend their money in Edgware. It is therefore very important that Edgware town centre continues to attract new investment in order to establish itself as the town centre of choice for local people if it is to take full advantage of its catchment area.

There is a real opportunity for Edgware drawing on its excellent transport connections, to fulfil a potential to support the growing residential communities and expanding population in key areas such as Colindale and Mill Hill East.



## 2.5. Property market overview

### Retail market

Edgware town centre has a reasonable retail offer. The Broadwalk Shopping Centre provides a managed retail environment with a range of well known national retailers supported by dedicated car parking facilities. Sainsbury's and M&S are key anchors within the centre. The Station Road area provides a typical 'high street' shopping environment within the town centre with retail units of standard high street configuration of approximately 93-140 m<sup>2</sup> (1,000-1,500 sq ft). These units contain some well known high street names but the high street is predominantly characterised by smaller, independent retailers. It is these independent traders who contribute significantly to the character of the centre. There are also a high proportion of specialist ethnic and kosher retailers and restaurants located at the northern end of Station Road and along the retail pitches of Hale Lane and Edgwarebury Lane.

In recent years the proportion of non-shopping uses (cafes, restaurants, pubs, estate agents, betting shops etc) along Station Road has increased as the number of traditional retail shops has declined. The level of A1 uses has dropped by approximately 7% since 2007 whilst the number of A3 cafes and restaurant units has increased from 27 shops to 44 shops. As a result the centre has a lower proportion of comparison retailing than is considered average for town centres of Edgware's size and type. These changes in part

reflect the challenges that traditional high streets are facing across the country with increasing competition from online retailing and out of centre shopping developments. With the decline in traditional retailing, high streets are increasingly becoming places where people go for services and facilities that they can't buy online. This is reflected in the increasing proportion of cafes, restaurants and other services. These uses have now become an integral part of the retail experience and if planned well, can help drive footfall and dwell time to the advantage of a town centre. However the appropriate mix, range, type and quality of the offer (retail or leisure) is important.

Edgware is facing increasingly stiff competition from other town centres in Watford, Borehamwood, St Albans, Harrow, Uxbridge and central London. Major retail-led investments are planned at Brent Cross Cricklewood which will intensify this competition. Table 1 below sets out the significant retail destinations that have the potential to capture shoppers from Edgware's catchment.

Whilst Edgware has generally performed well in difficult economic times and vacancy levels remain low (6% compared to the national average of 15%), the centre's greatest opportunity is to claw back some of the retail expenditure which some local people are currently choosing to spend elsewhere. In the face of stiffening competition the town centre needs investment to retain, and ideally strengthen, its retail position.

**Table 1 - Competing retail destinations**

Shopping Centre	Floor Area (sq ft)	Distance from Edgware (miles)
Brent Cross Shopping Centre, Hendon	880,000	4
Borehamwood Shopping Park, Borehamwood	180,000	5
Central Square, Wembley	110,000	6
Waterfields Shopping Park, Watford	80,000	6
Harlequin Shopping Centre, Watford	725,000	6
Westfield, Shepherds Bush	1,600,000	9
The Chimes Shopping Centre, Uxbridge	440,000	9
Colney Fields Shopping Park, London Colney	60,000	10

Source: CoStar Focus 2010

## Other town centre uses

The Grade II listed Railway Hotel at 38 Station Road has planning consent for extensions and conversion to a 100 bed hotel. This permission was granted in 2008 and renewed in February 2012 however the site has been on the market for a number of years. Having regard for the London Plan strategic target of 40,000 net additional hotel bedrooms in London by 2031 and given Edgware's excellent public transport links, a further hotel development in the town centre would be appropriate.

There is currently no cinema in Edgware. If planned with other leisure uses such as restaurants and health and fitness clubs, a new cinema could help attract people into the town centre as part of a healthy evening economy.

Local agents indicate that there is a weak office market in Edgware and that supply is currently greater than demand. Through the provision of alternative formats of office an business space such as enterprise hubs or innovation centres, town centre floorspace

can be made more attractive to home workers and small businesses. Our objective is to provide the employment floorspace in terms of flexibility and attractiveness that meets the changing needs of modern business. Getting the format of the work space right for small to medium businesses is key to future prosperity.

Where existing office blocks are vacant appropriate alternative uses, as part of a mixed use commercial scheme, could be considered subject to complying with relevant Local Plan policies.



## 2.6. Planning policy context

### National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how they are expected to be applied. The NPPF was adopted in March 2012 and replaced all previous Planning Policy Guidance Notes and Planning Policy Statements with a single document.

A key focus of the NPPF is to support sustainable economic growth and it clearly states that the Planning system should operate to encourage and not act as an impediment to sustainable growth. To help achieve economic growth, local planning authorities are required to plan proactively to meet the development needs of business and support an economy fit for the 21st century.

In order to ensure the vitality of town centres, the NPPF states that Local Planning Authorities should allocate a range of suitable sites in their Local Plans to meet the scale and type of retail, leisure, commercial, office, tourism, cultural, community and residential development needed in town centres. It also states that it is important that needs for retail, leisure, office and other main town centre uses are met in full and are not compromised by limited site availability. Local planning authorities should therefore undertake an assessment of the need to expand town centres to ensure a sufficient supply of suitable sites. It also suggests that where town centres are in decline, local planning authorities should plan positively for their future to encourage economic activity.

The NPPF retains the sequential test approach to retail development that was present in previous national guidance. This requires applications for main town centre uses to be located in town centres first, then in edge of centre locations, and lastly in out of centre locations if no other suitable locations are available.

Taking into account the sequential approach advocated by national guidance, retail-led development proposals coming forward within Edgware town centre would be considered to be located within the Borough's most appropriate and preferable location.

### Local Plan

As required by the NPPF, the adopted Barnet Core Strategy (September 2012) seeks to establish the capacity for new retail development in the Borough based on levels of expenditures and population forecasts.

Core Strategy Policy CS6 – 'Promoting Barnet's Town Centres' sets out the Council's overarching commitment to promote successful and vibrant town centres throughout the Borough. The Council is committed to realising development opportunities within the town centres of Edgware, North Finchley, Finchley Church End, and Chipping Barnet.

In terms of convenience retail (i.e. food and everyday items), policy CS6 identifies that there is capacity for approximately 2,200m<sup>2</sup> net of new floorspace across the Borough up to 2026 taking account of existing pipeline (permitted or identified) development. Most of the capacity for new convenience floorspace is expected to come forward in the east and west of the Borough within the centres of North Finchley and Edgware.

In terms of comparison floorspace (items that people tend to compare prices on such as clothes and electrical goods) Core Strategy Policy CS6 identifies that there is capacity for an additional 16,800m<sup>2</sup> of new comparison goods floorspace in the borough in the period up to 2026. The majority of this capacity arises in the East, West and South West sub areas. Policy CS6 also makes clear that in addition to this capacity, the Council will support additional comparison goods provision in the principal town centres of Edgware, North Finchley and Chipping Barnet if supported by continued expenditure growth.

The Development Management Policies Development Plan Document (DM Policies DPD) sets out the borough-wide planning policies that implement the vision and strategic place shaping objectives of the Core Strategy. The DM policies will be used for day to day decision making by the Planning Service and provide additional detail and guidance on how the Council will make decisions on applications for planning permission.

Policy DM11 sets out the key principles for development in town centres and encourages a mix of appropriate uses within town centres to support their continued vitality and viability.





## 2.7. Edgware Town Team, Business Survey analysis and trader consultation

The Edgware Town Team (formerly the Edgware Business Forum) was set up in August 2010 as a Community Interest Company comprising local traders and businesses. Its overall aims are the pursuit of economic and social betterment of Edgware Town Centre for the benefit of those living and working in the area. Its role in achieving this includes undertaking promotional activities to encourage visitors into the town, encouraging and enabling cooperation, networking and inter-trading between Edgware's businesses and acting as a representative for business with Barnet Council, the police and other groups and bodies.

A series of regular Town Team meetings have taken place since August 2010 focusing on the immediate and medium term issues that are associated with Edgware's consistent underperformance as a major town centre. These include vacancy rates, streetscene maintenance and improvements, parking and promotion of the town.

In partnership with the Town Team, the Council surveyed all businesses in Edgware in order to help identify the issues considered most important to improving trading conditions and activity in the town centre. Around 70 businesses, mainly small and independent traders, responded to the survey. The results revealed that improvements to parking provision, better management of the local road network, better marketing and promotion of the centre and making the streets safer and more secure for all users were the priority improvements which would assist in attracting more shoppers to the centre. Anecdotal evidence from traders suggest that the Broadwalk Shopping Centre and the high street along Station Road operate independently of one another for the majority of visitors.

## 2.8. Conclusion

The Core Strategy encourages the realisation of development opportunities in Barnet's priority town centres including Edgware. The NPPF also encourages Local Planning Authorities to favourably consider planning applications that secure sustainable economic growth.

In order to maintain its position as a Major Town Centre in Barnet and to prevent leakage of retail spend to Brent Cross Shopping Centre as well as other shopping centres outside the borough, the town centre offer in Edgware needs to be improved. The Council's priority, as set out in the Core Strategy, is for new comparison retail floorspace to improve the range and quality of stores available in the town centre. There is currently only limited identified capacity for new convenience floorspace in Edgware. However it is recognised that convenience retail expansion around the existing Sainsbury's store on the Broadwalk Shopping Centre site could play an important role in unlocking the wider development and enhancement opportunities in the town centre.

The redevelopment of underutilised land in the town centre around the The Broadwalk Shopping Centre, Premier House and the Forumside area represents the best opportunity to deliver substantial change in Edgware and improve the range and quality of shops on offer. However any retail expansion will need to be supported by enhancements to the town centre, including new and improved connections to Station Road as well as the Tube station and bus station, to ensure that the wider town centre as a whole will benefit.

Commercial floorspace in Edgware also provides the opportunity to respond to the needs of modern business providing the flexible and affordable work space formats that can nurture growth amongst small to medium enterprises. There is also opportunity for Edgware to provide a healthy evening economy with a new cinema as part of a mixed use commercial development to act as a key visitor attraction.



## 3. The Spatial Strategy

This section provides a spatial strategy for Edgware town centre based around the three key sites and seven elements of infrastructure.

### 3.1. Introduction

The Spatial Strategy shown opposite is a visual representation of the vision and objectives for Edgware town centre. It identifies potential land for new mixed use development (dark brown on the plan) which could deliver new shops and other town centre uses which will enhance Edgware's role as a successful and thriving town centre.

The spatial strategy also identifies new streets, spaces, infrastructure and physical improvements that are required to ensure that new development is integrated with the rest of the town centre. These are the Elements of Infrastructure.

### 3.2. Development opportunities and key sites

A key objective of this strategy is to enhance and expand the retail offer in Edgware. This means providing new and better shops that will attract modern retailers to the town centre. This will in turn encourage private investment by retailers in the existing shops within the shopping centre and high street. However it is important that new development on the key sites identified provide new and improved connections to Station Road so that any retail expansion compliments the existing high street rather than compete with it.

Other town centre leisure uses such as a cinema, hotel and restaurants can also help attract vitality to Edgware as part of a healthy evening economy. Introducing residential flats above some sites will also provide activity at different times of the day and night.

There are three key sites located within the Central Character Zone which could be brought forward for development over the next ten years. These are:

- a) The Broadwalk Shopping Centre;
- b) The Forumside sites; and
- c) Land around Premier House and along Station Road.

These sites can accommodate development including a mix and range of uses that will help deliver the vision and objectives of this framework.

The opportunities for each of these sites are described in the next section setting out the issues and proposals for each site along with their associated benefits and challenges.



Existing high street environment within part of the Central Zone near Premier House

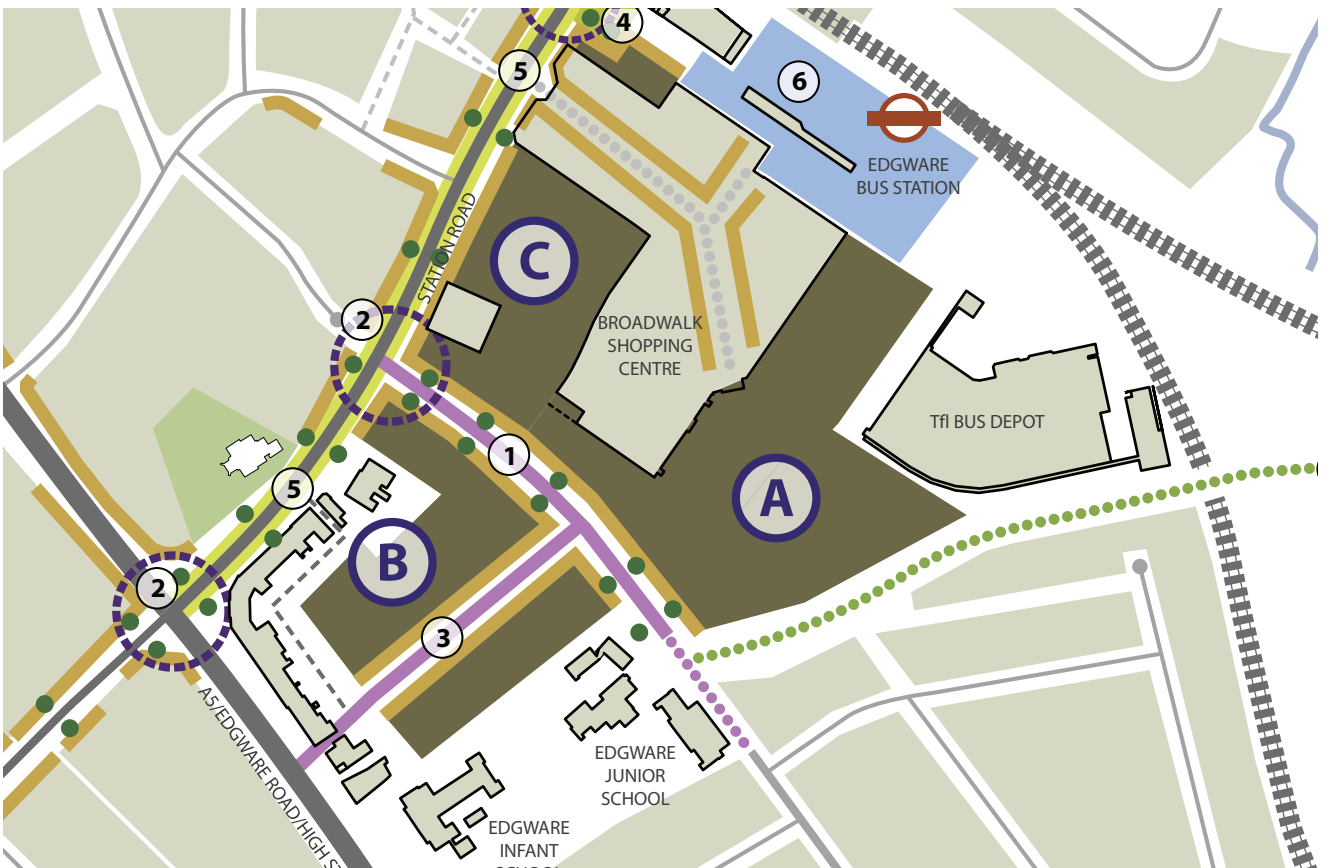
# Spatial Strategy for Edgware town centre



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Extent of the development opportunity around the Broadwalk Shopping Centre



Extract from the Spatial Strategy highlighting the Broadwalk Shopping Centre car park site (A) and related Elements of Infrastructure



## **A** Broadwalk Shopping Centre

### Issue

Edgware town centre is facing increasing competition from other town centres and out of centre shopping complexes where shoppers and local residents are choosing to spend their money. The Broadwalk Shopping Centre serves as the only location in Edgware town centre that meets the requirements of modern retailers in terms of size and type of units. The shopping centre is anchored by M&S and Sainsbury's. Other retail units within the complex, whilst generally well let, tend to be occupied by what may be described as 'value' retailers.

Shop units along the high street are generally too small and do not have the necessary servicing facilities to accommodate modern retailers. Whilst the shop vacancy rate within the retail frontage of the town centre is below the national average of 15%, there is a high proportion of café/restaurant uses which has increased noticeably over the last 5 years with a corresponding reduction in the number of A1 shop occupiers. These factors, combined with other general changes in retail trends, mean that the current comparison retail offer in Edgware is limited. Many shoppers are choosing to shop in competing centres such as Brent Cross, Borehamwood and Watford. The retail offer in Edgware needs to be improved to help attract people back to the town centre. Other leisure uses including a cinema, restaurants and cafes can also help drive footfall and dwell time in the town centre. The mix, range, type and quality of retail offer will be important.

### Proposal

The area behind the Broadwalk Shopping Centre is dominated by a large surface car park. This area is cut off from the high street and the surrounding residential neighbourhood with poor pedestrian access. As a result there is a large area of land in a highly accessible town centre location which is currently underutilised. There is therefore an opportunity to consolidate the car parking and enable additional development

to be accommodated within this highly sustainable location.

The car park site is most likely to suit an extension to the Broadwalk Shopping Centre. This would enable new comparison retail floorspace to be delivered improving the retail offer for the town centre. Convenience retail floorspace expansion may also be considered in order to enable the comprehensive redevelopment of the site and deliver the objectives of this Framework.

Leisure uses such as a cinema and associated food and drink would also be considered appropriate on parts of this site.

New buildings should be of an appropriate scale having regard to the neighbouring residential properties to the south east.

It is crucial that this area is well connected to Station Road in order that it complements the existing shops and services and offers greater opportunities for easy access to the existing high street. Redevelopment of this site should work alongside development of the Forumside and former Post Office site to deliver a new route from Station Road to Heming Road (see Element 1) and positively address it by providing buildings with active frontage onto the street.

The existing pedestrian route through the Broadwalk Shopping Centre should be extended through the new retail space to connect with the new street proposed in Element 1. This route should also be fronted by active uses and connect with the new route through the Forumside sites to the A5/High Street (see Element 3).

Any proposals for this site would also be expected to improve the existing entrance of the Broadwalk Shopping on Station Road to improve its relationship with the high street.

It is expected that any redevelopment of the site would continue to provide a similar quantum of car parking as currently exists. The dual function of the car parking spaces serving both as a commuter car park for TfL and wider town centre car park will also be required to be maintained.



Broadwalk Shopping Centre from Station Road



Inside the Broadwalk Shopping Centre



## Benefits

- An extension to the shopping centre could provide comparison retail floorspace within new, purpose built retail units which would attract new retailers to the town centre and expand the range and quality of shops on offer.
- With new connections to Station Road, shops in the existing high street could benefit from the increased visitor and shopper numbers. In the longer term the increased spend in the town centre could incentivise existing traders to improve the existing shops and frontages.
- The possible introduction of new leisure uses such as a cinema could attract people into the town centre outside of the standard shopping hours and help promote a healthy evening economy for Edgware.
- The development would provide contributions through CIL and other planning obligations which would help deliver other elements of this strategy.
- Development of this land could act as a catalyst for developing the other key town centre sites as well as reinvigorating the wider town centre.

## Challenges

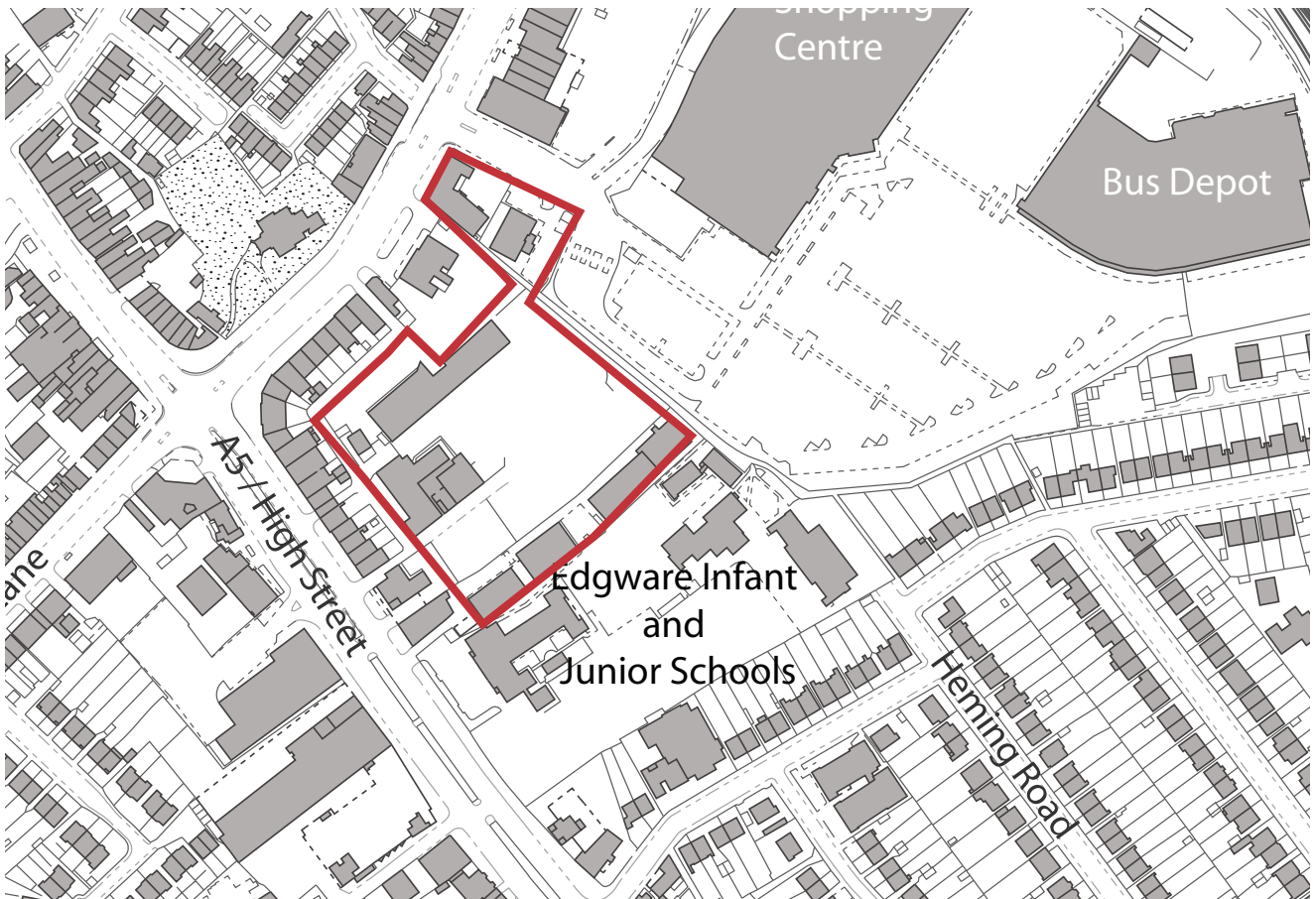
- If not designed carefully, an expansion of the Broadwalk Shopping Centre has the potential

to take shoppers away from the existing high street.

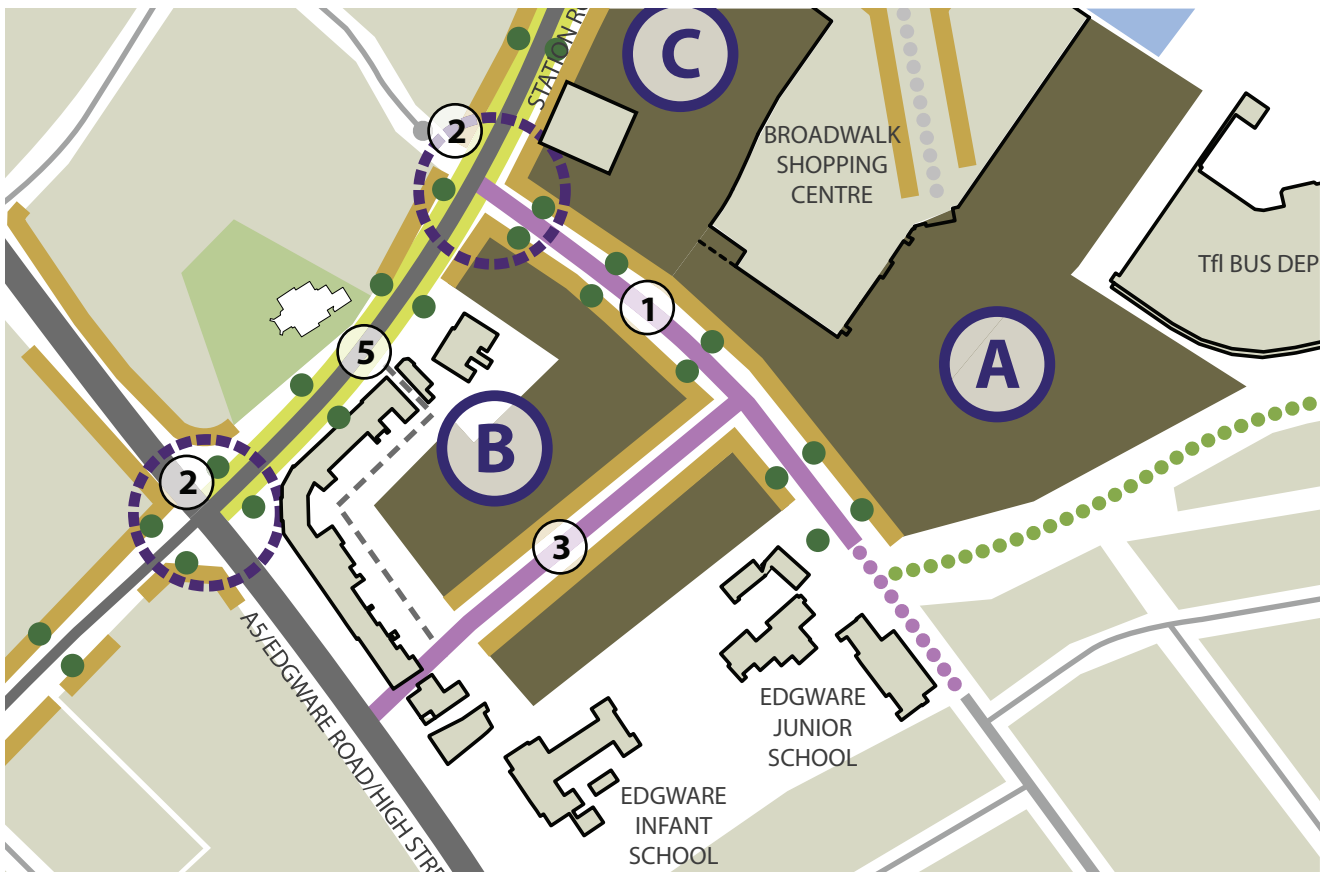
- Development of this site must provide new and enhanced connections to Station Road and contribute to the creation of a new retail circuit within the town centre. Improved connections to the bus station and tube station will also be important.
- The existing Sainsbury's store will be key to unlocking the wider comprehensive masterplanning of the Broadwalk site. Any expansion in convenience retail floorspace will need to be carefully considered against the objectives of this Framework and the ability to deliver the Elements of Infrastructure.
- There are a large number of trees across the current surface car park which would need to be removed. New trees could be planted throughout the town centre to off-set the loss and help 'green' up the high street.
- The relationship to residential properties to the south east in Heming Road and Fairfield Crescent needs to be carefully considered and addressed and any proposals will need to step down in scale to the boundary with these houses.
- Given the size and complexities of the site and uses currently operating within it, the objectives will not be achieved in one go. Development will have to be considered as part of a phased masterplan.



Car park entrance to the Broadwalk Shopping Centre



Extent of the opportunity on the Formside sites



Extract from Spatial Strategy highlighting FormsidE site (B) and related Elements of Infrastructure

## **B** Forumside sites

### Issue

There is a collection of sites around Forumside on the south side of Station Road to the south west of Church Way which have been vacant and derelict for a number of years. This area, when combined with the shopping centre car park, makes up a large urban block within Edgware town centre that is underutilised, isolated from the surrounding area with few routes through it.

The area consists of vacant land, derelict buildings and some light industrial/office uses. The sites are enclosed on the north west by Grade II Listed Railway Hotel and the three storey buildings fronting Station Road, to the south west by buildings fronting onto the A5, and to the south east by Edgware Junior and Infants Schools. The area is around 1ha and is in multiple ownerships including a significant area of land owned by Sainsbury's. This land, when combined with the former Post Office site and health clinic, presents a significant development opportunity.

### Proposal

The site could incorporate residential-led development with an appropriate mix of town centre uses including a hotel use. Development should be of an appropriate scale to respect the existing buildings along Station Road and the setting of the Grade II Listed Railway Hotel.

The redevelopment of the Forumside sites will be expected to aid the delivery of the new street proposed under Element 3 of the Spatial Strategy which connects the Broadwalk Shopping Centre car park to the A5. New buildings should provide active frontages to this new route.

Development of the Forumside sites could include the former Post Office building and the single storey health clinic building located behind. This would enable a more comprehensive development to be delivered. The Post Office has relocated to new premises on Station Road. Engagement with the relevant NHS health trust would be required

to establish the requirements of the existing health clinic and how the existing use and facilities can best be reprovided, either within new development or elsewhere.

Redevelopment of the Forumside sites, former Post Office and health clinic sites should be designed to take account of the neighbouring land interests so that proposals do not prejudice development coming forward. The Council will encourage land owners to work collaboratively so that this area to be comprehensively planned whilst allowing separate developments to come forward on each site.

Proposals on these sites should also take account of the potential development of Premier House and the Broadwalk Shopping Centre to enable the delivery of the new street proposed in Element 1 and the improved junction proposed under Element 2 of the Spatial Strategy. New buildings should provide active frontages to this new route.

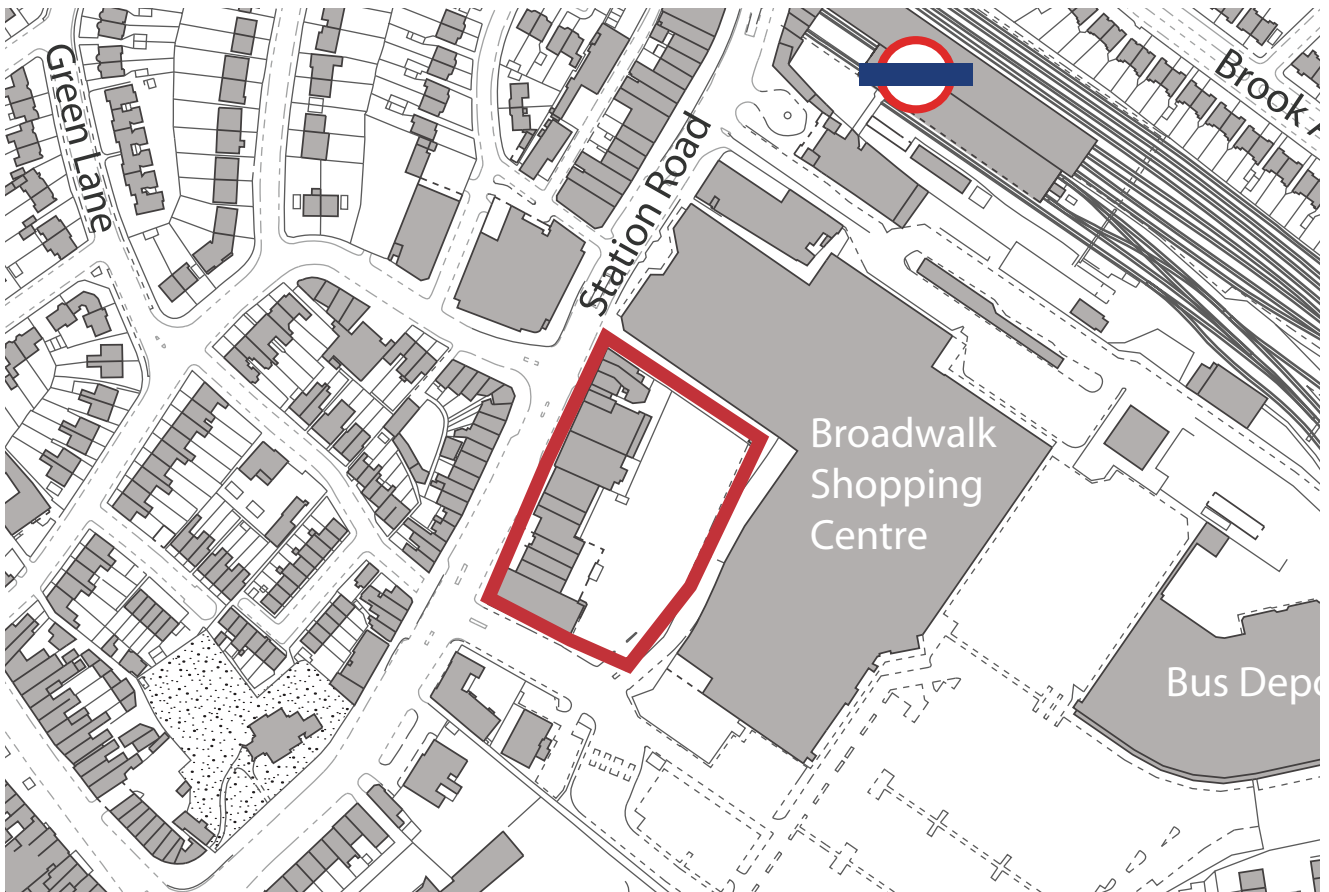
### Benefits

- New residential and town centre uses on the site would help bring activity and security to the town centre.
- Development would involve the re-use of derelict and brownfield land in a sustainable town centre location.
- Development would provide contributions through planning obligations which could deliver other elements of this strategy.

### Challenges

- Challenges around land assembly and multiple land owners. Comprehensive redevelopment of the Forumside area will require land owners to come together.
- The existing Telephone Exchange will need to be relocated / consolidated.
- Development will need to respond sensitively to the Edgware Junior and Infant School.
- Relationship to Grade II Listed former Railway Hotel. This site would work better when incorporated as part of a wider development.





Extent of the opportunity around Premier House and Station Road frontage



Extract from Spatial Strategy highlighting land around Premier House site (C) and related Elements of Infrastructure

## Land around Premier House and along Station Road

### Issue

Premier House is a 14 storey office block with some integrated commercial units on the ground floor. The building is a prominent feature on the Edgware skyline and is in need of updating. The row of buildings along the South East side of Station Road between the Broadwalk Shopping Centre and Premier House are predominantly two storey buildings providing retail units on the ground floor. A large private car park is located to the rear of these buildings and is accessed via the Broadwalk Shopping Centre car park access road.

Premier House is relatively well let, but over the last few years it has tended to be smaller, more local occupiers that have taken shorter more flexible leases as the office market in Edgware and north London has declined.

### Proposal

Subject to discussions with landowners, the redevelopment of Premier House and the adjacent parade as part of a comprehensive scheme which incorporates the car park to the rear, presents an opportunity to provide improved commercial units along Station Road and transform an important section of the building frontage within the town centre.

This combined site could accommodate a mix of uses including some active retail at the ground floor facing onto Station Road with high quality office or residential uses above. There is also scope for a modern conference and community function hall facility given the site's highly accessible location close to the Underground Station and bus interchange. This would provide a flexible community facility for Edgware.

Retail development on the site would need to be considered against other proposals in the town centre and the retail capacity set out in the Core Strategy. If planned in conjunction with the Broadwalk Shopping Centre, the site could deliver

a comprehensive extension to the Broadwalk Shopping Centre with a new connection to Station Road and contribute towards creating a retail circuit within the town centre.

Subject to meeting the relevant Core Strategy and Development Management policy tests, there is potential to convert part of Premier House to residential uses whilst ensuring remaining work space is responding to the needs of modern business in terms of the formats available. This partial conversion and refurbishment could fund re-cladding the exterior of the building to turn Premier House into a high quality landmark and improve the general townscape of Edgware.

The current retail unit on the corner of Station Road and the entrance into the shopping centre car park presents a blank wall to the street in what is an important and prominent location with the town centre. Any proposals for Premier House would be expected to improve this unit to provide a greater active frontage by removing the current blank wall and better addressing this corner location. Proposals should also integrate with the development of the new street proposed in Element 1.

Any redevelopment of the car park to the rear of Premier House would be expected to continue to provide a similar quantum of car parking as currently exists.



Premier house

## Benefits

- New high quality buildings and improved shop frontage to Station Road.
- Possible connection from Station Road through to the Broadwalk Shopping Centre and car park.
- New residential use in the town centre would bring activity and security.
- Re-cladding of Premier House to create a high quality landmark building.
- The development would provide contributions through planning obligations which could deliver other elements of this strategy.

## Challenges

- The car park site can only be comprehensively redeveloped if it is combined with the frontage along Station Road. There is therefore a need for land assembly. The land owners will need to come together in order to deliver a comprehensive scheme and fully realise the potential of the site.
- Development would need to provide a similar quantum of car parking to that of the existing car park to the rear of Premier House..
- Any loss of office space will need to be carefully considered against the relevant policy tests and new formats for work space should be provided.



Parade along Station Road adjacent to Premier House



### 3.3. Elements of Infrastructure

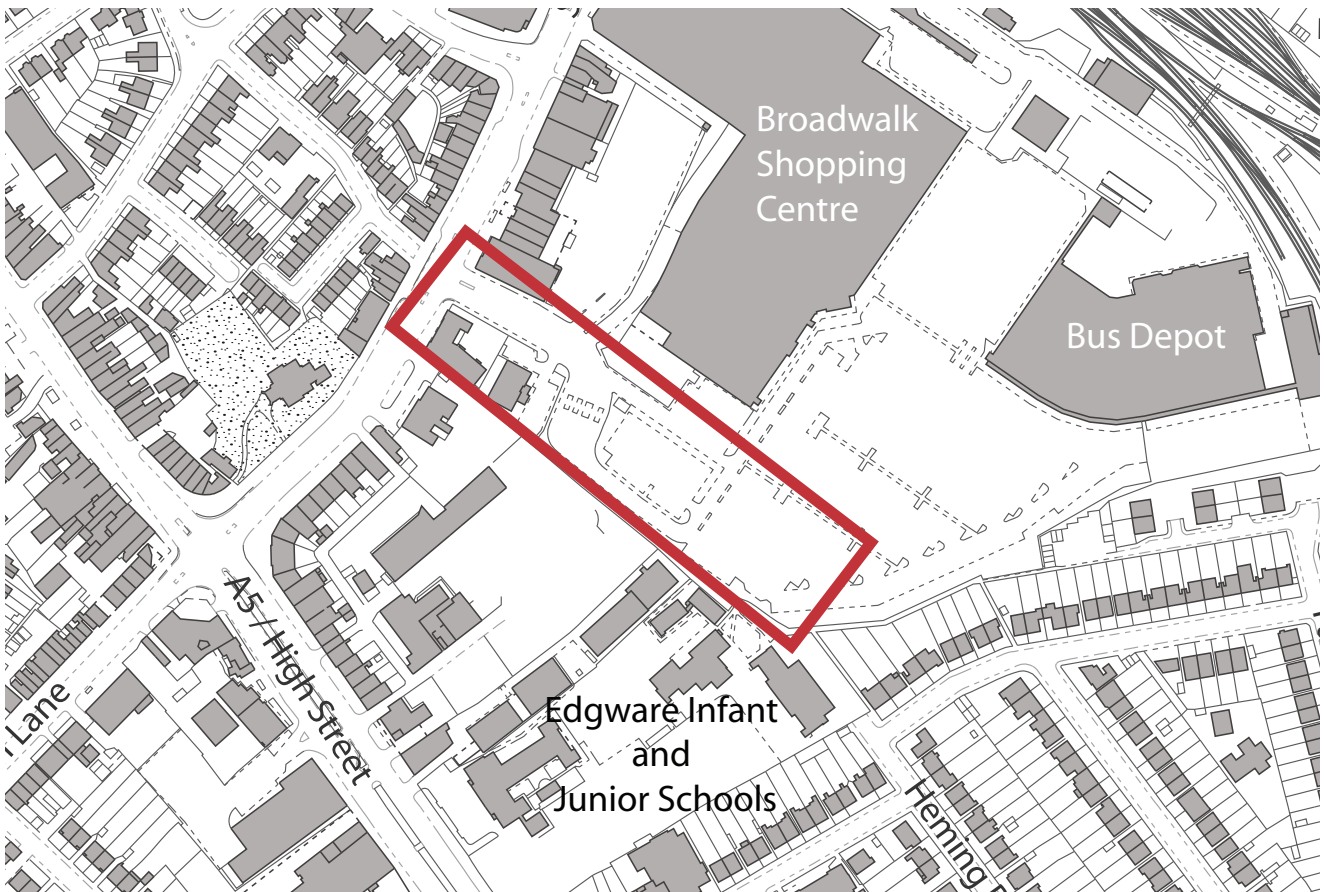
The Spatial Strategy incorporates the following Elements of Infrastructure and improvements:

1. A new street from Station Road into the Broadwalk Shopping Centre site
2. Junction improvements along Station Road
3. A new street through Forumside connecting the Broadwalk Shopping Centre car park site to the A5
4. Improved public open space around Edgware Station
5. Improved public realm along Station Road
6. Improved bus interchange
7. A new pedestrian/cycle route from Deans Lane to the town centre

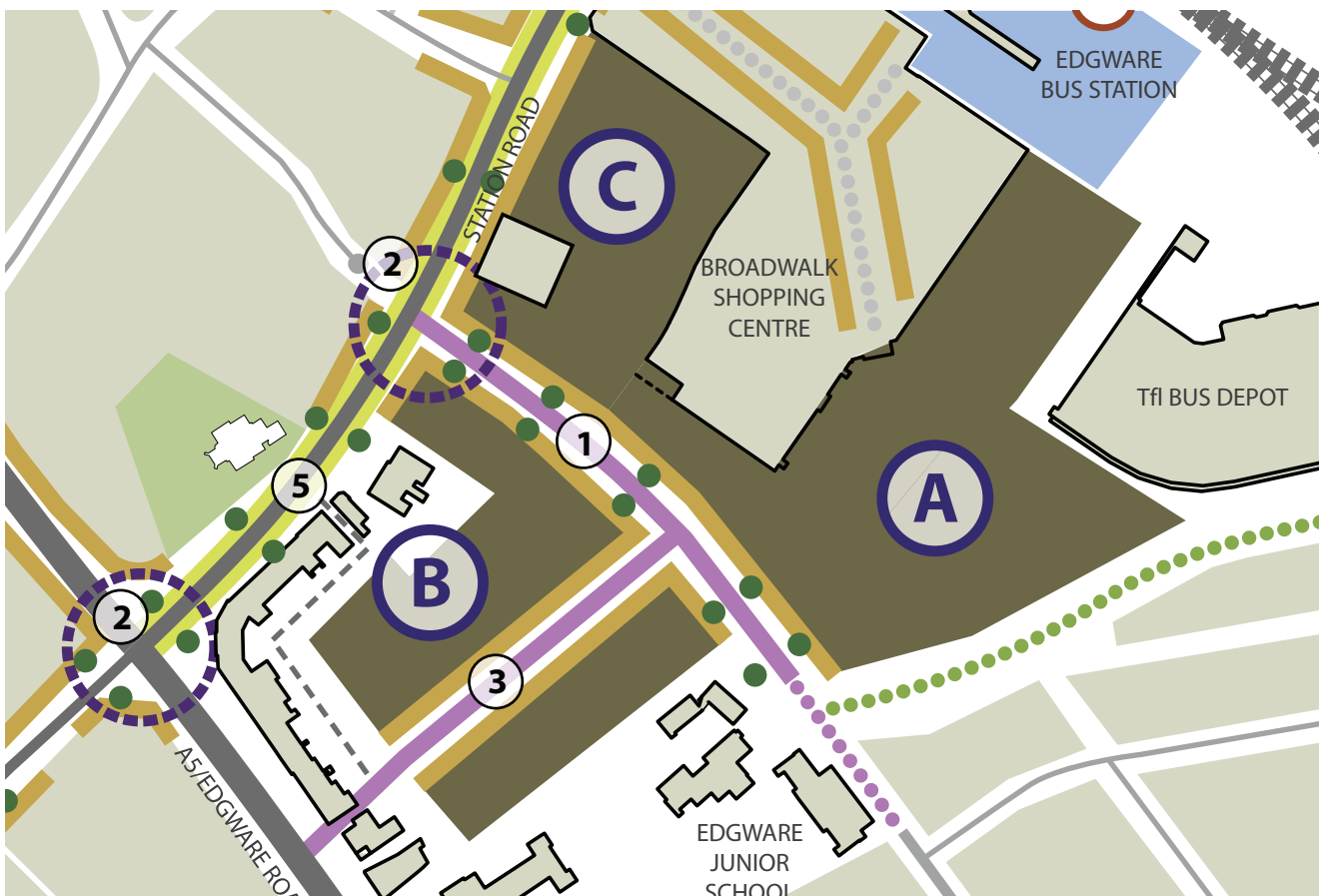
Many of the infrastructure elements of the framework are dependent on each other and therefore cannot be delivered in isolation. Development on the key sites identified in this framework will be required to directly deliver or contribute funding towards the delivery of the infrastructure elements. The owners of the key development sites are encouraged to work together to ensure that their development proposals relate to one another in the context of the Spatial Strategy. This will ensure that developments opportunities are maximised.

The scale of change and development anticipated to come forward in the Framework is significant and cannot be delivered in one go or by one landowner. Commercial constraints and in places complex land ownership will need to be resolved. A phased approach will therefore be necessary in order to coordinate developments with the delivery of infrastructure.

Each of the infrastructure elements is described in further detail in the next section setting out what the issue is, what the proposal is and what benefits and challenges are associated with it.



Area where the new street would be located



Extract from Spatial Framework showing new street from Station Road to Heming Road (Element 1)

## ① *A new street from Station Road into the Broadwalk Shopping Centre Site*

### Issue

The large area occupied by the Broadwalk Shopping Centre, its associated car park and the TfL bus depot, along with the railway tracks to the north east, create a set of barriers which limit access to the town centre, particularly from the east. This large area is dominated by access for vehicles and surface car parking and has a character more suited to an out of town retail park than a town centre. Connections from the car park to the high street are limited with pedestrians having to walk through the shopping centre or negotiate a narrow path past the car park barriers.

There are two pedestrian routes through this area. The first one leads from the rear entrance of the Broadwalk Shopping Centre through the surface car park to Edgware Junior and Infant School, and the second is Church Way which is a pedestrian alley way that provides a route from Station Road to Fairfield Crescent and Heming Road. Both routes, although well used, are relatively unattractive and unappealing for pedestrians, particularly during the evenings as they are not overlooked by buildings.

### Proposal

In order to help sub-divide the large area currently formed by the shopping centre car park and derelict sites around Forumside, a new street is proposed from Station Road into the site. This will also provide a direct and visible connection from the car park area and future development to the shops and high street on Station Road. The new street could replace the existing alley way along Church Path and provide a safe, overlooked public route for all users. The new street should connect to the existing pedestrian path through to Heming Road which should be retained and enhanced to provide and improved pedestrian and cycle link which is clearly visible and legible. This will help form a direct and safe route from the town centre to the residential neighbourhoods to the south.

### Benefits

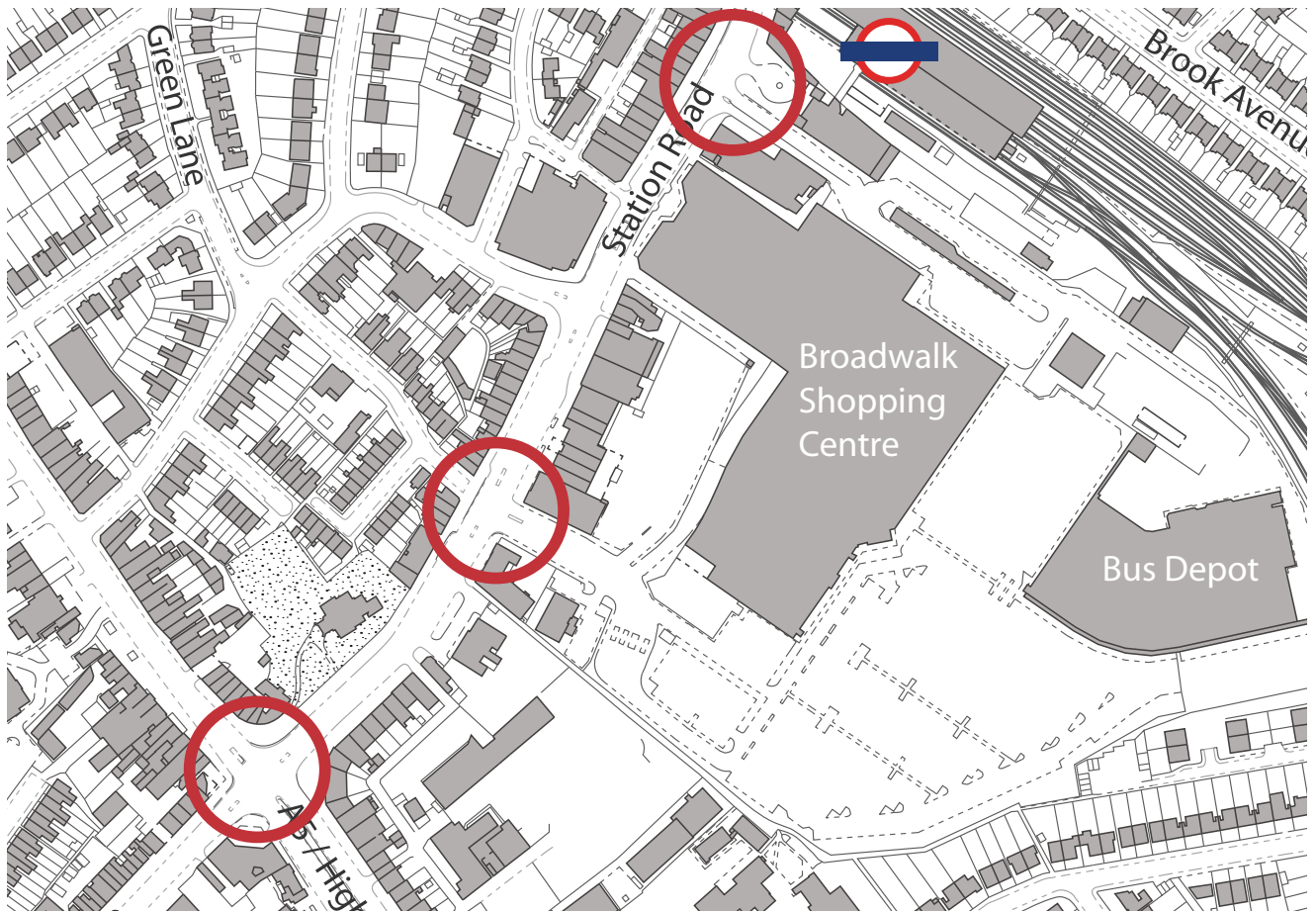
- This street will help subdivide the large urban block currently occupied by surface car parking and derelict land and will help give structure to development plots on either side.
- New development on either side of the street on the key sites of the Broadwalk Shopping Centre and Forumside sites will provide active frontage and good definition and enclosure to the street making it a safe and attractive route for people to use.
- The new street will still provide vehicular access to the car park for the Broadwalk Shopping Centre and could join with the new street from the A5 proposed in Element 3.
- The new street would provide an improved pedestrian route to the town centre from the residential streets to the south east.

### Challenges

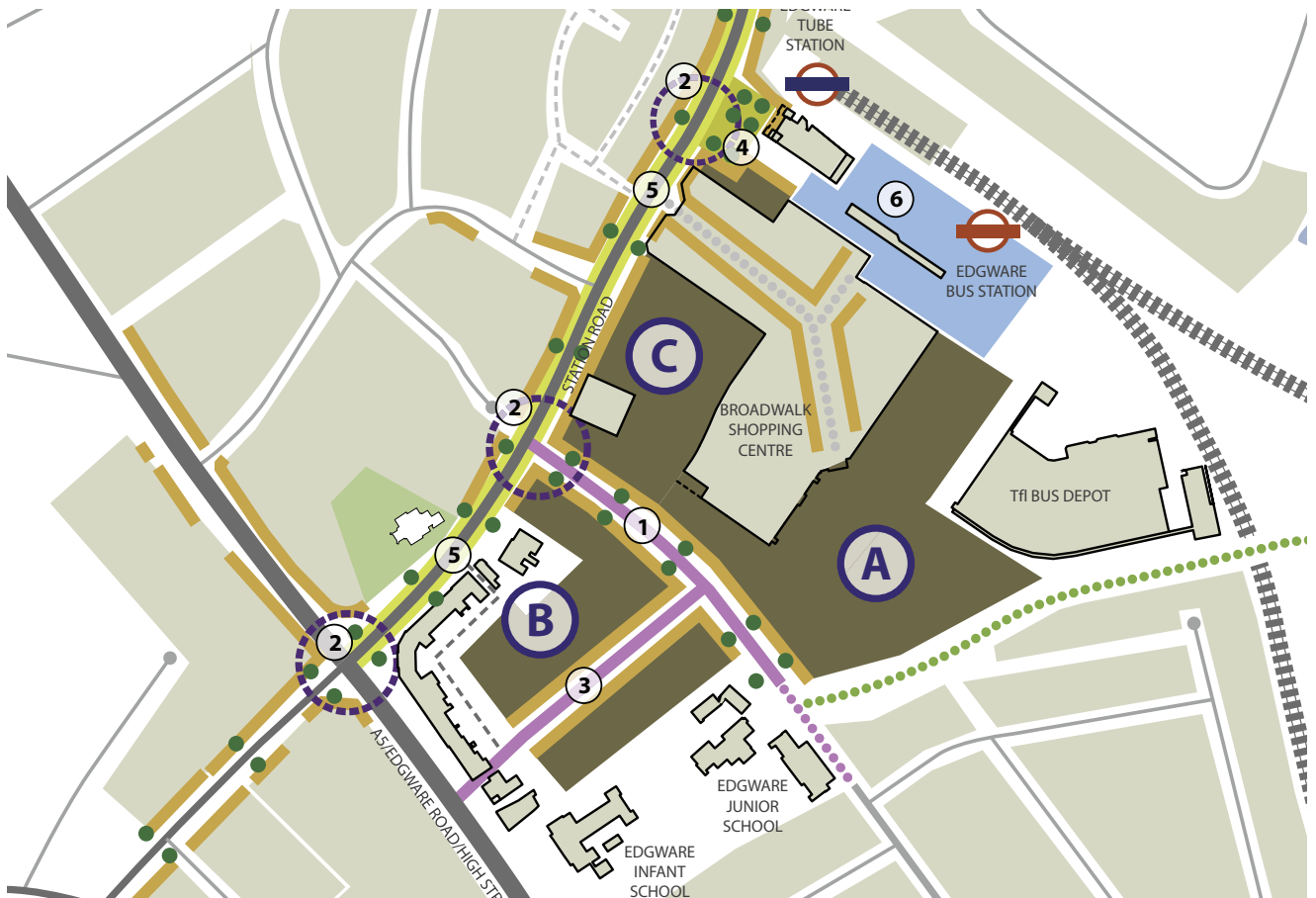
- The new street will require land from part of the current shopping centre car park. Car parking spaces will therefore need to be reprovided as part of the proposals for Site A.
- The new street would need to link with the new junction onto Station Road identified in Element 2.
- The existing footpath through to Heming Road is very narrow and runs between existing residential properties and the car park for Edgware Junior and Infant Schools. There is limited space for widening and improving this route is therefore limited. Car parking for Edgware Junior and Infant Schools will need to be retained.



Existing access to the Broadwalk Shopping Centre



Location of junctions identified for improvement



Extract from Spatial Framework highlighting junction improvements (Element 2)



## ② *Junction improvements along Station Road*

### Issue

The layout of Station Road and the volume of traffic it carries at peak times hamper bus and vehicular flow and can affect the quality of the environment for shoppers which in turn can have an impact on businesses in the town centre. Congestion along Station Road is compounded by the junction with the Broadwalk Shopping Centre car park entrance which is a congestion point within the town centre. The junction with the bus station access road is currently uncontrolled making it difficult for pedestrians to negotiate with the high volume of bus turning movements into and out of the bus station.

The junction between Station Road and the A5 is also an important junction within the town centre and can be affected when traffic on Station Road backs up. This junction is currently not a pleasant environment for pedestrians with limited crossing facilities.

### Proposal

The identified junctions along Station Road need to be assessed to ensure that new development within the town centre can be accommodated. The junction between Station Road and the shopping centre car park entrance will need to be remodelled and improved. This will need to be considered as part of the development proposals for the key development sites to ensure that land is available to configure the junction to accommodate the increased number of vehicle and pedestrian movements. The improved junction should provide safe facilities for all road users and improve the quality of the public realm around the junction. The junction will need to be designed in conjunction with the new street proposed in Element 1.

The junction between Station Road and the bus station access road would benefit from being improved to provide better traffic management, particularly for buses, as well as easier and safer facilities for pedestrians. This could be done through the use of traffic signals which could help regulate bus movements into and out of the

station and will improve pedestrian safety. The junction improvements should be designed with the improved public space proposed under Element 4.

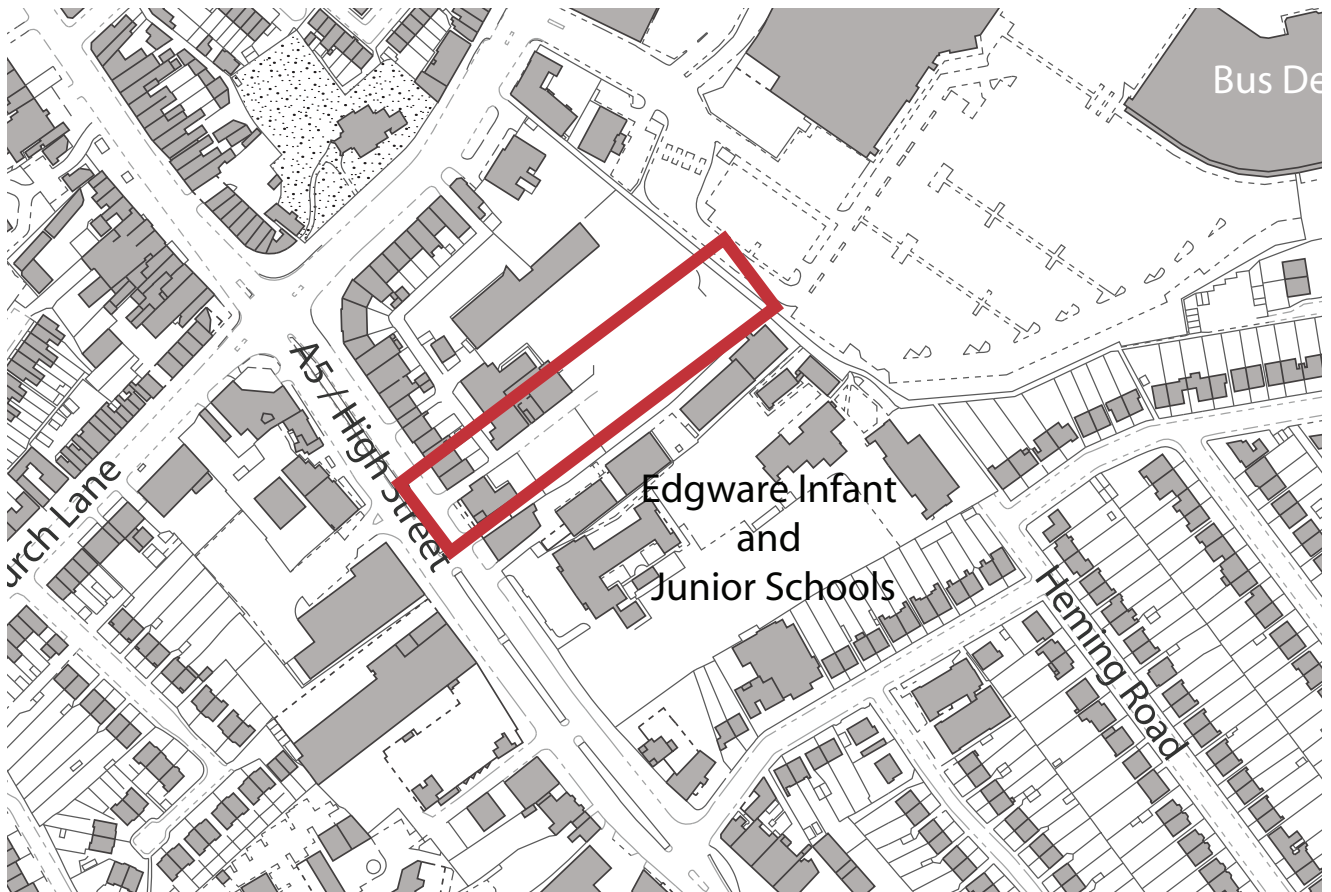
The junction between Station Road and the A5 may need to be remodelled as part of future redevelopment proposals. This should provide an improved quality of public realm and improved crossing facilities for pedestrians crossing from Whitchurch Lane. Further engagement with the London Borough of Harrow will be encouraged.

### Benefits

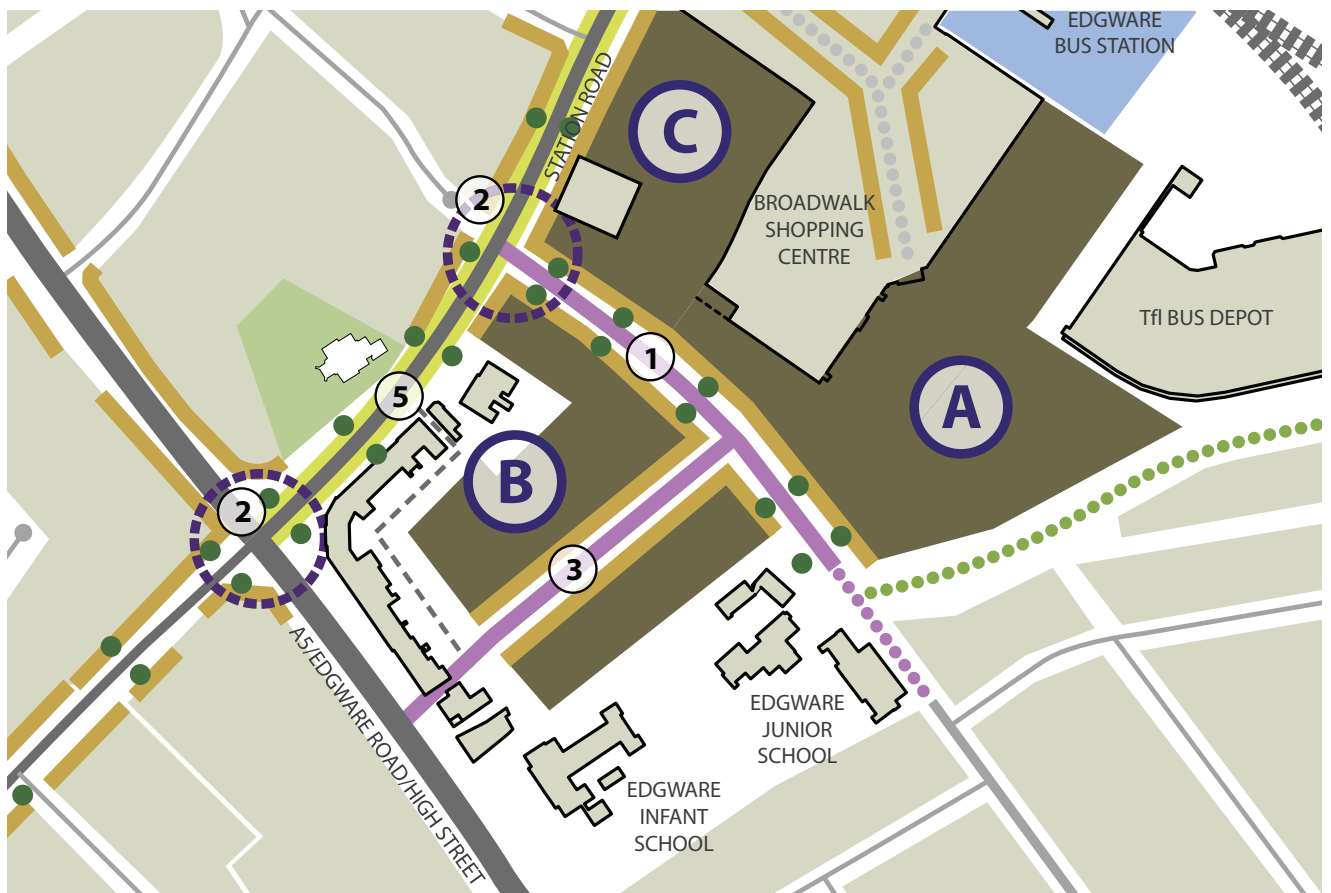
- When combined with other infrastructure improvements such as the new street from Station Road into the Broadwalk Shopping Centre site (see Element 1) and the new street from the Broadwalk Shopping Centre car park to the A5 (see Element 3) the junction improvements could help alleviate current congestion points within the town centre and improve vehicle flow along Station Road.
- Improved environment for pedestrians and shoppers.
- Improved pedestrian access from Whitchurch Lane to the town centre and Edgware Station.

### Challenges

- The improvements may require land from the Post Office and Health Clinic sites and will need to be planned in conjunction with developments on these sites.
- Proposed highway solutions will need to balance the requirement for improved traffic capacity with improvements to the public realm and pedestrian environment.
- Signalisation of the bus station access will need to be balanced against the impact on bus journey time and bus priority.



Area where new street would be located



Extract from Spatial Framework showing new street from shopping centre car park to the A5 (Element 3)

### ③ *A new street through Forumside connecting the Broadwalk Shopping Centre car park to the A5*

#### Issue

There are a collection of buildings and plots of land around the Forumside area, some of which have been vacant and derelict for a number of years. This area, when combined with the shopping centre car park, makes up a large urban block within Edgware town centre that is underutilised and isolated from the surrounding area. With few routes through, this area has limited pedestrian and vehicular access.

#### Proposal

A new route through the Forumside area is proposed to link the Broadwalk Shopping Centre car park with the A5 (Edgware Road). This new street could connect with the new street proposed in Element 1. This route could provide an alternative to the current car park access from Station Road and would help alleviate some of the traffic movements and congestion around the existing car park junction.

The route could utilise the existing access into Forumside from the A5 as well as the existing right hand turn lane from the A5 into Forumside. The new route is likely to be left hand turn only when exiting onto the A5.

The new route should be located away from the Edgware Junior and Infant School boundaries and the school pedestrian entrance on the Edgware Road. Detailed designs and traffic modelling will be required and should take into account child safety and pedestrian movements.

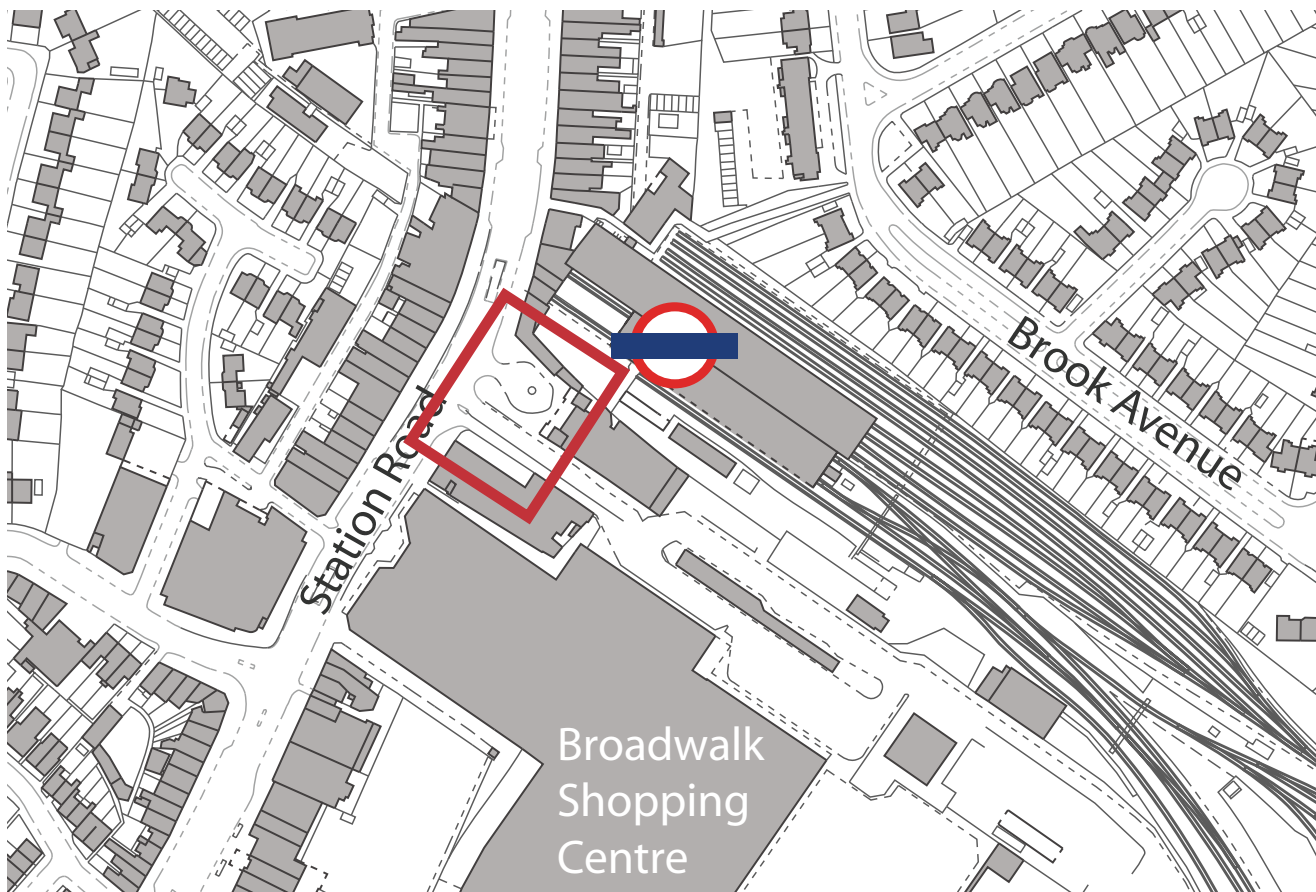
Potential new development on the Forumside sites and surrounding area should positively address this new street and provide active frontage wherever possible. The new street will also form an important pedestrian route from new development around the Broadwalk Shopping Centre to the A5 and should be designed appropriately to accommodate pedestrian movements.

#### Benefits

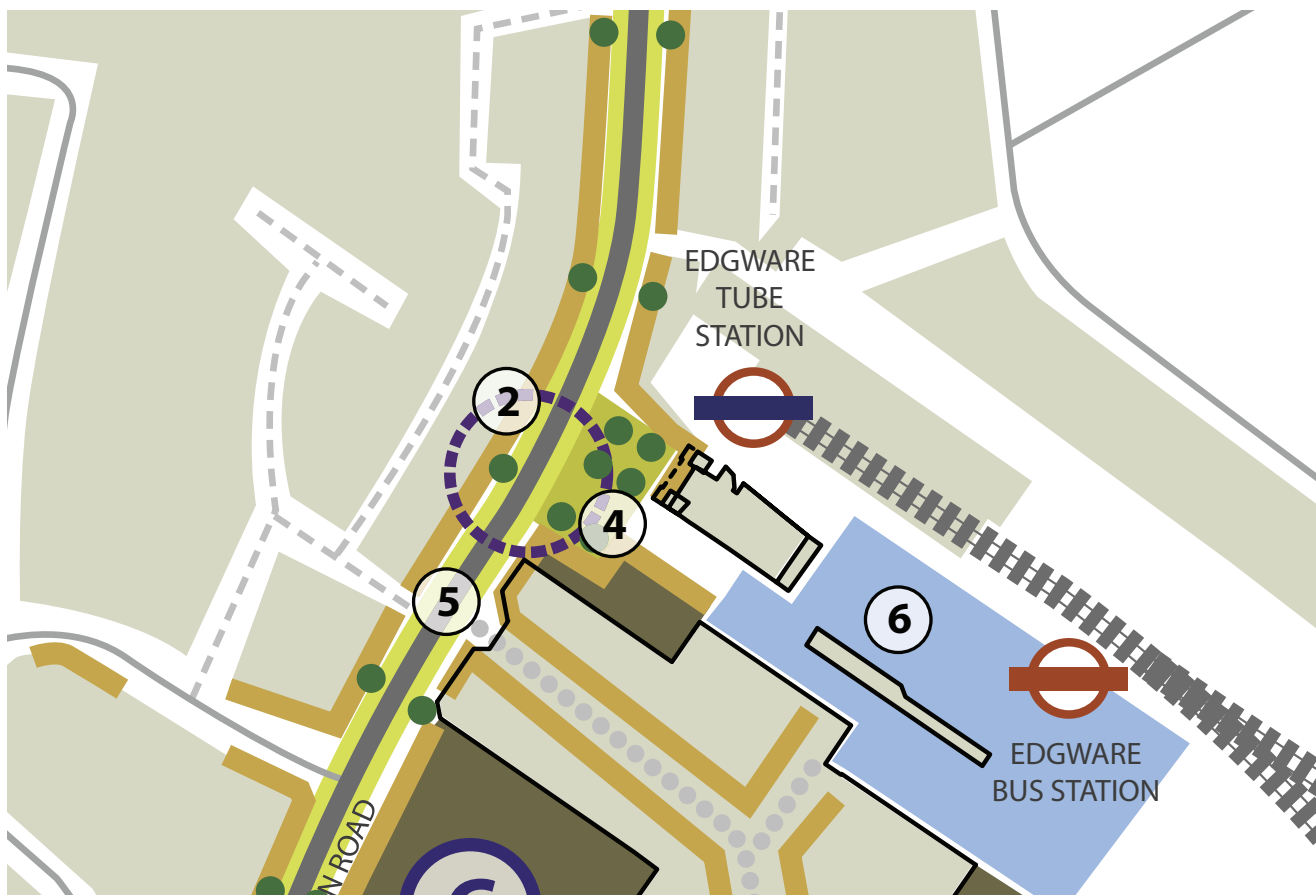
- The new street will help subdivide this area and give structure to development plots within the Forumside sites.
- The new street would form part of a permeable network of streets that will help provide public routes into the town centre.
- The new route could help alleviate traffic and congestion issues currently faced along Station Road to enable new development in the town centre to be accommodated.

#### Challenges

- The new route may require land currently in multiple ownerships. Therefore land may need to be assembled to deliver the new street.
- The existing access at Forumside is narrow and may require modification to accommodate the traffic movements.
- The A5 is part of the Strategic Road Network and therefore will require consultation with TfL.



Existing open space in front of Edgware Underground Station



Extract from Spatial Framework showing potential new public open space (Element 4)



## 4 Improved public open space around Edgware Tube Station

### Issue

Edgware suffers from a lack of public open space. Its linear arrangement stretched along Station Road means that there is no clearly defined 'heart' or central area as you might find in other towns with market squares. The only open space in the town centre is outside Edgware Station and this is currently used by taxis and as a passenger drop off and pick up facility and is dominated by guard railing and parked cars. There are no spaces within the town centre where people can sit and relax and generally spend time in the town centre. Furthermore the lack of an open area means that there is nowhere for public and community events to be held. This effects the dwell time of people and shoppers in the town centre and in turn impacts on local businesses.

### Proposal

The space outside Edgware Tube Station is an ideal location for an improved public space in the town centre which would help to create an attractive arrival point from the Station. There is sufficient pavement width to relocate a drop off/pick up point parallel to Station Road, similar to the current taxi waiting bays and on-street parking currently located to the north along Station Road. This would free up the space to create high quality public open space for pedestrians in one of the busiest locations in the town centre. The space could be re-paved and incorporate trees and provide places for people to sit as well as space for public events or market stalls.

In the short term, the existing single storey buildings which face onto this space could potentially be reused for cafe uses to help spill out and enliven the space. Development proposals for the Broadwalk Shopping Centre should attempt to improve the connection and environment between the Shopping Centre and the Tube Station.

In the longer term, the redevelopment of the Argos building could provide the opportunity to extend the open space onto the west side of the bus station

access road. The pedestrian crossing facilities across this access road must also be improved as part of any proposals and should be coordinated with the junction improvement proposed under Element 2.

### Benefits

- An improved public space would enhance the sense of place and character of the town centre and provide a point of arrival.
- The space would provide a place for people to meet and spend time in the town centre.
- A space would be provided for community events and gatherings which will help create a sense of community and attract people into the town centre and may lead to increased spend in local shops.
- Provide space for occasional small markets (similar to the French Market which currently comes to other town centres in the borough).
- In the longer term, if the buildings immediately to the south of the bus access route were redeveloped, the space could extend across the bus access route and help improve the crossing for pedestrians.

### Challenges

- The Station Forecourt area is owned by London Underground Lines (LUL) and changes would require agreement with TfL.
- The relocation of the taxi rank should try to ensure that the future rank remains within the sightline of customers existing the station.



The current space outside Edgware Station used as a pick up/drop off space



Subject to detailed surveys, new trees have the potential to “green up” Station road



The Broadwalk Shopping Centre entrance from Station Road is divorced from the street

## ⑤ *Improved public realm along Station Road*

### Issue

The quality and attractiveness of the environment of a town centre can play an important role in whether people decide to shop and spend time in the town centre.

A large part of Edgware's high street along Station Road benefits from attractive interwar period buildings and parades. It also has wide pavements along most of its length. However the lack of any street trees along Station Road means the town centre environment feels harsh and uninviting. This, coupled with the traffic congestion and frequency of buses, creates a relatively unpleasant environment for pedestrians.

The existing entrance into the Broadwalk Shopping Centre from Station Road is at a lower level than the main part of Station Road. This divorces the entrance from the street and contributes to the lack of connection between the shopping centre and the high street.

### Proposal

The way in which space within high streets is allocated and designed for different uses such as shop displays, café seating, pedestrian movements, bus stops, vehicle movements, tree planting, markets, car parking and servicing has a significant influence on the character of a town centre.

The space between the buildings along Station Road is generous. At the moment this space is divided up to provide pavements, parking bays, vehicle carriageways and a central reservation. The majority of the space is therefore currently designed to accommodate vehicles.

In the short term the high street environment along Station Road should be enhanced by planting new street trees and de-cluttering pavements by removing guard rails and other unnecessary features. This could help soften the appearance of the town centre and provide an environment where cafes and restaurants could spill out onto pavements and provide outdoor seating. New

coordinated street furniture and signage could help contribute to the character and identity of the town centre. Any public realm proposals should be coordinated with the improvements to the public space in front of Edgware Underground Station identified in Element 4.

The space in front of the Broadwalk Shopping Centre entrance should also be enhanced as part of any proposals for the expansion of the shopping centre to improve the connection between the shopping centre entrance and the high street needs.

In the longer term more comprehensive changes to the distribution of space along Station Road could be considered.

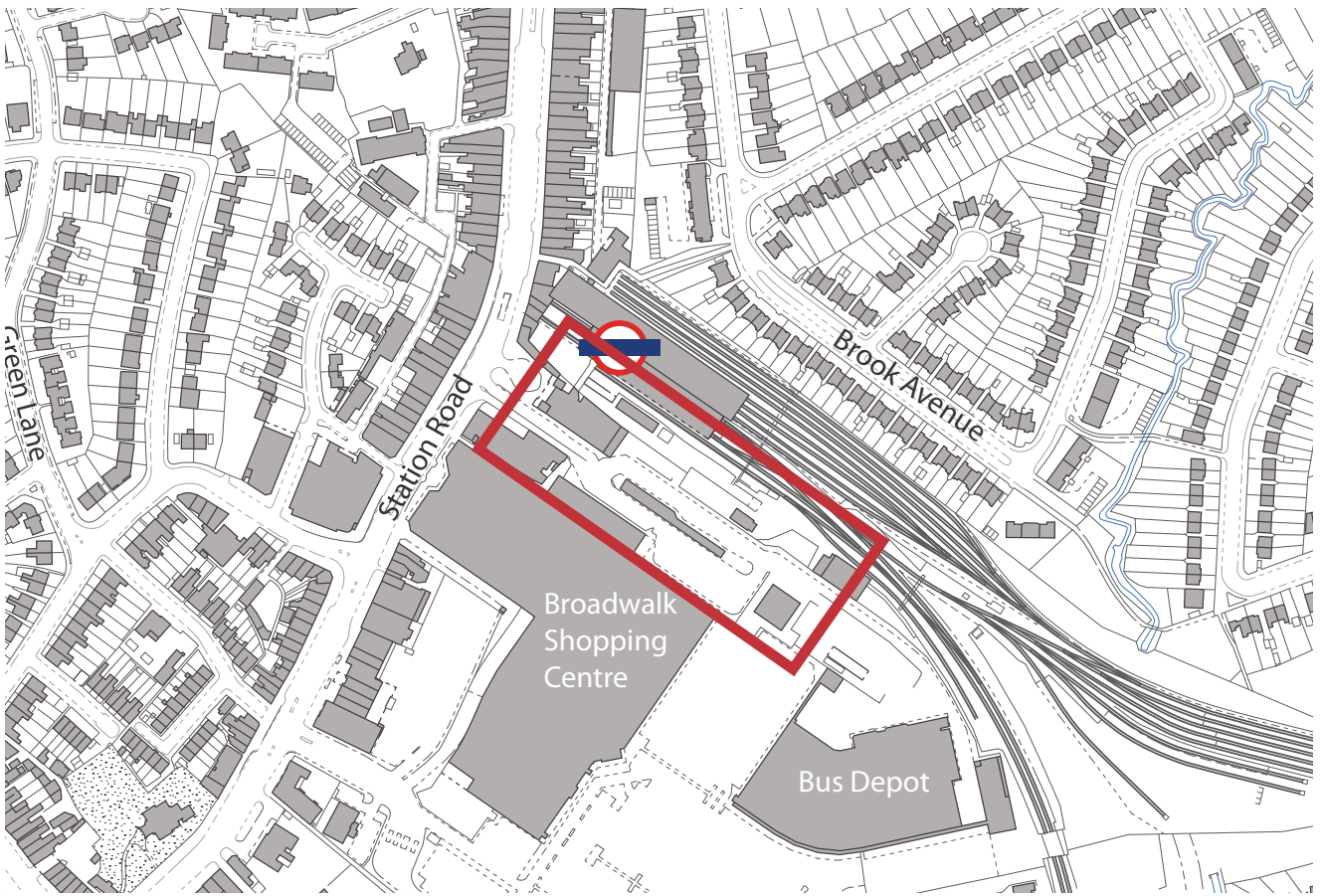
### Benefits

- New tree planting will soften and enhance the urban environment whilst providing microclimate benefits in terms of shade and air quality.
- Tree planting and de-cluttering improvements could be funded from government grants and would not be dependant on development proposals on the identified sites.
- An improved environment will encourage cafes to spill onto wide pavements and provide places for people to sit. In turn this may attract people to the town centre to shop and spend time.

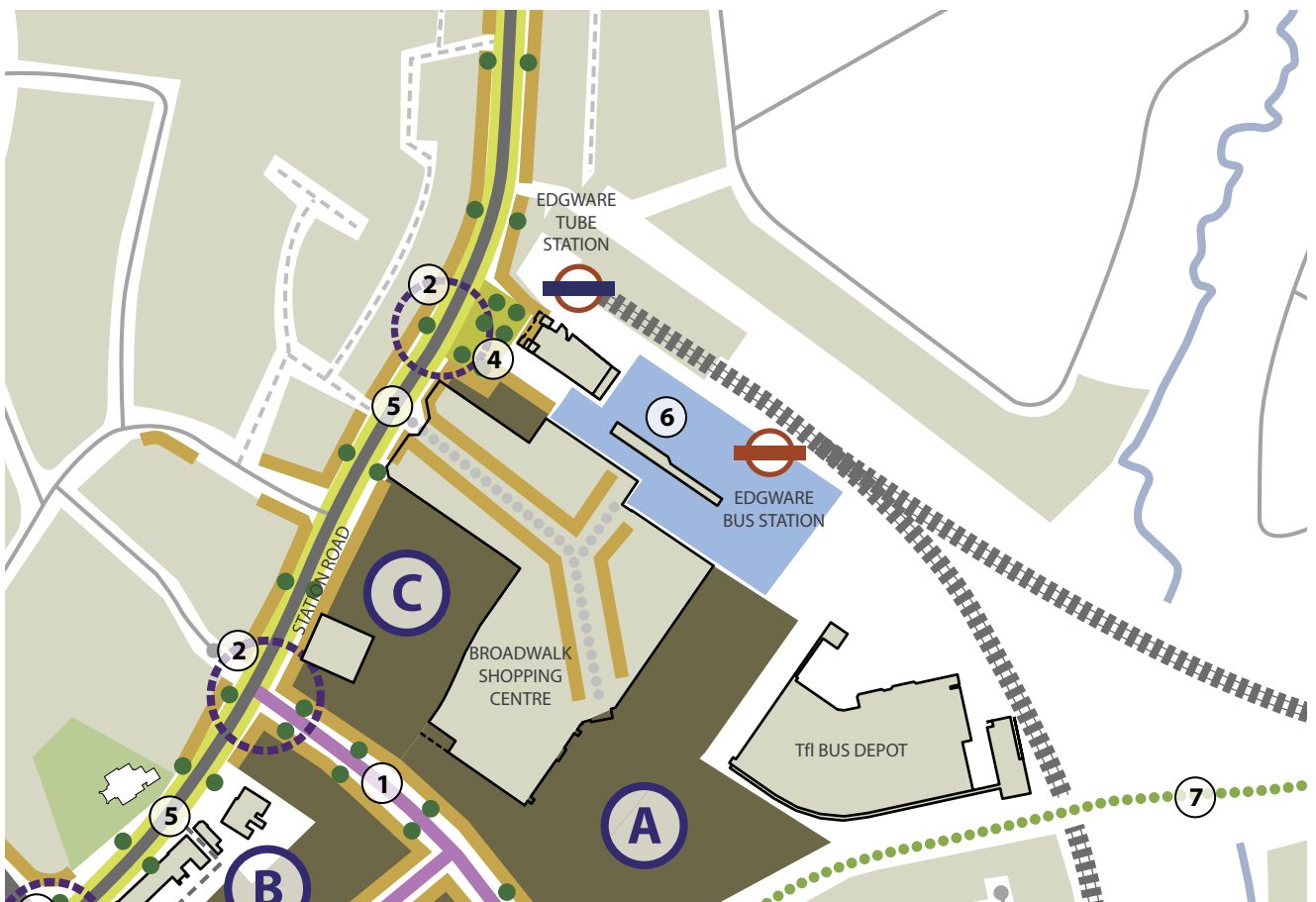
### Challenges

- Surveys may be needed to establish where services are located beneath the ground to assess where trees can be planted.
- Part of Station Road is built over a tunnel associated with the Northern Line tube tracks. This may not have a deep enough sub-structure for trees to be planted in this location near the Station.





Existing bus station in the heart of the town center.



Extract from Spatial Strategy highlighting area for potential improved bus interchange (Element 6)

## ⑥ Improved bus interchange

### Issue

Edgware has a fully functional but uninspiring bus interchange, which is adjacent to but distinctly separate from the tube station and the Broadwalk shopping centre. It is generally not as welcoming to passengers as it could be, as it is essentially an outdoors facility. The existing site of the bus station is fairly constrained and is operating at full capacity with no scope for future proofing within the existing footprint. However, there is an adjacent disused substation, which may offer an opportunity to expand the site.

### Proposal

The bus station is in a good location in the heart of the town centre and there is an excellent opportunity to create a new state of the art facility. A new bus station could be created by modifying the existing facility to create a partially covered bus interchange drawing on best practice examples from elsewhere. The improvement would include an upgrade the existing bus station building and overall this would provide a step change in the quality of the public transport offer in the town centre. Consideration should also be given to improving the connectivity for pedestrians with both the tube station and the shopping centre, to create more seamless linkages.

In conjunction with this the opportunity could be taken to investigate the feasibility of removing the disused substation. This would allow a more substantial re-modelling of the existing facilities to be undertaken, and potentially, subject to detailed design work, allow for the future growth in bus services if this were to be deemed necessary.

Any proposals should be considered in conjunction with the development of the Broadwalk Shopping Centre site and should work to enhance the existing pedestrian entrance into the shopping centre from the bus station.

### Benefits

- Improve the quality of passenger interchange.
- Provide better connections to the tube station and the shops.
- Improvements to bus infrastructure.
- Retains the existing excellent level of bus services that call at the interchange.
- Potential, subject to detailed design, to allow for a future increase in services if required.

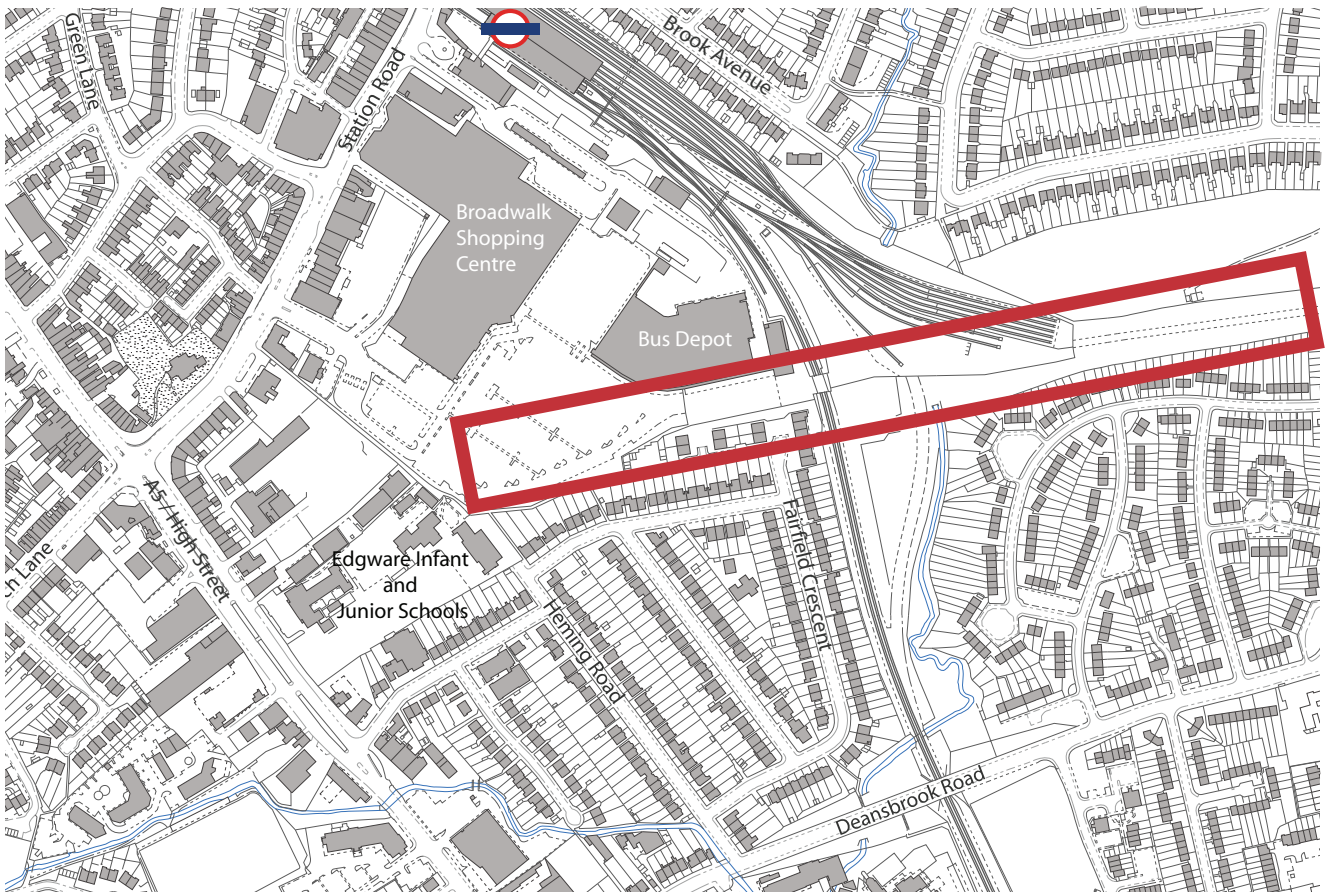
### Challenges

- Any alterations to the bus station interchange would require agreement with TfL and the bus operators, as well as potentially with other interested parties including LUL and the Broadwalk Shopping Centre.



Buses turning into Edgware Bus Station





Plan showing area where new pedestrian/cycle route would be located



Extract from Spatial Framework showing new pedestrian and cycle route from Deans Lane (Element 7)

## ⑦ *A new pedestrian/cycle route from Deans Lane to the town centre*

### Issue

The Northern Line railway tracks to the north east of the Broadwalk Shopping centre create a barrier which limits access to the town centre from the east. This cuts the town centre off from the residential neighbourhoods to the east and potentially prevents people from shopping or visiting Edgware.

### Proposal

A new pedestrian/cycle route is proposed from Deans Lane parallel to the old overground railway line. There is an existing access road from Deans Lane leading to a service depot in between the existing Northern Line tracks and the railway sidings. The service depot is owned by London Underground and is currently used by Tube Lines.

The new route could utilise part of the existing access road or run alongside it. The route would also utilise the existing bridge to cross the tube tracks and link in to the shopping centre car park at the rear of the bus depot. The route would then connect to the new street proposed in Element 1 and provide a new access for pedestrians and cyclists into the town centre.

### Benefits

- The route would open up direct access to the town centre from the residential neighbourhoods to the east and provide an attractive green pedestrian and cycle route.
- The route would encourage sustainable modes of travel for accessing the town centre and could help alleviate some of the congestion issues currently faced in Edgware.

### Challenges

- The proposal would require a small amount of underutilised TfL land which is currently used as storage.
- Part of the route would run along the southern boundary of the Broadwalk Shopping Centre site. The route would require careful design to ensure that it is safe and secure.
- Part of the route would cross operational railway lands owned by London Underground. Issues of operational requirements will need to be carefully considered in it is safe and secure and
- Trees either side of the existing access road are covered by a group Tree Preservation Order. Proposals should therefore seek to retain trees where possible.



A new pedestrian/cycle route would improve the way people can access the town centre



Existing path from Parkfield Close





## 4. Delivering the Plan

**This section outlines the stakeholders that will be involved in implementing the Edgware town centre framework and delivering the objectives for the benefit of the town.**

### 4.1. Introduction

The Council considers investment in Edgware town centre necessary to ensure that it maintains its position in the Borough's retail hierarchy and continues to compete successfully with other centres.

There are several development opportunities which have the potential to deliver major improvements and investment in the town centre and expand the number and quality of shops on offer as well as introduce other uses and activities. If managed correctly, this will provide the opportunity for Edgware to respond positively to the issues it faces and the growing competition from other nearby centres and the changing pace of retailing nationally.

### 4.2. Priorities for retail floorspace

The Council is committed to realising development opportunities in Edgware to deliver a range of town centre uses and benefits. In accordance with the Core Strategy, the priority is for new comparison retail floorspace to be created. This will deliver new shops in modern units that will attract new retailers to the town centre and boost the retailing range and quality on offer. This should be supported by other town centre uses such as leisure and residential uses to help attract people into the town centre, improve dwell time and promote activity at different times of day.

The Core Strategy identifies modest capacity for additional convenience retail floorspace in Edgware. However, the Council recognises that the ability to deliver a viable and comprehensive redevelopment of the Broadwalk Shopping Centre site will in part be influenced by the requirements of existing retailers. Therefore further convenience retail floorspace expansion may be considered in order to deliver the objectives of this Framework. Proposals for additional convenience floorspace will need to be considered carefully against identified retail capacity, accessibility

and impact on traffic as well as the potential benefits it could bring to the town centre such as regeneration, employment and infrastructure improvements.

There is also potential for improving the office and commercial floorspace available in the town centre making it more attractive to small to medium sized businesses.

Development proposals will be expected to deliver and contribute towards the Infrastructure Elements identified in the Spatial Strategy which set out the Council's priorities for infrastructure and improvements within the town centre.

### 4.3. Delivery and phasing

Achieving the vision for Edgware will be challenging and the Council cannot implement this framework alone.

The key sites that offer the opportunity to deliver change and improvements in Edgware are in private ownership. Therefore commercial constraints, and in places complex land ownership will need to be resolved. The scale of change and development anticipated to come forward is significant and cannot be delivered in one go or by one landowner. A phased approach will therefore be necessary in order to coordinate developments with the delivery of infrastructure.

The Council's role will be to bring the key landowners and stakeholders in the town centre together to ensure that their individual aspirations and development proposals are consistent with the vision and objectives of this Framework. To help facilitate this, the Council will consider setting up a stakeholder group to monitor and implement the objectives of the Framework. The Council will also continue to engage with the Edgware Town Team on emerging proposals within the town centre.

Each of the elements of infrastructure identified in the Spatial Strategy present a range of delivery challenges and each will require detailed assessments in order to work through and address the risks, financial commitments, land ownership, phasing and other issues.

The Council will encourage developers to work together to coordinate their plans and proposals within the overall context of the Spatial Strategy. It will be important that different landowners take account of neighbouring land interests to ensure that schemes do no prejudice wider development coming forward.

The Council has the ability to use Compulsory Purchase Order (CPO) powers as a last resort where developers cannot assemble land to facilitate development of the key sites.

Public engagement and consultation with the local community and resident groups will be important throughout the lifetime of this framework and will be essential to the success of partnership working. The local community will be engaged and consulted with during the preparation of this framework and will continue to be consulted moving forward.

#### 4.4. Planning obligations / Community Infrastructure Levy

Policy CS15 of Barnet's adopted Core Strategy (September 2012) sets out the priorities for Planning Obligations and the operation of a Community Infrastructure Levy (CIL) to secure contributions from new development. The Core Strategy is supplemented by a revised Planning Obligations Supplementary Planning Document (SPD) as well as a local Community Infrastructure Levy (CIL) both adopted on 1st May 2013. These sit alongside the Mayor of London's own CIL that was adopted on 1st April 2012.

The CIL regulations enable Local Authorities to set charges in relation to developments and the creation of new floorspace to ensure that new development contributes appropriately towards meeting infrastructure requirements. CIL replaces the historic use of 'Planning Obligation tariffs' with a standard charge of £135 per square metre upon the net additional residential or retail floor space

created in a development. The Levy is designed to ensure that viable forms of development contribute appropriately towards meeting the associated impacts on infrastructure. Where development is mostly or solely based on a change of use within an existing building, as defined within the Planning Obligations SPD this type of development may require a wider range of Planning Obligations in order to ensure such development mitigates for its impacts.

Barnet's Infrastructure Delivery Plan (IDP) sets out specific necessary and critical improvements to key junctions along Station Road and more general public realm and town centre improvements along Station Road that are needed to cater for intensification of vehicular and pedestrian flows. Developments in Edgware will be required to contribute towards infrastructure projects within the town centre. Planning obligations through section 106 Agreements will continue to be used alongside CIL where appropriate to secure the provision of mitigation and compensation for development proposals and their specific associated impacts.

#### 4.5. Planning applications

This planning framework, alongside planning policies contained within the London Plan and Barnet's Local Plan, provides the framework within which all future planning applications in Edgware town centre will be determined.

Planning applications will need to demonstrate how the proposed development will help realise the elements of infrastructure identified within the





Spatial Strategy, as well as the other objectives of the Framework.

As part of any planning application, there will be requirements for accompanying studies and assessments to be made to understand and consider the impacts of development proposals. Such studies may include transport assessments and flood risk assessments, amongst others. The intention is not to over-burden developers, but rather to ensure that the impacts of detailed proposals are understood and appropriately dealt with.

The Council will seek to engage proactively with landowners and developers through pre-application planning discussions to shape development proposals and work jointly towards delivering the objectives of the Framework.

## 4.6. Conclusion

Edgware is one of four priority town centres in Barnet for which the Council is preparing planning strategies to help secure vibrant a viable physical and economic environments.

This Town Centre Framework provides a spatial strategy to encourage and support investment in Edgware town centre and enhance its distinctive character. Three key development sites are identified around the Broadwalk Shopping Centre, Premier House and the Forumside area, along with necessary infrastructure and improvements that will need to be delivered by development on these sites to ensure that an expanded retail offer is well connected to the existing high street so that it benefits the whole town centre.

The Council will work with a range of stakeholders to secure successful change in Edgware over the coming years and ensure that it becomes a thriving, vibrant and sustainable town centre with an improved retail offer and town centre environment.







For more information:

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or visit [www.barnet.gov.uk/planning](http://www.barnet.gov.uk/planning)



## **APPENDIX B**

### **SCHEDULE OF CONSULTATION RESPONSES**

#### **Summary of Online Survey**

- 74 people completed some or all of the online survey
- 85% of responses came from people who live or shop in Edgware

#### **The Vision**

- 86% of respondents agreed with the vision
- Only 6% strongly disagreed

#### **The Objectives**

- 90% of respondents agreed with the objective to provide an attractive environment with the highest quality urban design
- 89% of respondents agreed with the objective to secure transport infrastructure improvements which integrate development with Station Road
- 88% of respondents agreed with the objective to deliver new public spaces and improve public realm
- 81% of respondents agreed with the objective to reduce congestion on Station Road and encourage more people to walk and cycle
- 81% of respondents agreed with the objective to protect and enhance the towns centres position as a major centre
- 65% of respondents agreed with the objective to encourage the development of a distinct northern quarter

#### **The Spatial Strategy**

- 79% of respondents agreed with the spatial strategy

#### **The Elements of Infrastructure**

- 87% of respondents agreed with junction improvements on station road
- 84% of respondents agreed with a bus strategy for Edgware
- 83% of respondents agreed with improved public realm along Station Road
- 82% of respondents agreed with new public open space around Edgware tube station
- 67% of respondents agreed with a new cycle route from Deans Lane to the town centre
- 60% of respondents agreed with a new street through Forumside
- 58% of respondents agreed with a new street from Station Road to Hemming Road

#### **Summary of Comments Received**

#### **Who responded:**

- A total of 74 people completed some or all of the online survey. The majority of respondents to the online survey either live or shop (85% and 73% respectively) in the town centre. Many had visited the display boards set up in the Broadwalk shopping centre.

#### **Comments on the vision:**

- In summary the detailed comments made by respondents to the vision were generally positive. There are various concerns with some of the details. The most common response supported the improvements to both the public realm including the new public open space and shops with Edgware currently described by respondents as drab and downmarket with cleanliness also raised as an issue. The possibility of a cinema was strongly supported. The biggest issue raised was congestion and parking stress with bus congestion highlighted. Also the impact of traffic on Edgware primary school was raised as an issue. Finally several respondents highlighted the importance of maintaining the drop off point for Edgware tube station.

#### **Comments on the objectives:**

Less than half the respondents left detailed comments in relation to the objectives. The comments that were received have been summarised as follows:

- Comments received in relation to the congestion outside Edgware Station considered by some to be caused by the drop off point and others the buses. The poor pedestrian/cyclist environment in this area was also observed.
- There was concern in relation to the creation of a Northern Quarter with comments highlighting the potential impact on existing shops and the residential nature of the area and potential problems with congestion. *(It should be noted that this particular objective simply acknowledged the current situation at the northern end of Station Road around the Edgwarebury Lane junction and does not proposed any new development in this area).*
- Various suggestions were made to reduce congestions in various locations in the town centre and how parking provision could be improved. Public realm improvements and de-cluttering were strongly supported although there was concern raised over providing the opportunity for anti social behaviour. One respondent felt that the town centre already has sufficient large scale retail outlets and shouldn't be expanded and would rather see a focus on residential development. However other respondents supported the expansion of retail and considered that it would support Edgware's prominence as a retail centre.
- The question asking if there was something missing from the objectives was answered by less than half of all respondents. Those that did respond considered that the following were missing; a requirement for a park or playground, a cinema, encouraging a diversity of retail/improvement in the quality of retail provision, specifically considering on-street parking.

#### **Comments on the spatial strategy:**

- Fewer respondents had comments on the spatial strategy with many repeating comments already made. New comments included a request for more residential development to be identified as well as more community uses. Changing bus routes was also identified as a way of reducing congestion.

#### **Comments on the Key Sites identified:**

- Respondents generally supported returning the derelict Forumside land to use and some respondents supported non retail uses over more retail. There was support for improving the Station Road frontage of the Broadwalk. The types of shops found in the town centre were raised with pound shops and betting shops highlighted as contributing to the downmarket image.
- Particular concern was raised over the proposed new road from Station Road to Heming Road and the potential impact on the safety of children coming to and from Edgware primary school. Concern was also raised about this route becoming a through route with Hemming Road and Garrat Road and turning these roads into rat runs.
- Maintaining the total number of car parking spaces in the Broadwalk car park was identified by at least one respondent as important. Concern was also raised over the future of the Railway Hotel.

#### **Comments on proposed infrastructure and improvements to the town centre:**

- The proposal for new roads generated a number of responses with regards to safety for school children and increased congestion and impact on existing residents with criticism of the lack of clarity. Elsewhere the current pedestrian environment was criticised. The new pedestrian route from Deans Lane was supported. Changing the existing vehicle drop off in front of the tube station was criticised and redesign of the access to the bus station was supported to reduce bus congestion.
- There were 22 respondents who thought that some infrastructure improvements were missed. These mostly related to roads including a one way road linking with Deans Lane, widening Edgwarebury Lane, simplifying the current parking restrictions, providing a back route out of the bus garage, widening Station Road westbound, removing the central reservation on Station Road and adding a cycle lane and improving the Manor Park Crescent junction. Other non infrastructure related comments included reference to the railway hotel, the cinema, a youth facility such as a skate park and a Sunday market in the Broadwalk car park.

#### **Other comments on the proposed town centre framework:**

- Comments were once again made about the congestion caused by buses in the town centre. Some criticism was made of the purpose of the Framework. Other comments not related to the town centre framework included getting rid of pay by phone parking, increasing the free parking in the Broadwalk car park, increasing the nightlife in the town centre, improving the CCTV and providing a timescale for these proposed developments.

#### **Changes Made to the Framework Following Consultation**

The overall response to the consultation was positive with support for the vision, objectives and spatial strategy. Some minor updates to text have been made but otherwise the structure of the document remains unchanged. A number of amendments have been made to parts of the document in response to specific consultation responses. These are as follows:

#### **Element 1 – A new street from Station Road into the Broadwalk Shopping Centre site**

Following concerns from residents and Edgware Junior and Infants schools, the Spatial Strategy plan has been updated to ensure that the new street is located away from the school boundary and to ensure that the existing car parking for the school is not affected. The link through to Heming Road is clearly shown as a pedestrian route.

Element 3 - A new street through Forumside connecting the Broadwalk Shopping Centre car park to the A5

Following concerns from Edgware Junior and Infants schools, the Spatial Strategy plan has been updated to ensure that any potential road link is located away from the school boundary and existing pedestrian entrance on Edgware Road.

Element 6 – Improved bus interchange

Following comments and feedback from TfL, the proposal for a new bus route and bus strategy has been removed and replaced with proposal for an improved bus interchange. This focuses on the opportunity to enhance the bus station but recognises the operational constraints.